



AGENDA FOR THE EXECUTIVE

Members of the Executive are summoned to attend a meeting to be held in the Council Chamber, Islington Town Hall, Upper Street, N1 2UD on **20 April 2023 at 7.00 pm.**

Enquiries to : Mary Green
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Despatched : 12 April 2023

Membership

Councillor Kaya Comer-Schwartz
Councillor Diarmaid Ward

Councillor Una O'Halloran
Councillor Rowena Champion

Councillor John Woolf
Councillor Santiago Bell-Bradford
Councillor Nurullah Turan
Councillor Michelline Safi Ngongo

Councillor Roulin Khondoker

Portfolio

Leader of the Council
Executive Member for Finance, Planning and Performance
Executive Member for Homes and Communities
Executive Member for Environment, Air Quality and Transport
Executive Member for Community
Executive Member for Inclusive Economy and Jobs
Executive Member for Health and Social Care
Executive Member for Children, Young People and Families
Executive Member for Equalities, Culture & Inclusion

Quorum is 4 Councillors

Please note

It is likely that part of this meeting may need to be held in private as some agenda items may involve the disclosure of exempt or confidential information within the terms of Schedule 12A of the Local Government Act 1972. Members of the press and public may need to be excluded for that part of the meeting if necessary.

Details of any representations received about why the meeting should be open to the public - none



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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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.	
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I. Urgent exempt matters

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

The next meeting of the Executive will be on 18 May 2023

WEBCASTING NOTICE

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London Borough of Islington

Executive - 23 March 2023

Minutes of the meeting of the Executive held in the Council Chamber, Town Hall, Upper Street, N1 2UD on 23 March 2023 at 7.00 pm.

Present: **Councillors** Kaya Comer-Schwartz, Ward, O'Halloran, Champion, Woolf, Bell-Bradford, Turan and Khondoker

Councillors Ernestas Jegorovas-Armstrong and Caroline Russell

Councillor Kaya Comer-Schwartz in the Chair

81 **APOLOGIES FOR ABSENCE**
 Received from Councillor Ngongo.

82 **DECLARATIONS OF INTEREST**
 None.

83 **MINUTES OF PREVIOUS MEETING**

RESOLVED:

That the minutes of the meeting held on 9 February 2023 be confirmed as an accurate record of proceedings and the Chair be authorised to sign them.

84 **BUDGET MONITORING 2022-23 PERIOD 10 AND ALLOCATION OF THE BUDGET STRATEGY RESERVE FOR THE RESIDENT EXPERIENCE PROGRAMME**

In response to a question from Councillor Russell, Councillor Ward undertook to respond to her on the matter of heat metering regulation and the potential risk to the whole pool system of charging residents once more people were on heat meters and exited the pooled system.

RESOLVED:

(a) To note the breakdown of the forecast General Fund outturn by variance at Appendix 1 and service area at Appendix 2 and detailed in the report of the Executive Member for Finance, Planning and Performance.

(b) To approve the inter-departmental virements as at month 10.

(c) To note the transformation fund allocations and anticipated drawdowns, including agreement to one-off funding of £0.160m over 2 years, for an Anti-Social Behaviour programme manager and a project manager role.

(d) To note the Collection Fund monitoring position at month 10.

- (e) To note the Energy Price Analysis position as at month 10.
- (f) To note progress on delivering the 2022/23 savings
- (g) To note the HRA forecast in-year surplus of -£3.379m at month 10.
- (h) To note that, at the end of month 10, total capital expenditure of £105.632m had been incurred against a 2022/23 forecast of £163.194m and the revised 2022/23 capital budget of £169.762m.
- (i) To approve the allocation of interim funding to the Resident Experience Programme, as detailed in Section 7 of the report.

Reasons for the decision – to ensure the financial resilience of the Council

Other options considered – none

Conflicts of interest / dispensations granted – none

85 PROCUREMENT STRATEGY FOR LAPTOP REFRESH

RESOLVED:

- (a) To approve the procurement strategy for the laptop refresh, to a total estimated value of £4,400,000, for the procurement of hardware, managed deployment and related services and software licensing for four years.
- (b) That the Corporate Director of Resources be authorised to award the contract, following consultation with the Executive Member for Finance, Planning and Performance.

Reasons for the decision – The Council’s current four-year lease agreement for laptops was due to expire in August 2023. To enable the council to equip its staff with replacement laptops so that they could continue to work, a new leasing agreement needed to be in place with effect from September 2023.

Other options considered – none

Conflicts of interest / dispensations granted – none

86 EXECUTIVE RESPONSE TO THE PERFORMANCE AND POLICY SCRUTINY COMMITTEE - NEW APPROACH TO PERFORMANCE DEVELOPMENT

RESOLVED:

That the responses to the recommendations made by the Policy and Performance Scrutiny Committee on Islington staff performance, detailed section four of the report of the Executive Member for Finance, Planning and Performance, be noted.

Reasons for the decision – To respond to the recommendations of the Policy and Performance Scrutiny Committee following their report about Islington staff performance development.

Other options considered – a range of options were considered

Conflicts of interest / dispensations granted – none

87 **EXECUTIVE RESPONSE TO POLICY AND PERFORMANCE SCRUTINY COMMITTEE - EMPLOYMENT, BUSINESS, ECONOMY AND THE COUNCIL'S FINANCIAL POSITION - IMPACTS OF COVID-19**

RESOLVED:

That the responses to the recommendations made by the Policy and Performance Scrutiny Committee to strengthen elements of the Council's work in responding to the impact of the pandemic on Islington's local economy and the Council's finances, as detailed in the report of the Executive Member for Inclusive Economy and Jobs, be noted.

Reasons for the decision – To respond to the recommendations of the Policy and Performance Scrutiny Committee following their report about strengthening elements of the Council's work in responding to the impact of the pandemic on Islington's local economy and the Council's finances

Other options considered – a range of options were considered

Conflicts of interest / dispensations granted – none

88 **WAVE 2.1 BID TO THE SOCIAL HOUSING DECARBONISATION FUND**

RESOLVED:

To enter into the necessary Grant Agreement with the Department for Business, Energy and Industrial Strategy to access funding and carry out works to improve the energy efficiency of Council properties under the Scheme, should the Council's bid for funds for energy measures to 371 homes (308 tenanted and 63 leasehold) submitted on 18th November 2022 be successful.

Reasons for the decision – Announcement of successful bids would take place at the end of February/beginning of March and the council would need to be in a position to enter into the Grant Agreement within a month of that announcement.

Other options considered – none

Conflicts of interest / dispensations granted – none

89 **REVIEW OF LOCAL DEVELOPMENT SCHEME - TIMETABLE FOR LOCAL PLAN ADOPTION**

RESOLVED:

To approve and bring into immediate effect the Local Development Scheme 2023, attached as Appendix 1 to the report of the Executive Member for Finance, Planning and Performance, noting that in terms of the Local Plan itself, the Council was targeting Summer 2023 for adoption of the Plan.

Reasons for the decision – Local authorities were required by statute to prepare and maintain an up-to-date Local Development Scheme. The current Local Development Scheme required revision in order to set out the timescale

for the final stages of the review and the adoption of the Local Plan and timescales for the preparation of new or revision of existing Supplementary Planning Documents.

Other options considered – none

Conflicts of interest / dispensations granted – none

90 ADOPTION OF REDUCTION AND RECYCLING PLAN

RESOLVED:

(a) To agree to the Council's overall recycling ambition to recycle 40% of household waste and 75% of the commercial waste collected, by 2030.

(b) To approve the Waste Reduction and Recycling Plan 2023-25, attached as Appendix A to the report of the Executive Member for Environment, Air Quality and Transport.

Reasons for the decision – The Council was committed to becoming carbon neutral by 2030. Reducing waste and recycling more was a key part of achieving this and the Waste Reduction and Recycling Plan detailed the Council's waste strategy through to 2025 and beyond.

Other options considered – none

Conflicts of interest / dispensations granted – none

91 RESPONSE TO THE ENVIRONMENT AND REGENERATION SCRUTINY COMMITTEE - NET ZERO CARBON 2030 PROGRAMME

RESOLVED:

That the responses to the recommendations made by the Environment and Regeneration Scrutiny Committee about its scrutiny of the Net Zero Carbon Programme and Working Group on Waste Management, detailed in the report of the Executive Member for Environment, Air Quality and Transport, be noted.

Reasons for the decision – To respond to the recommendations of the Environment and Regeneration Scrutiny Committee on progress and delivery on those recommendations.

Other options considered – a range of options were considered

Conflicts of interest / dispensations granted – none

92 AMY BUXTON-JENNINGS, CORPORATE DIRECTOR FOR COMMUNITY WELLBEING AND ENGAGEMENT

Noting that this would be Amy Buxton-Jennings' last Executive meeting before taking up a new post with Lambeth Council, Councillor Comer-Schwartz thanked her for her work with the Council, including steering Fairer Together and leading on the challenging inequality programme. She had lead exemplary work on the Young Black Men and Mental Health Programme. On

Executive - 23 March 2023

behalf of the Council, Councillor Comer-Schwartz wished Amy Buxton-Jennings success in her new role.

Meeting closed at 7.25 pm.

CHAIR

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Children's Services
222 Upper Street
London N1 1XR

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

Meeting of: Executive

Date: 20 April 2023

Ward(s): All

The appendices to this report are exempt and not for publication because they contain exempt information under Schedule 12A of the Local Government Act 1972) Paragraph 6 of Schedule 12A of the Local Government Act 1972, namely: relating to a proposal to give a statutory notice

Subject: Phase 2 of School Organisation

1. Synopsis

- 1.1. Islington is committed to Putting Children First by driving educational excellence through inclusive and sustainable schools. To do this, three strategic plans were agreed by the Executive Board on 13 October 2022: Islington's Plan for Education 2023-30; the School Organisation Plan and the SEND Strategy. The reason these were presented together was that no single plan can be delivered in isolation and that to achieve the ambition of our Education Plan - to 'Put Children First' - there needs to be inclusive and financially viable schools.
- 1.2. The School Organisation Plan sets the strategic direction for pupil place planning across the borough and has been developed alongside the Education Plan to ensure that the principles applied to managing our school estate reflect our corporate and political commitment to driving educational excellence through inclusive and sustainable schools and supports the delivery of a quality educational experience for all children and young people through a diverse curriculum offer.
- 1.3 Reducing the number of school places in a planned way will support schools to manage change within their national funding formula allocations.

Recommendation:

To note the contents of this report and to approve the changes proposed in exempt Appendix A

2. Background

- 2.1. Across London, there has been a reduction in pupil numbers because of falling birth-rates, changes to EU migration (Brexit), the impact of COVID, and associated with housing, families relocating to places outside of London. Islington is not immune to this,

and this is reflected by a high level of surplus capacity in Islington's primary schools with vacancies in Reception at 20% in October 2022.

- 2.2. In the context of increased financial pressures and falling rolls many schools are experiencing financial difficulties. The impact of this financial pressure is that the quality of the educational experience for children and young people is compromised. This is because less money impacts on staff numbers and resources that then impacts on the diversity and quality of the curriculum offer.
- 2.3. Consideration is required on how to further reduce the surplus capacity in Islington's primary schools.

3. Implications

3.1. Financial Implications

- 3.1.1. It is becoming increasingly difficult for schools to remain financially viable when pupil numbers are falling as most school funding is pupil based in line with the School's National funding Formula. As pupil numbers decline, schools receive less funding. Per pupil funding in Islington is on average £5,500 per pupil depending on the characteristics of its pupils.
- 3.1.2. Individual school balances stood at £8.313m at the end of 2021/22, with 10 schools in deficit. School balances are forecast to reduce further over the course of this financial year, where more schools are projected to be in deficit. School balances in Islington have been in decline since 2018/19 when they stood at £11.732m. The main driver of declining school balances is falling pupil numbers alongside increasing cost pressures such as energy costs and pay.
- 3.1.3. Schools that are in deficit or are set to go into deficit are required to complete deficit recovery plans to bring their budget back into balance and eliminate their deficit within three years. This is becoming increasingly challenging for schools in the light of falling pupil numbers and increasing cost pressures and is a national issue.

3.2. Legal Implications

- 3.2.1. Section 14 of the Education Act 1996 requires local authorities to provide sufficient schools for primary and secondary education in their area.

3.3. Environmental Implications and contribution to achieving a net zero carbon Islington by 2030

- 3.3.1. Environmental Implications Islington Council declared a climate emergency in June 2019, committing the council to working towards making Islington net zero carbon by 2030. A 10-year Net Zero Carbon Strategy, with action plans, was adopted by Executive in November 2020. The implementation of the School Organisation Plan 22-25 will be progressed in a manner that aligns with and supports the delivery of the council's ambitions for creating a clean and green Islington. In particular key environmental implications that the school organisation plan impact are:

3.3.2. Improving the energy efficiency and reducing the level of carbon emissions of all buildings and infrastructure: schools form an important element of our non residential buildings and infrastructure net zero carbon workstream given their number, size and distribution across the borough. Decarbonisation Feasibility Studies have already been undertaken for 22 of our schools with a further 14 taking place during 2022/23. The impact on the environment and the findings from these decarbonisation reports will be fully considered in developing plans, and where there are falling rolls in making better use of the spare capacity thereby optimising energy efficiency.

3.3.3. Reducing emissions in the borough from transport. Schools again can play their part in delivering on this priority. In proposing specific measures as part of school organisation planning, the implications on school journey distances, school streets and potential changes to vehicle journey numbers will be fully considered in consultation with schools and key stake holders.

3.4. Equalities Impact Assessment

3.4.1. 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.

3.4.2. An Equalities Impact Assessment was completed in March 2023. This item is exempt from publication.

4. Appendices

- Appendix A – Proposal for Phase 2 of School Organisation – **Exempt from publication (exemption 6: information relating to a proposal to give a statutory notice)**
- Appendix B – Equalities Impact Assessment – **Exempt from publication (exemption 6: information relating to a proposal to give a statutory notice)**

Final report clearance:

Signed by: Cllr Michelline Safi Ngongo

Executive Member for Children, Young People and Families

Date: 7 April 2023

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Community Wealth Building
Islington Town Hall

Report of: Executive Member for Finance, Planning and Performance

Meeting of: Executive

Date: Thursday 20 April 2023

Ward(s): Barnsbury

Subject: New Barnsbury Estate; disposal of land and building interests, release of restrictive covenant, appropriation for rights of light and other third party rights and related CPO matters to support redevelopment

1. Synopsis

- 1.1. The council is committed to the delivery of more new, good quality affordable homes, to help Islington families tackle their housing needs and help with their cost of living. As part of delivering more homes, we will also create more jobs and training opportunities and make the borough a fairer place to live and work.
- 1.2. Newlon Housing Trust and its Joint Venture Partner, Mount Anvil, propose to redevelop the New Barnsbury Estate. On 23 March 2023 planning permission was granted, subject to certain conditions, for the phased demolition of all buildings and construction of approximately 914 new homes including the re-provision of all the existing homes to meet housing needs. It will also provide a new community centre and nursery facilities, replacement of the ground floor commercial floor space along Caledonian Road and substantial improvements to the public realm and green open spaces.
- 1.3. This report proposes a range of actions to enable this important scheme to progress. These include the transfer of some residual freehold and leasehold land interests and the removal of restrictive covenants. In addition, there are technical matters

including compulsory purchase powers and appropriation of rights which are supplemental to the previous decision of the council at the Executive meeting in April 2022 that if required, it would use compulsory purchase powers to support development delivery.

- 1.4. Compulsory purchase and appropriation does not remove the right for those impacted by the development to receive compensation but is intended to ensure that the development cannot be stopped, delayed, or hindered from delivery. All costs resulting from the recommendations contained in this report are borne by the development partners not the council.

2. Recommendations

- 2.1 To authorise the Corporate Director for Community Wealth Building, following consultation with the Executive Member for Finance, Planning and Performance, to authorise the transfers of land and leasehold interests, as identified edged yellow on the attached plan at Appendix 1, to Newlon as appropriate to enable development delivery.
- 2.2 To note, subject to certain conditions, that the council enter into the Deeds of Release to remove the restrictive covenant in respect of development.
- 2.3 To authorise the Corporate Director for Community Wealth Building, following consultation with the Executive Member for Finance, Planning and Performance, to authorise entering into the transactions and other documentation in respect of acquisition and/or appropriation for planning purposes, related to rights of light and all and any other rights, to support the development including any required acquisition and disposal of land interests and other related matters. A plan of the properties that with rights potentially impacted by development and appropriation, and therefore this recommendation, can be found at Appendix 2. In order to appropriate the council, need to have an interest in land to satisfy the legal requirements set down in the relevant sections of law and as such would need to acquire a relevant interest from Newlon accordingly, disposing of that interest back to Newlon shortly thereafter enabling the implementation of appropriation.
- 2.4 To authorise the Corporate Director for Community Wealth Building, following consultation with the Executive member for Housing and Development, and subject to the prior completion of a compulsory purchase indemnity agreement with Newlon Housing Trust, to approve the making of one or more Compulsory Purchase Orders (CPO) under sections 226(1)(a) and 226(3)(a) of the Town and Country Planning Act 1990, section 13 of the Local Government (Miscellaneous Provisions) Act 1976 and any other power as relevant to ensure that all necessary interests in (and rights over, including new rights) the Order Land, (being that land edged red on the Plan at Appendix 3 and that land shown for the acquisition of new rights on the Plan at

Appendix 4, or such other version of the Order Map as the Director of Law and Governance may approve provided that such version does not include any additional land to that currently shown), can be compulsorily acquired.

- 2.5 That where the Corporate Director of Community Wealth Building approves the making of a CPO, to authorise the Director of Law and Governance to take all necessary steps to secure the making, confirmation, and implementation of that CPO. This includes (but is not limited to):
- 2.5.1 The preparation, submission and exchange of all necessary documents required before and during the CPO process, including if necessary any applications for certificates required pursuant to section 19 or Schedule 3 to the Acquisition of Land Act 1981.
 - 2.5.2 Compliance with all procedural requirements.
 - 2.5.3 The entering into of agreements or giving undertakings to with any objectors or those with an interest in the land to facilitate the withdrawal of such objections to the CPO on terms recommended by the Corporate Director of Community Wealth Building.
 - 2.5.4 The appointment of and attendance, presentation and representation by any legal advisor or expert at any public inquiry (or similar).
 - 2.5.5 The ability to seek formal modifications to the CPO.
 - 2.5.6 The execution and service of any General Vesting Declarations and/or notices to treat and notices of entry or any other document or instrument required to effect implementation of a CPO.
 - 2.5.7 Taking and enforcing possession of the Order Land; and
 - 2.5.8 The referral and conduct of disputes relating to compensation at the Upper Tribunal (Lands Chamber), and
 - 2.5.9 To enter into a CPO indemnity agreement with Newlon Housing Trust (or such other entity as the Director may approve), under which Newlon Housing Trust will indemnify the Council in respect of the costs of the CPO process and compensation that may arise as a result of the making, confirmation, or implementation of any CPOs,
 - 2.5.10 The costs of all such actions, following agreement and confirmation, to be met in full by Newlon Housing Trust.
- 2.6 To authorise the Corporate Director of Community Wealth Building, pursuant to section 227 of the Town and Country Planning Act 1990 and/or any other power (as

relevant), to acquire any interests in (or new rights over) the Order Land by agreement and make payments equivalent to statutory compensation (or payments as are deemed reasonable in the circumstances or the provision of property or services in lieu of compensation), either in advance (but in contemplation of) or during the formal CPO process. The costs of all such actions, following agreement and confirmation, to be met in full by Newlon Housing Trust.

- 2.7 To authorise the Director of Law and Governance to transfer, lease or licence any interests in (or new rights over) the Order Land that have been acquired by the Council pursuant to the CPO or by agreement to Newlon Housing Trust or such other person involved in the development and which the Director of Law and Governance may approve.
- 2.8 To note that following the compulsory acquisition, voluntary acquisition and/or appropriation of any part or parts of the Order Land pursuant to the above that section 203 of the Housing and Planning Act 2016 and/or section 236 of the Town and Country Planning Act 1990 (as applicable) may then apply to override or extinguish (as applicable) (and subject to payment of compensation where requested) any third party rights or covenants (to which that section applies).
- 2.9 To authorise the approvals required to assemble the Order Land including (if necessary) via compulsory purchase to ensure the development can proceed should Newlon Housing Trust and the Council fail to reach a negotiated settlement with the relevant affected parties. The scheme requires the assembly of the Order Land with vacant possession and free from impediments (including third party rights) including potentially via compulsory purchase.

3. Background

- 3.1. Following extensive consultation with residents and other key stakeholders (which has included an independently run residents' ballot where residents voted for the transformation of their estate), Newlon Housing Trust and Mount Anvil submitted a planning application for the redevelopment of the New Barnsbury Estate.
- 3.2. The proposal is to demolish the existing estate in a phased redevelopment creating some 914 new homes. Existing social rented and market homes will be replaced alongside a significant uplift in affordable and market housing. The proposals include new buildings along Caledonian Road which will include commercial space. Wider improvements will improve the amenity and security for the benefit of all residents on the New Barnsbury Estate. The scheme also includes a replacement new community centre and nursery and substantial improvements to the public realm and green open spaces. Planning permission was granted on 23 March 2023.

- 3.3. Newlon Housing Trust require the support of the Council in respect of the transfer of land elements within the curtilage of the development which the council still own. These land elements, shown on the plan edged yellow at Appendix 1, have been independently valued by Cluttons Chartered Surveyors, who confirm that a transfer at a notional £1 is in order, supporting the council's desire to bring forward the development and reflecting RICS valuation guidance.
- 3.4. Additionally, when the transfer of the freehold of the estate was made to Newlon a restrictive covenant in respect of development was placed over the estate. This now needs to be lifted to enable the works to be delivered. The legal structure agreed will enable the release of the covenant but protect the council's position to ensure development is delivered. There is a purely nominal value to the interest which falls under the scheme of delegation to the Corporate Director for Community Wealth Building.
- 3.5. The Executive is therefore asked to agree that the council transfers the land in question and notes the Agreement to remove the restrictive covenant by way of completing the necessary appropriate documentation.
- 3.6. An implication of the redevelopment of the housing blocks on the Order Land is a potential reduction in the level of light reaching the windows of surrounding properties. The planning application included an Environmental Statement including a Chapter prepared by Point 2 Surveyors. The Chapter included a quantitative assessment of the daylight, sunlight and overshadowing impacts of the proposed buildings on neighbouring receptors, a description of the scale and nature of each effect and whether it was significant or not significant. The Council's Development Management Team, as well as its appointed third party professional advisor (Watermans) reviewed the Environmental Statement and took into account the effects and impacts in reaching its recommendation to the Planning Committee that it resolves to grant planning permission.
- 3.7. Newlon Housing Trust and Mount Anvil has also commissioned a rights of light report by Point 2 Surveyors to assess how the redevelopment would affect the light to, and the rights of surrounding properties.
- 3.8. Where a redevelopment materially impacts upon a right to light the affected party can take private legal action and there may, in certain circumstances, be an entitlement to injunct against the proposed development. There may also be other rights or restrictions which affect the development site, such as rights of access or to use certain amenities. . However, one of the effects of assembling land using planning powers or for planning purposes is to override or extinguish (as applicable) third party rights where they would otherwise be interfered with (by virtue of s203 of the Housing and Planning Act 2016 and/or section 236 of the Town and Country

Planning Act 1990 (as applicable). Such owners, would in return, be entitled to a claim for compensation. This mechanism will ensure there will be no impediment to the development, which would result in risk of substantial delays to the scheme moving forward and additional costs. Appropriate compensation would be payable to those impacted.

- 3.9. The Executive is therefore additionally asked to agree the use of the Council's powers to assemble land including via compulsory purchase, voluntary purchase and/or appropriation and in turn override/extinguish any third-party interests that exist (so as to manage any right to light or other issues).

4. Implications

4.1. Financial implications

- 4.1.1. In respect of the disposal of elements of land and leasehold interests there are no financial implications for the council. The land has been valued at a notional £1 following the RICS Red Book Valuation Guidelines by an independent firm of Chartered Surveyors, Cluttons and confirm that the proposed arrangements are in line with market conditions and reflect the council's fiduciary duty.
- 4.1.2. Any costs relating to the surrender of the long leasehold interests will be met in full by Newlon. The 999 year leasehold interest in the commercial units holds no value being so remote and the operational office use will be reprovided on similar terms within the development or close by if necessary at the cost of Newlon via the CPO process.
- 4.1.3. In respect of the Deed of Release the structure of the arrangements ensure that the release reflects the delivery of the proposed development being the requirement and intent of the covenant. That being satisfied and delivered removes any value to the release of the covenant. The costs covering the acquisition of the land and Deed of Release are to be met in full by Newlon Housing Trust.
- 4.1.4. Costs of and associated with assembling the Order Land with vacant possession and free of impediments (including 3rd party rights) including any costs in making and consequential to the making of any CPO are to be met in full by Newlon Housing Trust. In respect of all other costs relating to CPO, appropriation and all other such matters, these will be met in full by Newlon Housing Trust at no cost to the council.

4.2. **Legal Implications**

- 4.2.1. The Council has the power under s120 of the Local Government Act 1972 to enter into the land transfer and proposed Deed of Release for the purposes of any of its functions, or the benefit, improvement, or development of its area. The proposed transactions would satisfy these conditions.
- 4.2.2. The report confirms that the arrangements reflect the current market values and in agreeing the terms of the proposed arrangements the Council have acted in accordance with its fiduciary duty.
- 4.2.3. Furthermore, it should be noted that specialist legal advice has been provided to the Council by Pinsent Mason in respect of rights of light and other such rights, CPO and technical legal matters required as part of the redevelopment.

4.3. **Compulsory Purchase Order (CPO)**

- 4.3.1. This report follows up on the original report to Cabinet in April 2022 proposing the making of a CPO. This includes for the acquisition of the residential and commercial leases on the estate, residential and commercial interests adjacent to the estate, the appropriation for rights of light, other rights and matters required for the delivery of the development. This report proposes the making of one or more CPOs for the acquisition of all interests in (and rights over) the Order Land.
- 4.3.2. The council has the power under section 226(1)(a) of the Town and Country Planning Act 1990 to acquire compulsorily any land including rights and other interests in its area if it thinks that acquiring the land in question will facilitate the carrying out of development, redevelopment or improvement on, or in relation to, the land being acquired, and if the council thinks that the development, redevelopment or improvement is likely to contribute to the promotion or improvement of the economic, social and environmental well-being of its area.
- 4.3.3. The acquisition of all interests in (and rights over) the Order Land together with the overriding/extinguishment of any third party rights is reasonably required to enable the proposed re-development scheme to proceed. Further, the redevelopment will contribute to the promotion and improvement of the economic, social, and environmental well-being of the area and local residents by providing better quality and additional social housing and other benefits for local residents and the wider community, for example environmental improvements and/or new or improved community facilities.
- 4.3.4. Section 226(3)(a) TCPA 1990 allows the Council to also include within a CPO any land adjoining the 'main' development site and which is required for executing works to facilitate the development.

- 4.3.5. Section 13(1) Local Government Act 1976 allows the Council to compulsorily acquire new rights over land. This is commonly used where the Council does not need to acquire all interests in the relevant land, and can achieve the development by acquiring rights, such as rights to oversail a crane or rights of way. It enables a proportionate use of compulsory acquisition powers, by reducing the interests in land which are acquired and therefore reducing the impact on affected persons.
- 4.3.6. A CPO should only be employed as an option of last resort, and only when all other opportunities to secure the redevelopment of the site have been fully explored and exhausted. However, the Secretary of State has recognised that it is appropriate in some situations to make a CPO at the same time as seeking to purchase by agreement given the amount of time needed to complete a compulsory purchase.

4.4. **Human Rights**

- 4.4.1. A CPO should only be made where there is a compelling case in the public interest, which justifies the overriding of private rights in the land sought to be acquired. Human rights may also be relevant to appropriation of land for planning purposes, which can also override private right in land.
- 4.4.2. In respect of human rights, regard should be had in each case, in particular to the provisions of Article 1, the right to peaceful enjoyment of your possessions, Article 6, the right to a fair and public hearing and Article 8, the right to respect for private and family life, of the First Protocol to the European Convention on Human Rights (“ECHR”).
- 4.4.3. In relation to Article 1 whilst owners will be deprived of their property or those with third party rights will have, their rights overridden/extinguished, if the CPO is confirmed and implemented, this will be done in accordance with the law and they will be entitled to receive appropriate compensation for their interests. Further, the right under Article 1 is qualified rather than absolute as it permits the deprivation of an individual’s possessions or rights where it is in the public interest.
- 4.4.4. Interference with the right to respect for private and family life under Article 8 is justified under the Protocol if this is in accordance with the law and “necessary in a democratic society” for, amongst other things, economic wellbeing. The interference here will be in accordance with UK law (primarily the Town and Country Planning Act 1990). In considering whether the interference with the right is “necessary in a democratic society,” it is necessary to consider whether the interference is proportionate. In this context, proportionate means that the interference must be no more than necessary to achieve the identified legitimate aim. Here the legitimate

aim is the redevelopment of the New Barnsbury Estate and the requirements of s226 of the TCPA 1990 have been fulfilled, that is, the development, redevelopment or improvement will contribute to promotion or improvement of the economic social or environmental wellbeing of its area.

- 4.4.5. In relation to Article 6 those affected by the CPO will have the right to make representations to the Secretary of State and to be heard at any public inquiry.
- 4.4.6. Therefore, there must be a balancing exercise between the public interest and the individual's rights whereby the Council must be able to show that the interference with an individual's rights by the making of a CPO must be necessary and proportionate. The availability of compensation to those deprived of their property and rights is of relevance to the issue of proportionality.
- 4.4.7. The CPO should therefore only be made where there is a compelling case in the public interest, which justifies the acquisition/ overriding/extinguishment of private rights in or new rights over the land the subject of the CPO(s) and a method of last resort. Redevelopment to provide better quality and additional social housing and other benefits for local residents and the wider community, for example environmental improvements and/or new or improved community facilities is considered to demonstrate sufficient public interest to justify interfering with the private rights of those with an interest in the leasehold land.

4.5. **Funding the Acquisition of the Land and other costs**

- 4.5.1 If the CPO is confirmed and implemented, the Council will be liable to compensate the owners for the compulsory acquisition of their land interests (or new rights over their land). To ensure there is no financial cost to the Council the making of the CPOs should be conditional upon Newlon Housing Trust entering into an indemnity agreement with the Council. The indemnity agreement will provide for Newlon Housing to indemnify the Council for all CPO and related costs including the costs of making the order and any compensation.
- 4.5.2 The indemnity agreement will provide for Newlon Housing to indemnify the council for all CPO and related costs including the costs of making the order and the compensation paid to owners for their interests acquired by the council.
- 4.5.3 The costs of the redevelopment are fully borne by Newlon Housing Trust and their joint venture partner Mount Anvil, through a combination of debt and equity. The sale of market homes and commercial units subsidises the provision of affordable homes, which shall benefit from grant funding.

4.5.4 Planning permission has been granted with the schemes delivery subject to the conditions and obligations set out on the Decision Notice and Section 106 Agreement under S106 of the Town and Country Planning Act 1990.

4.5.5 It is not believed that there are any special categories of land (i.e. any land held by the National Trust or any common, open space or fuel or field garden allotment), nor is there is any Crown land. Where there is any land and/or apparatus owned by statutory undertakers this will be diverted, renewed, or relocated as part of the development process. Any necessary applications for the stopping up of highways will be brought forward alongside the relevant phase of the development, and the principle of the highways and access routes into the development has already been considered and found to be acceptable during the planning application.

4.5.6 It is therefore considered that there are no impediments to the scheme proceeding.

4.6 Equalities Impact Assessment

4.6.1 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.

4.6.2 An Equalities Impact Assessment is not required in relation to the land transaction elements of this report, because the scheme reprovides the spaces in the wider development.

4.6.3 A potential negative impact on individual residential or commercial leaseholders and adjoining landowners has been identified but this is mitigated through the CPO process that ensures that the rights of affected owners and occupiers are protected and that they are entitled to receive compensation in line with the relevant legislation and statutory guidance. The key principle is that owners/occupiers should not be any better or worse off as a result of a CPO including appropriation for rights of light and other relevant rights and matters. It is also relevant to take into account Newlon Housing Trust's Landlord Offer, referred to above.

4.6.4 All other impacts identified from the redevelopment proposals are positive as they are aimed at improving the lives and opportunities afforded to residents to access

decent and genuinely affordable homes and increase jobs and training opportunities, helping make Islington a fairer place to live and work.

4.6.5 Newlon Housing Trust and Mount Anvil undertook an Equalities Impact Statement as part of the planning application, which is attached at Appendix 5. Additionally, the council will undertake a Resident Impact Assessment in due course if required, reporting back on the outcome of a detailed RIA prior to exercising the delegation to make the CPO or the Corporate Director taking into consideration the outcome prior to exercising the delegation.

4.6.6 There are no other Human Resources or equality implications in respect of this proposal.

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

4.7.1 Whilst there are no specific environmental or net zero implications associated with these transactions for which consent is being sought it should be noted that a redevelopment of this scale does have far reaching impact on environmental and net zero matters. The grant of planning consent sets out the conditions relating to construction matters including ensuring that appropriate construction methods are used, Net Zero Carbon strategies are embedded in the development and significant environmental improvements are delivered.

4.7.2 The significant environmental implications associated with construction of this project will occur at the time of the demolition/rebuilding and beyond. The required construction management programme will reflect the requirements of the conditions of the grant of planning permission to mitigate environmental impact.

4.7.3 The longer-term environmental benefits are reaped in the provision of modern energy efficient homes for the community and a significantly improved public realm.

5. Reasons for recommendations

5.1. In order for the development to be delivered it is necessary for the land elements to be transferred and the restrictive covenant removed. This arrangement therefore supports a key council strategy of delivering new homes, especially those of affordable tenure in the borough.

5.2. The ability to assemble the land on the estate where proposals to build more high quality homes for local people, supported by local residents, have been proposed, is critical to their successful delivery. Given the significant project delivery risks it

is preferable to satisfactorily conclude negotiations with owners/interest holders as early as possible in the development process and voluntary acquisition is the preferred option in all cases. The acquisitions are currently underway.

- 5.3. In the event that it is not possible to voluntarily purchase the relevant interests in (and new rights over) the Order Land, the ability to use compulsory purchase powers should be authorised, subject to the necessary delegated internal approvals. The potential delays and costs associated with the CPO process are outweighed by the benefits to the wider community to be derived from the scheme and the significant investment already committed to bringing forward the proposals. It is therefore considered to be in the public interest for the Council to make one or more CPOs to secure the redevelopment to provide better and more homes and to promote economic, social, and environmental wellbeing and to contribute to sustainable development in Islington.
- 5.4. Additionally, the requirement of CPO, appropriation, and other related matters form part of the support by the council essential to the delivery of the scheme.
- 5.5. It is therefore considered to be in the public interest for the Council to enter into these arrangements to secure the redevelopment to provide better and more homes and to promote economic, social, and environmental wellbeing and to contribute to sustainable development in Islington.

Appendices:

- Appendix 1: Site location plan including interests for transfer
- Appendix 2; Plan of properties with rights potentially impacted by development and appropriation.
- Appendix 3; Area of potential compulsory purchase (all interests)
- Appendix 4: New Rights Plan showing land over which new rights may be compulsorily acquired
- Appendix 5; New Barnsbury Equality Statement

Final report clearance:

Authorised by:

Executive Member for Finance, Planning and Performance

Date: 6 April 2023

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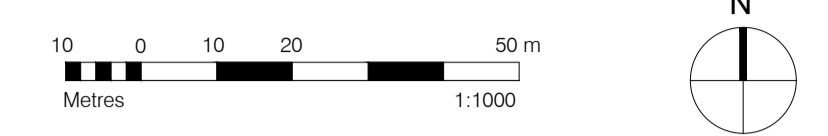
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APPENDIX 1 - SITE LOCATION PLAN INCLUDING INTERESTS TO BE TRANSFERRED

GENERAL NOTES:
 This drawing is © 2019 Pollard Thomas Edwards LLP (PTE).
 Use figured dimensions only.

All dimensions are in millimetres unless noted otherwise.
 This drawing must be read in conjunction with all other relevant drawings and specifications from the Architect and other consultants.
 If in doubt, ask.

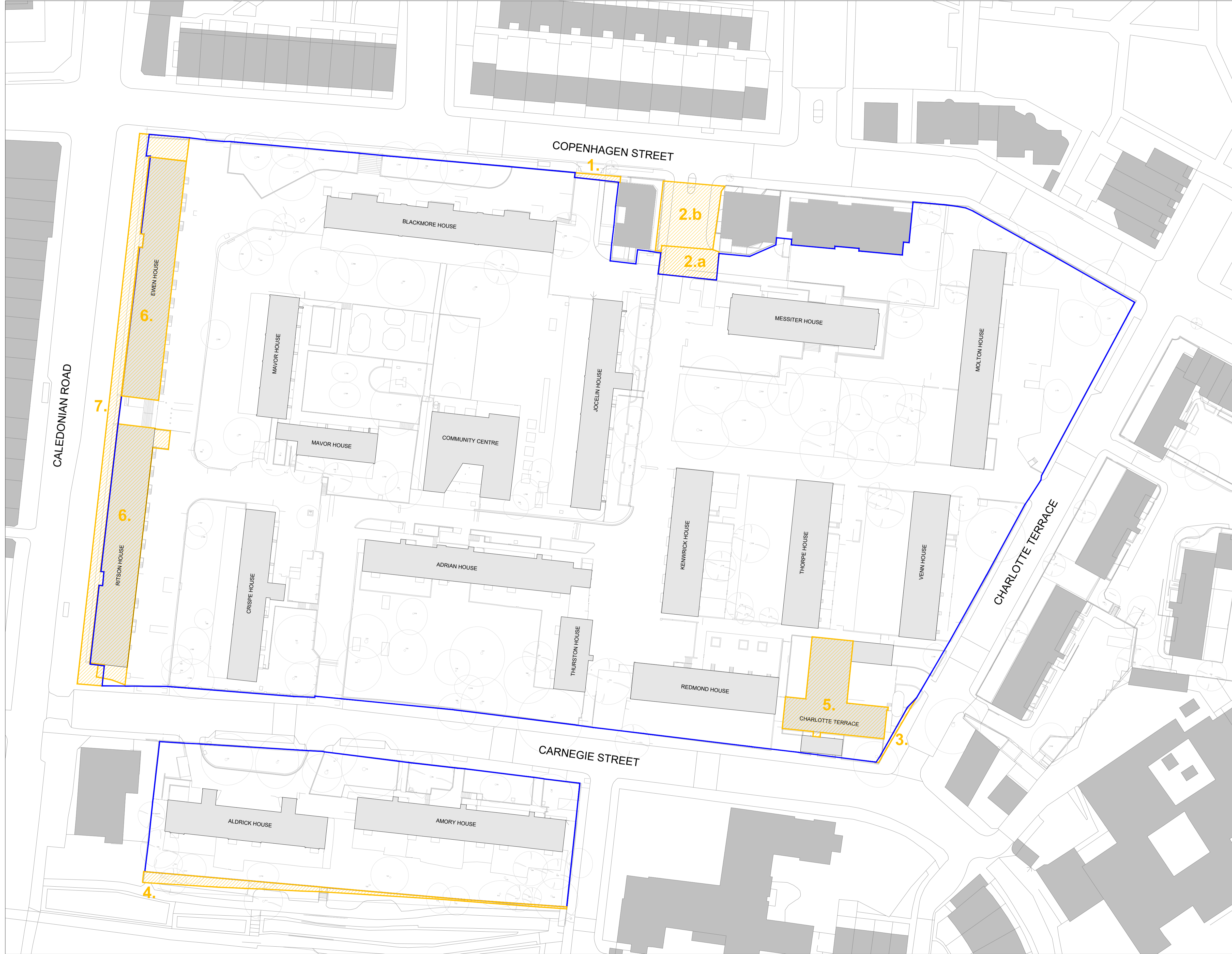
SETTING OUT NOTES:
 All setting out to be confirmed on site prior to construction - any discrepancy must be immediately reported to the Architect.
 All partitions set out to studwork or to structure.
 For setting out and specification of M&E services refer to M&E Consultants documents.
 For setting out and specification of structure refer to Structural Engineer's documents.



KEY

- Newlon Ownership Boundary
- Islington Land To Be Transferred

1. LN64343 Islington (Freehold)
2. LN64343 Islington (Freehold)
3. LN64343 Islington (Freehold)
4. LN64343 Islington (Freehold)
5. NGL842275 Islington (Leasehold)
6. EGL545086 Islington (Leasehold)
7. LN64343 Islington (Freehold)



FOR INFORMATION

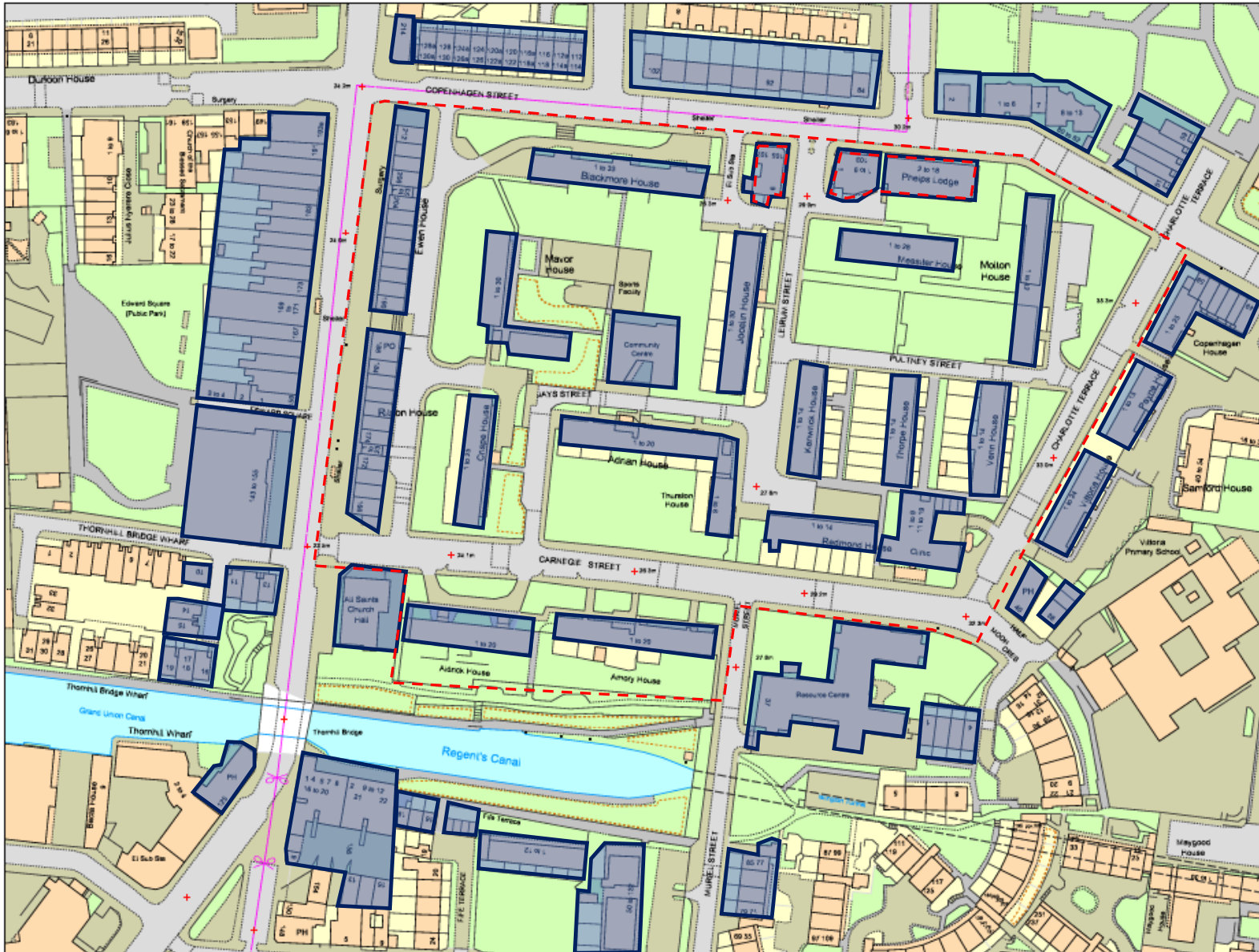
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project	job number	drawn	scale	date created
New Barnsbury, The Barnsbury Estate	18-067		1:500@A1	Nov'22
drawing title	drawing number	revision	substitut	
Newlon Ownership Boundary Plan	BAE-PTE-ZZ-XX-DR-A-990289_Rev B			

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APPENDIX 2 – PROPERTIES WITH RIGHTS POTENTIALLY IMPACTED BY DEVELOPMENT AND APPROPRIATION



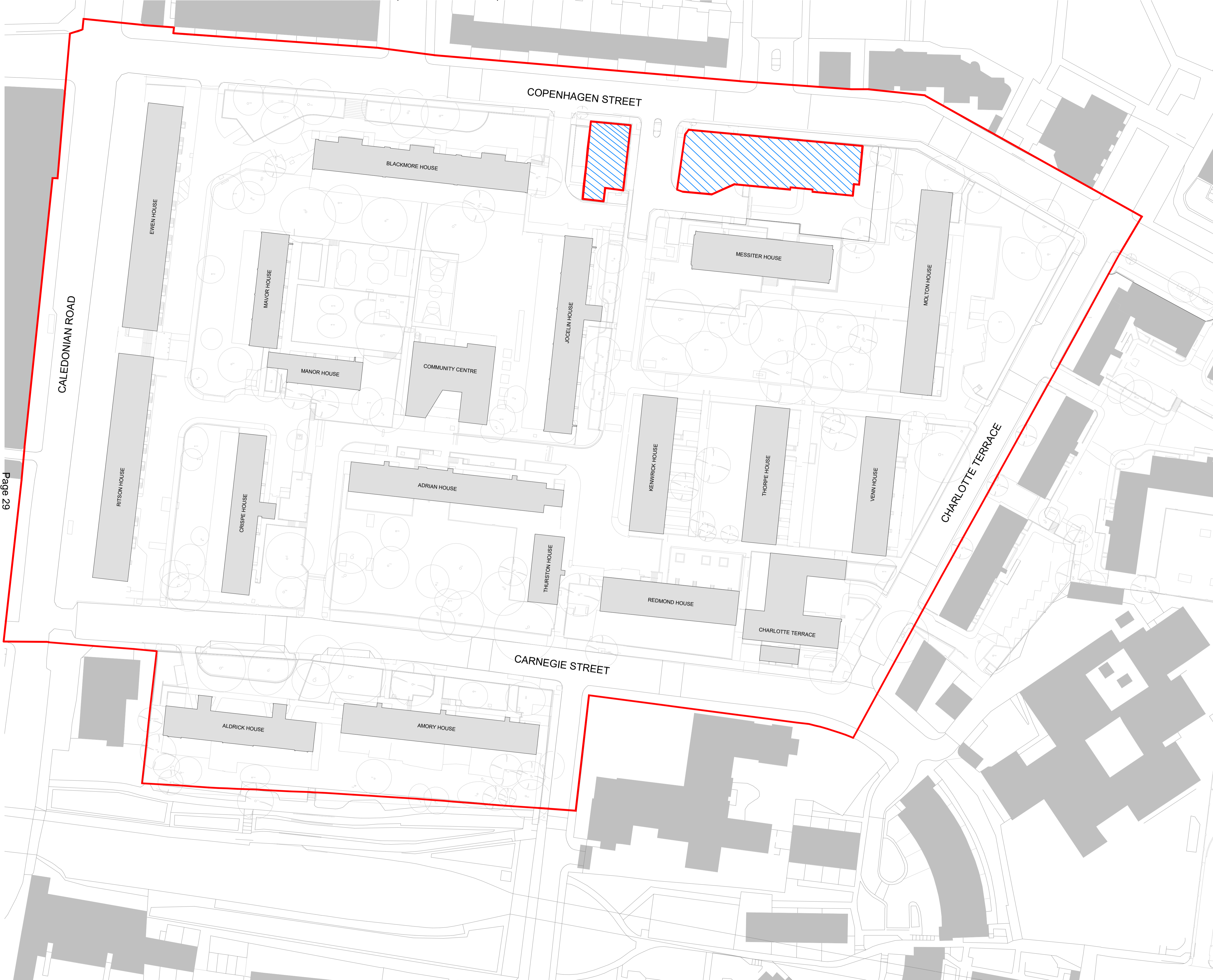
KEY

- Development site boundary
- Potentially impacted properties

NOTE

The plan shows properties who may have the benefit of rights (such as rights of light, access, to use amenities etc) and which may be impacted by the development and appropriation of the site, based on the current position/knowledge. Properties actually impacted will be determined based on matters such as scheme phasing, final design/massing and a detailed review of title.

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GENERAL NOTES:
 This drawing is © 2019 Pollard Thomas Edwards LLP (PTE).
 Use figured dimensions only.

SETTING OUT NOTES:
 All setting out to be confirmed on site prior to construction - any discrepancy must be immediately reported to the Architect.
 All partitions set out to studwork or structure.
 For setting out and specification of M&E services refer to M&E Consultants documents.
 For setting out and specification of structure refer to Structural Engineer's documents.

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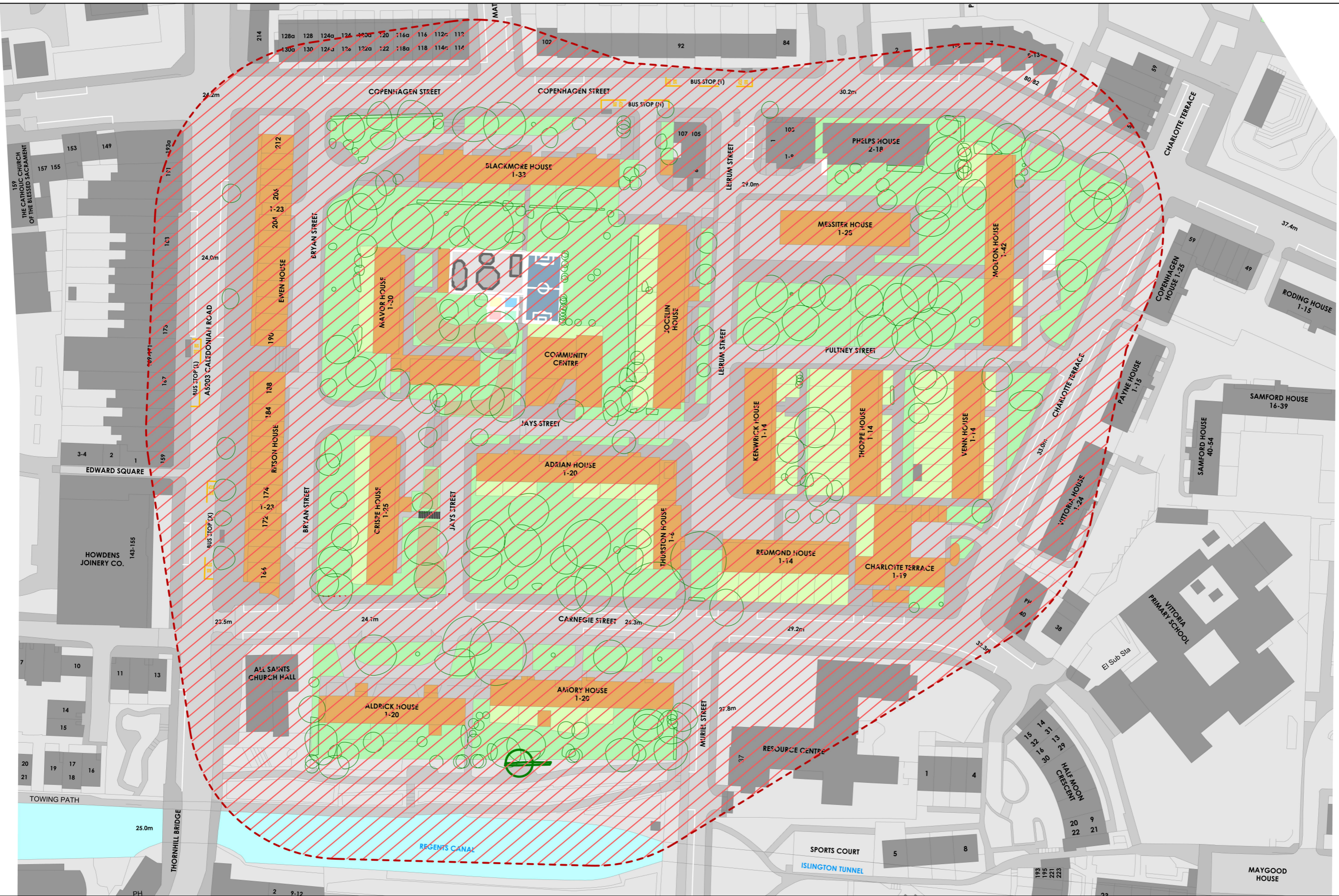
Scale: 0 5 10 25 m
 Metres 1:500

North arrow pointing up.


KEY LEGEND:

- Area of potential compulsory purchase (All interests)
- Excluded from compulsory purchase area (all interests, see Plan 2 for area of potential acquisition of new rights)

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KEY
 LAND OVER WHICH NEW RIGHTS MAY BE COMPULSORILY ACQUIRED

 Mount Anvil 140 Aldersgate Street London, EC1A 4HY 020 7776 1800 info@mount-anvil.com www.mount-anvil.com	BARNSBURY ESTATE PROJECT LAND OVER WHICH NEW RIGHTS MAY BE ACQUIRED DRAWING TITLE	
	DRAWN BY KK	ISSUED 04.04.23
DRAWING No. BRY-CRSF-001	SCALE@A3 1:1100	REVISION 05

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Quod

Equality Statement

New Barnsbury

MAY 2022

Q210628

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1 Introduction

This Equality Statement considers the potential equality effects related to the proposed redevelopment of New Barnsbury, The Barnsbury Estate, in Islington. The aim of this Statement is to provide information to the planning authority (London Borough of Islington) to aid in their consideration of the planning application with regard to their Public Sector Equality Duty.

- 1.1 The Barnsbury Estate is comprised of two parts. The western part of the estate is known as 'New Barnsbury'; the eastern part of the estate is known as 'Old Barnsbury'.
- 1.2 This report is in relation to a hybrid planning application for New Barnsbury. Newlon Housing Trust is submitting a separate planning application for the enhancement and refurbishment of Old Barnsbury.
- 1.3 New Barnsbury is bound by Caledonian Road, Copenhagen Street, Charlotte Terrace and Regents Canal ("the Site") within the administrative area of the London Borough of Islington (LBI).
- 1.4 The description of development is as follows (the "Proposed Development"):

"Outline planning application for the phased redevelopment of the site comprising:

- 1) Phased site-wide demolition of all existing buildings and structures, site preparation and enabling works (including excavation) (No Matters Reserved for future approval);*
 - 2) Phased construction of buildings (including basements) comprising residential units (Use Class C3); Hard and soft landscaping works including public open space, access and highway alterations, car and cycle parking provision, and; All other associated ancillary works (No Matters Reserved for future approval (the "detailed element")); and*
 - 3) Phased construction of buildings (including basements) comprising residential units (Use Class C3) and flexible commercial, business and service floorspace (Use Class E) and local community floorspace (Use Class F2); Hard and soft landscaping works including public open space, access and highway alterations, car and cycle parking provision, and; All other associated ancillary works (All Matters Reserved for future approval (the "outline element"))*
- (Being a hybrid application)"*

- 1.5 The Proposed Development is being brought forward as a joint venture between Newlon Housing Trust and Mount Anvil Limited ('the Applicant').
- 1.6 This Equality Statement (EqS) has been prepared by Quod and is submitted alongside this planning application (the "Application").
- 1.7 In undertaking their consideration of this application, LBI as the planning authority, are required to consider potential equality impacts under the 2010 Equality Act ("the 2010 Act"). The

purpose of this EqS is to provide information to assist the authority in their role as the planning authority in this regard.

- 1.8 Section 2 of this report explains the context of the 2010 Act and the LBI's role in more detail, and the methodology applied within this EqS.
- 1.9 Section 3 provides baseline information to set the context of the local population and potentially sensitive local uses.
- 1.10 Section 4 looks at the Proposed Development, and the potential impacts upon equality as defined by the 2010 Act.

DRAFT

2 Equality Assessment Context

Legislative Context

- 2.1 The 2010 Act forms the basis of anti-discrimination law in Great Britain. Section 4 of the 2010 Act defines various protected characteristics which are covered by the Act:
- Age
 - Disability
 - Gender reassignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Sex
 - Sexual orientation
- 2.2 Section 149 of the 2010 Act requires public authorities to have due regard to equality considerations when exercising their functions, including decision making on planning applications. This Public Sector Equality Duty (PSED) requires public authorities to have due regard to the need to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2.3 The need to advance equality of opportunity includes the need to (as set out in Section 149 (3) of the 2010 Act):
- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

Guidance on PSED and Equality Impact Assessment

- 2.4 The 2010 Act does not specifically require an ‘Equality Impact Assessment’ nor define how it should be carried out. The PSED is to have “due regard” to the requirements of the 2010 Act.
- 2.5 Guidance¹ for local authorities published by the Government Equalities Office clarifies that the 2010 Act does not impose a legal requirement to conduct an Equality Impact Assessment, but it emphasises the importance of consciously considering the aims of the PSED in decision making.
- 2.6 It should be noted that this EqS does not seek to fully discharge the LBI’s (as a planning authority) PSED - this duty cannot be delegated by the local authority. The aim of this EqS is to assist in the information gathering required to inform decisions.

Relevant Policy

London Plan

- 2.7 **London Plan** (2021) Policy GG1 ‘Building strong and inclusive communities’ states that Good Growth is inclusive growth. Part I of this policy states that planning and development should support and promote the creation of an inclusive London to meet the needs of all Londoners, including those with protected characteristics, to ensure all can share in London’s prosperity, culture, community, minimising barriers, challenges and inequalities they face.

LBI Policy

- 2.8 LBI’s **Core Strategy (2011)**² outlines the Council’s vision for the Local Plan to tackle “*inequality and exclusion in the borough, and seeking to ensure that local residents share in the prosperity of London*”. This objective is reflected throughout the document and policies.
- 2.9 The **draft Islington Local Plan (2019)**³ defines the future vision for LBI. Tackling inequality is at the heart of this vision:
- ‘To make Islington fairer and create a place where everyone, whatever their background, has the same opportunity to reach their potential and enjoy a good quality of life’.*
- 2.10 The following draft Local Plan policies are underpinned by the aim of reducing inequalities within the borough:
- Policy PLAN1: Site appraisal, design principles and process;
 - Policy H4: Genuinely affordable housing;
 - Policy H7: Meeting the needs of vulnerable older people;
 - Policy SC3: Health Impact Assessment; and
 - Policy B5: Jobs and training opportunities.

¹ Government Equalities Office, 2011. Equality Act 2010: Public Sector Equality Duty What do I need to know? A quick start guide for public sector organisations.

² LBI, 2011. Core Strategy – February 2011

³ LBI, 2019. Islington Local Plan: Strategic and development management policies – September 2019.

- 2.11 The Site is a proposed allocation within the draft Local Plan (Site Allocation OIS28: Barnsbury Estate) for additional new homes and genuinely affordable housing, alongside the refurbishment of Old Barnsbury estate (directly east of New Barnsbury). Improvements to existing open space, the creation of a park on Pultney Street, the provision of a new park on Carnegie Street, re-provision of the community centre and playspace for children and young adults are also included within the draft allocation.
- 2.12 The **Islington Together: For a more equal future – Strategic Plan (2021)**⁴ outlines the priorities of the Council in tackling inequality, improving the lives of residents, local employment opportunities and the quality of living environment. In order to achieve this, the Council set out the following objectives:
- Invest in local jobs and businesses to ensure a strong local economy;
 - Tackle the climate emergency and health inequalities;
 - Build safe, connected and inclusive communities;
 - Support children and young people by providing the right opportunities and quality of education; and
 - Provide genuinely affordable housing.
- 2.13 The **Challenging Inequality Report (2021)**⁵ sets out future objectives in tackling inequality across the borough and to improve the quality of life for all residents of all backgrounds. The strategy outlines priorities and objectives in relation to the built environment, such as assuring equality across open space access and usage, taking a zero-tolerance approach to hate crime, providing and encouraging access to leisure targeted at Ethnic Minority residents, and reducing risk of homelessness across vulnerable groups.

Methodology

Approach to defining the nature of equality impact

- 2.14 All developments will have a range of impacts, both positive and negative, through their construction and end use. Everyone affected by a development will have some protected characteristics as defined by the 2010 Act, and there will be varying degrees of intersectionality (such as age, race and sex), and they will not all be equally affected. That does not however, necessarily constitute an equality effect.
- 2.15 To identify which effects are relevant to equality as protected under the 2010 Act, a growing body of practice in equality assessment has distinguished equality impacts as those that have either a disproportionate or differential effect upon persons who share a relevant protected characteristic compared to persons who do not share it, as explained below:
- **Disproportionate:** there may be a disproportionate equality effect where people with a particular protected characteristic make up a greater proportion of those affected than in the wider population.

⁴ LBI, 2021. Islington Together: For a more equal future. Strategic Plan.

⁵ LBI, 2021. Challenging Inequality Report – March 2021.

- **Differential:** there may be a differential equality effect where people with a protected characteristic are affected differentially to the general population as a result of vulnerabilities or restrictions they face because of that protected characteristic.

Direction and quantification of effects

- 2.16 The scale and significance of such impacts cannot always be quantified. Therefore, the consideration of equality effects includes a descriptive analysis of the potential impacts and identifying whether such impacts are adverse or beneficial.
- 2.17 Equality impacts are complex and impacts are difficult to accurately and comprehensively predict. In the context of development, some impacts are inherently more difficult to quantify, or for a planning permission to directly control. For example, some effects may depend on how people respond to a development in the future (e.g. effects of traffic, employment etc), which can only be modelled and forecast, not directly measured in advance. For this reason, the EqS can only consider effects that can reasonably be foreseen.
- 2.18 In addition, consideration of equality impacts is a process over the duration of a project, not a single assessment that can be fully concluded at a single stage. This EqS considers the potential impacts that could arise related to the application for planning permission for the Proposed Development to aid decision making by the Council. However further decisions relating to this project may require consideration post determination of the application that could have equality related impacts. For example, reserved matter applications, approach to allocation of housing, engagement with the local community during the construction programme etc.

Balance of effects and measures to mitigate

- 2.19 Any decision taken by a public body may involve a need to consider and balance a range of both positive and negative effects of different types. There may be reasonable mitigation measures that can eliminate or reduce some disproportionate or differential equality impacts, but some impacts may not always be avoidable.
- 2.20 Consideration can be given to whether there are alternative approaches that could alleviate or mitigate the impact of a decision. The PSED is to give due regard to all equality considerations, in accordance with the 2010 Act, and attribute appropriate weight to such considerations. Equality impacts should be a consideration in the balance when determining the application, alongside the benefits arising from the Proposed Development.

Scope of Assessment

- 2.21 The application as whole provides a significant amount of information and assessment on the potential impacts of the Proposed Development. This EqS does not seek to repeat the detailed assessment work set out within other application documents. The assessment of potential equality effects is focused on several key aspects of the scheme, during both the construction and end use.
- 2.22 These aspects have then been grouped into six key considerations, informed by the baseline analysis and set in the context of the Proposals, and carried through the assessment of potential equality related impacts:
- The approach to **consultation and community engagement**

- **Decant Strategy** and impacts on existing residents
- Amenity disruption during **construction**
- Delivery of **new homes** and **accessible design**
- **Community uses** (nursery and community centre)
- Improved quality and provision of **open space, playspace, public realm**

2.23 These various aspects have been considered in relation to their protected characteristics.

Baseline Analysis and Review of Impacts

2.24 The EqS has been informed by a range of datasets and sources.

2.25 Baseline analysis has been informed by nationally recognised demographic datasets from the Office of National Statistics (ONS) including:

- Census 2011⁶;
- Mid-year Population Estimates 2020⁷;
- Annual Population Survey 2021⁸;
- Live Births 2020⁹;
- Index of Multiple Deprivation 2019¹⁰; and
- State of Equalities in Islington document 2021¹¹.

2.26 In addition to use of this publicly available data, a number of studies have been undertaken in preparation of the Application which consider the local demographics and social and infrastructure requirements. The findings of these results have been included within the baseline analysis where relevant.

2.27 Various consultation events have been undertaken throughout the pre-application process with key stakeholders. Outcomes from this stakeholder engagement are set out where relevant.

2.28 Mitigation measures and recommendations set out within this EqS refer to embedded design or mitigation measures set out throughout the application, and will be considered in further detail within the Section 106 and Construction Environmental Management Plan.

⁶ ONS, 2011. Census.

⁷ ONS, 2022. Mid-year Population Estimates: Mid-2020.

⁸ ONS, 2022. Annual Population Survey Oct 2020- Sept 2021.

⁹ ONS, 2022. Live Births – 2020.

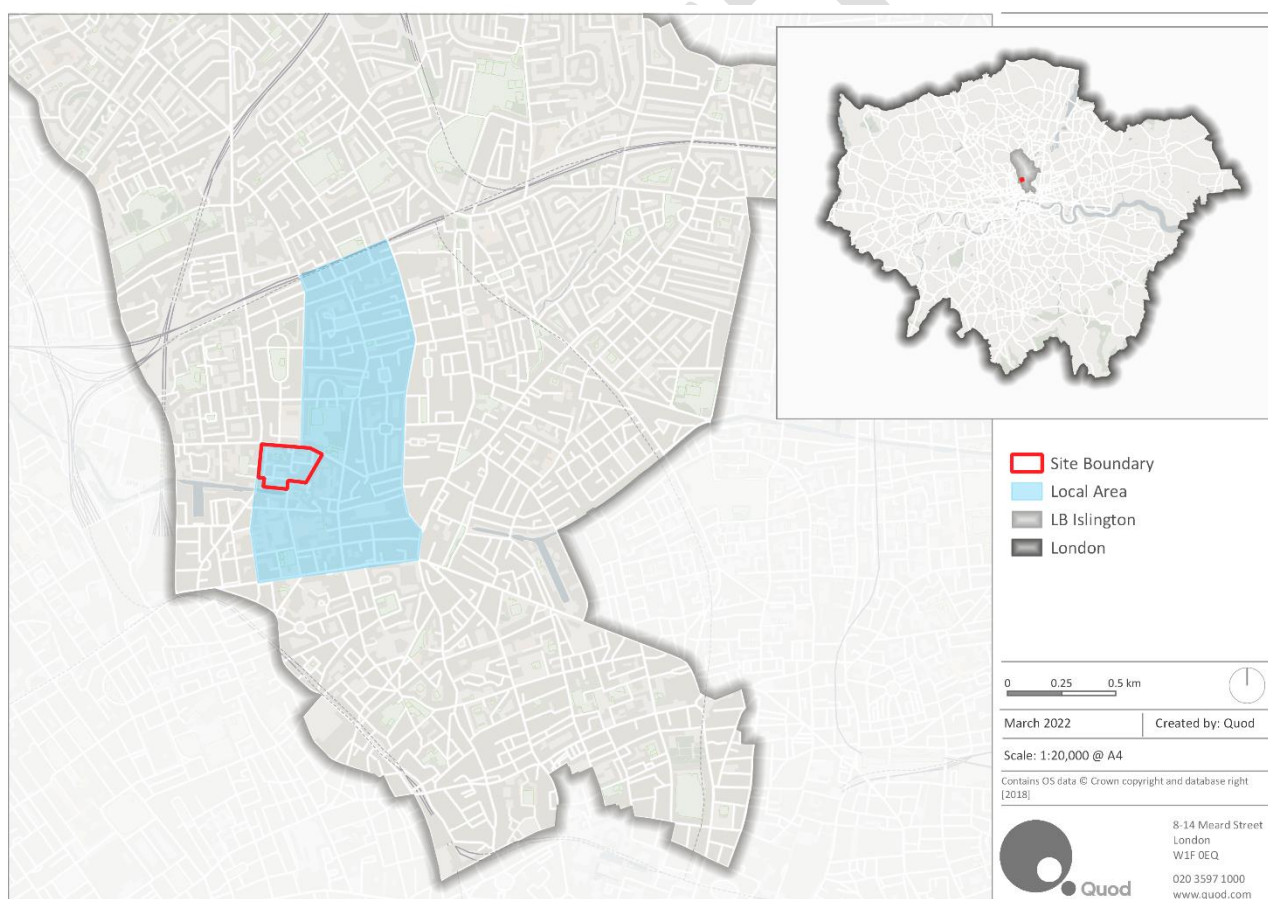
¹⁰ DLUHC, 2019. Indices of Multiple Deprivation.

¹¹ LBI, 2021. State of Equalities in Islington Annual Report.

3 Baseline Context

- 3.1 This section of the EqS provides relevant baseline information in relation to protected characteristics, to understand if the demographics of the local population have any particular protected characteristics that may be affected by the Proposed Development.
- 3.2 The Site is in Barnsbury ward in the south east of LBI as shown in Figure 3.1. The demographic profile of residents living in Barnsbury ward (defined as the ‘Local Area’) has been examined and presented in the context of the wider borough (LBI) regional (London) population profiles.
- 3.3 A summary of baseline data at each spatial scale in set out in Appendix 1.

Figure 3.1 – Spatial Study Areas



Existing Site and Surrounding Area Uses

- 3.4 The Site forms the western part of Barnsbury Estate known as ‘New Barnsbury’. There are currently 371 homes across 17 blocks on Site, comprising 291 social rented units and 80 leasehold units. Of the leasehold units, 39 of the leaseholders live on the Site whilst the remaining 41 units are privately let.
- 3.5 The Barnsbury Community Centre is located in the centre of the Site. The community centre comprises a large hall, a seminar room, toilets, a kitchen, reception area as well as a communal

garden, and hosts a number of classes and activities including fitness classes, yoga and youth forums. The centre also currently accommodates the Tiddley Tots Nursery. The community centre and nursery support nine to 12 jobs. In supporting thousands of local residents, the Barnsbury Community Centre has been recognised with a number of local and national awards. The Barnsbury Community Centre twice won the Sport Islington Awards 'Sports Organisation of the Year' (2015 and 2016). In 2018, the team at the Centre was nominated for a TPAS 'Excellence in Community Action' award. In 2019 the Resident Services team was recognised with a Guardian Public Service Awards 2019 for its 'Resident employment and work placement' programme.

- 3.6 The Site also accommodates the office of the LBI Parking Wardens on Carnegie Street and 22 commercial units along Caledonian Road. One of these commercial units is vacant, whilst the others are occupied by a mix of retail, food and beverage and business uses including two solicitors, a dry cleaners, funeral directors, dentist and barbers. The exact number of jobs accommodated by these uses is not known. **ES Volume 1, Chapter 6: Socio-Economics** has estimated that the commercial uses accommodate approximately 63 full time equivalent (FTE) jobs.
- 3.7 There is a total of 16,210m² of open space currently on Site, however a significant proportion of this space is inaccessible and fenced off from use. Across the Site there is 3,690m² of accessible public open space, 3,833m² of private amenity space in the form of gardens, 82m² shared residents garden and 1,934m² of community garden associated with the community centre. There is a food growing space within the community garden of the Barnsbury Community Centre run by the Islington Bangladesh Association (IBA). The largest proportion of open space on the Site is landscape buffer (6,672m²) which on the whole is fenced off and not suitable for use.
- 3.8 There is 646m² of dedicated playspace within the Site behind the community centre which is accessed through a fenced passage. The play areas comprise 115m² of doorstep playspace suitable for children aged 0-4 years, 297m² of active play equipment suitable for children 5-11 years and a ball court (234m²). All areas are surrounded by high fencing and could benefit from improvement to the quality and settling of these areas of playspace to make them more inviting and improve the sense of security.
- 3.9 Within the public open space on-site, 2,002m² is considered to also act as playable multi-use space although this is currently of low quality.
- 3.10 The surrounding area supports a mix of uses, predominantly residential with leisure and commercial uses on Caledonian Road and Copenhagen Street. Angel Town Centre is approximately 300m to the south east, and King's Cross is approximately 500m to the west with a variety of uses retail, commercial and leisure uses. Regent's Canal Towpath is directly south of the Site, which provides a pedestrian link to Kings Cross, and space for recreation and leisure.

Population

- 3.11 At the time of the 2011 Census, there were 12,200 residents in the Local Area. The latest population estimates (2020) indicate that there are now 14,000 residents in the Local Area,

growth of 15% since 2011. The growth rate is higher than the London rate (10%), but lower than the overall LBI rate (20%) over the same period.

Protected Characteristics

3.12 The following section provides baseline data on the demographics of the local population with respect to the protected characteristics as defined by the 2010 Act where available data exists.

Age

3.13 The age profile split of the Local Area compared to London is shown in Figure 3.2 based on both Census 2011 data and 2020 mid-year estimates. The population structure for the Local Area broadly follows the same pattern of LBI.

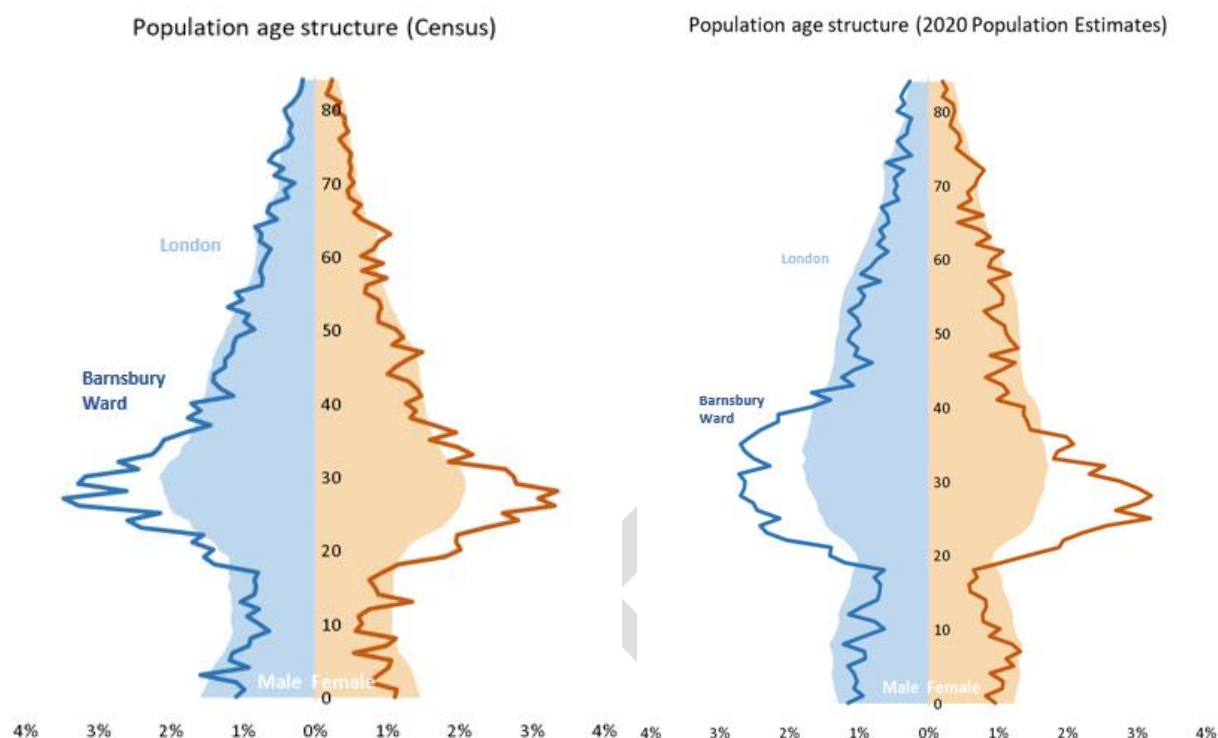
3.14 In 2011, The Local Area had a lower proportion of residents under the age of 20, and higher proportion of working age residents, particularly of age 25 to 35, compared to the London average.

3.15 Population estimates for 2020 indicate that the Local Area still has a higher proportion of working age population compared to the London average – this is now more pronounced across a greater age range of 20 to 40 years, the Local Area also has a lower proportion of residents under the age of 20 and over the age of 50 compared to London.

3.16 LBI ranks 10th highest for the proportion of children living in income deprived households at a national level (28%) and first highest in London. Approximately 18% of children in LBI under the age of 16 live in households with relative low income and 14% in household with absolute low income. This suggests that child poverty is linked to unemployment of parents¹¹.

3.17 LBI also ranks 5th highest nationally for the rate of people aged 60+ living in income deprived households and is 4th highest across London boroughs. According to LBI's State of Equalities in Islington Annual Report^{above}¹¹, a significant proportion of the social housing in LBI is occupied by older people, and pensioner households also have a considerably lower income than the rest of the borough. It is predicted that the highest rate of population growth in LBI over the next 10 years will be amongst the older population (a 30% increase).

Figure 3.2 – Population Age and Sex Structure – 2011 Census and 2020 Mid-Year Estimates



Sex

- 3.18 Based on the 2011 Census, the sex split of residents living in the Local Area is 51% female and 49% male – this is in line with the rates for LBI and London.
- 3.19 The 2020 mid-year population estimates indicate that that the overall split in the Local Area has shifted towards being more weighted towards male – 51% male and 49% female. However, as shown in Figure 3.2, there is estimated to have been an increase in females aged 20 to 25 and increase in males aged 20 to 40 since the 2011 Census.
- 3.20 LBI registers inequality in life expectancy across economic groups. Men who live in more deprived areas are expected to live 10 years less than men living in the best off areas in the borough. Inequality in life expectancy for women is less pronounced (5 years) across the social gradient (average life expectancy measured against local deprivation decile between 2017-19)¹¹.

Gender Reassignment

- 3.21 A person has the protected characteristic of gender reassignment if the person is proposing to undergo, is undergoing, or has undergone a process (or part of a process) for the purpose of reassigning the person’s sex by changing physiological or other attributes of sex (2010 Act, Section 7). To be protected from gender reassignment discrimination, one does not need to have undergone any specific treatment or surgery to change from your birth sex to one’s preferred gender. This is because changing your physiological or other gender attributes is a personal process rather than a medical one. You can be at any stage in the transition process

– from proposing to reassign your gender, to undergoing a process to reassigning your gender, or having completed it (as per the Equality and Human Rights Commission).

- 3.22 There is no comprehensive data collected on gender reassignment in England and it is difficult to collect such data as people who have undergone (or are undergoing) gender reassignment may identify as male or female or may identify themselves using another term.
- 3.23 In 2009, the ONS appraised the capability of collecting reliable gender reassignment statistics. It concluded that further work was needed to develop robust statistics in this area¹². The 2021 Census in England and Wales included a question on gender identity which means that the national data on the transgender population will be more robust in the future.
- 3.24 The Government Equalities Office estimated that in 2009 there were approximately 200,000 – 500,000 trans people in the UK¹³.
- 3.25 There were 14 incidents of transgender hate crime reported in LBI between December 2019 and December 2020, which saw a decrease of 22% from the previous 12 months¹¹. Strategies within LBI note that tackling hate crime is a priority in the borough.
- 3.26 Gender reassignment as a protected characteristic is not considered to be materially affected by the Proposed Development (with the exception of consideration of improvement to the security to the public realm) or the determination of this application. Therefore, it will not be considered in detail within this EqS.

Sexual Orientation

- 3.27 A person's sexual orientation includes their sexual behaviour, sexual attraction and sexual identity. Sexual orientation is a protected characteristics to allow individuals to choose how to express their sexual orientation without discrimination. This includes discrimination in the provision of goods, facilities and services on grounds of sexual orientation.
- 3.28 Discrimination towards sexual orientation is possible in various forms including: discrimination arising from one's self-perceived sexual identity; one's perceived sexual orientation (discrimination by perception); or one's links to other individuals and their sexual orientation (discrimination by association)¹⁴.
- 3.29 There is no comprehensive data collected on sexual orientation in England.
- 3.30 In 2009 the ONS appraised the capability of collecting robust sexual identity statistics¹⁵. It advised that in order to gather data on sexual orientation a suite of questions would be required, where sexual identity was identified as one component of sexual orientation for which data may be collected.
- 3.31 There is experimental data on sexual identity available from the ONS. This data is based on social survey data from the Annual Population Survey which collects information on self-

¹² Trans Data Position Paper. ONS, May 2009.

¹³ Government Equalities Office, 2018. Trans People in the UK.

¹⁴ As per the Equality and Human Rights Commission Guidance.

¹⁵ ONS, 2009. Measuring Sexual Identity: A Guide for Researchers – April 2009.

perceived sexual identity from the household population (aged 16 and over). This is currently only available at regional level.

- 3.32 The latest data from 2020 indicates 3.8% of residents in London identify as gay, lesbian or bisexual, compared to 2.7% across the UK¹⁶.
- 3.33 Sexual orientation as a protected characteristic is not considered to be materially affected by the Proposed Development (with the exception of consideration of improvement to the security to the public realm) or the determination of this application. Therefore, it will not be considered in detail within this EqS.

Marriage and Civil Partnership

- 3.34 According to the 2011 Census, 59% of the Local Area residents are single (having never married or registered a civil partnership) which is similar to the LBI average of 60%, but significantly higher than the London average of 44%. Conversely, 26% are married, compared to 40% across London. The rate is similar to the LBI average (25%).
- 3.35 The proportion of residents in a civil partnership in the Local Area is 1.1%, which is higher than the LBI rate of 0.8% and London average of 0.4%.
- 3.36 The proportion of residents who are separated, divorced, formerly in a civil partnership, or widowed is 12% in the Local Area, 14% In LBI and 16% in London across London as a whole.
- 3.37 Marriage and civil partnership as a protected characteristic is not considered to be materially affected by the Proposed Development or the determination of this application. Therefore, it will not be considered further within this EqS.

Pregnancy and Maternity

- 3.38 The ONS does not provide statistics on the number of people who are pregnant. Therefore, this baseline analysis has considered live birth data as a proxy. This data is only available at the borough and regional level, and is not available at the ward level. Latest available data from 2020 indicates the general fertility rate¹⁷ in LBI is lower (37.4) than the average for London (56.4).
- 3.39 Pregnancy and Maternity as a protected characteristic is not considered to be materially affected by the Proposed Development or the determination of this application – with the exception of consideration of potential impacts upon people with limited mobility (referring to pregnant women, parents with prams or travelling with small children for whom inaccessible buildings or public realm could be more challenging to navigate). Therefore, it will not be considered further within this EqS.

Race

- 3.40 A person's race can include a number of personal characteristics. As defined in the 2010 Act, race includes colour, nationality and ethnic or national origins. Therefore, this baseline

¹⁶ ONS, 2022. Sexual Orientation – 2020.

¹⁷ General Fertility Rate is the number of live birthday per 1,000 female population aged 15 to 44.

assessment has considered a range of data sources including ethnicity, country of birth and language spoken to provide a baseline analysis of the Local Area with respect to race.

Ethnicity

- 3.41 The 2011 Census shows that London is highly ethnically diverse. 60% of residents identify as White, 18% as Asian/Asian British, 13% as Black/African/Caribbean/Black British, and 8% as Mixed/Multiple Ethnic Groups or Other Ethnic Group.
- 3.42 In the Local Area, 71% of residents identify as White, which is higher than the London average, 11% identify as Asian/Asian British, 9% as Black/African/Caribbean/Black British and 6% as Mixed/Multiple Ethnic Groups or Other Ethnic Group.
- 3.43 In LBI, the population is slightly more ethnically diverse compared to the Local Area average; 32% identify as Black, Asian and Other Minority groups in the borough compared to 29% in the Local Area. There is a marginally larger proportion of residents that ethnically identify as Asian/British Asian (11% in the Local Area compared to 9% in the LBI).
- 3.44 Of the Local Area residents that identify as Asian/Asian British, 27% identify as Bangladeshi, 26% as Chinese, 21% as Indian, and 22% as Other Asian Groups. This is broadly similar to the borough level profile (24% identify as Bangladeshi, 23% as Chinese, 19% as Indian, and 29% as Other Asian Groups).

Country of Birth

- 3.45 The 2011 Census also captured country of birth. 63% of London's residents were born in the UK; 12% were born in Europe; 12% were born in the Middle East and Asia; 8% were born in Africa; 4% were born in the Americas and Caribbean, and 1% were born in Australasia.
- 3.46 Of residents in LBI, 65% were born in the UK; but in contrast to London as a whole, a slightly higher proportion of residents were born in Europe (16%), the Americas and Caribbean (5%) and Australasia (2%); and a lower proportion were born in the Middle East and Asia (6%) and Africa (6%).
- 3.47 At the Local Area level, the proportion of residents born in the UK is in line with the LBI average. The proportion of residents born in the Middle East and Asia is higher than the LBI average (8%).
- 3.48 [Resident's survey]

Language

- 3.49 The 2011 Census defines an individual's 'main language' as 'a person's first or preferred language'.
- 3.50 In the Local Area, 81% of residents speak English as their main language, which is slightly higher than the average for LBI (80%) and London (78%). Beside English, the most commonly spoken languages in the Local Area are:
- Turkish;

- French;
- Spanish;
- Bengali (with Sylheti and Chatgaya); and
- Italian.

3.51 Whilst the Local Area is slightly less ethnically diverse compared to the LBI and London averages, there is still a significant level of racial diversity. As set out in the Existing Site section, the IBA run the food growing existing community garden food growing on Site. As such, both disproportionate and differential effects related to Race will be considered within this EqS.

Religion or Belief

- 3.52 According to the 2011 Census, 41% of the Local Area residents consider themselves Christian, which is similar to the proportion across LBI (40%) but lower than London overall (48%).
- 3.53 In the Local Area, 9% of residents consider themselves Muslim, which is in line with the LBI rate (also 9%), but lower than the London average (12%).
- 3.54 30% of residents in both the Local Area and LBI have no religion, which is higher than the rate in London (21%).

Disability

- 3.55 The 2011 Census asked residents to carry out a self-assessment of their general state of health. Residents were asked whether their health was 'very good', 'good', 'fair', 'bad', or 'very bad' – 84% of residents in Local Area reported 'very good or 'good' health which is slightly higher than the LBI (82%) and in line with the London average (84%).
- 3.56 The 2011 Census also asked residents whether a long-term health problem or a disability limited their day-to-day activities. In the Local Area, 14% of residents reported that their day-to-day activities were limited a little or a lot, which is slightly lower than LBI (16%) and in line with the London average (14%).
- 3.57 A Housing Need Survey has been carried out on 291 households currently on the Site. Out of the surveyed households, 31% have either one or more residents with medical needs. These could refer to a disability, mental health conditions, chronic pain, reduced mobility, asthma etc across all age groups. The survey has been used to inform both the exterior and interior design, and the allocation of housing to ensure it is appropriate to the needs of residents.
- 3.58 Therefore, both disproportionate and differential effects related to Disability will be considered within this EqS.

Deprivation

- 3.59 While deprivation or unemployment isn't classified as a protected characteristic under the 2010 Act, levels of deprivation have been considered as part of this baseline analysis.
- 3.60 The Government's Indices of Multiple Deprivation (2019) measures deprivation by combining indicators including a range of social, economic and housing factors to give a single deprivation

score for each small area across England (defined as Lower Layer Super Output Areas (LSOAs)). These factors are divided among seven domains of deprivation as outlined below:

- Income deprivation;
- Employment deprivation;
- Education, skills and training deprivation;
- Health deprivation and disability;
- Crime;
- Barriers to housing and services; and
- Living environment deprivation.

3.61 All areas are ranked relative to one another according to their level of deprivation. Figure 3.3 shows the relative levels of deprivation surrounding the site – areas shown in red are within the 10% most deprived and those in yellow within the 20% most deprived.

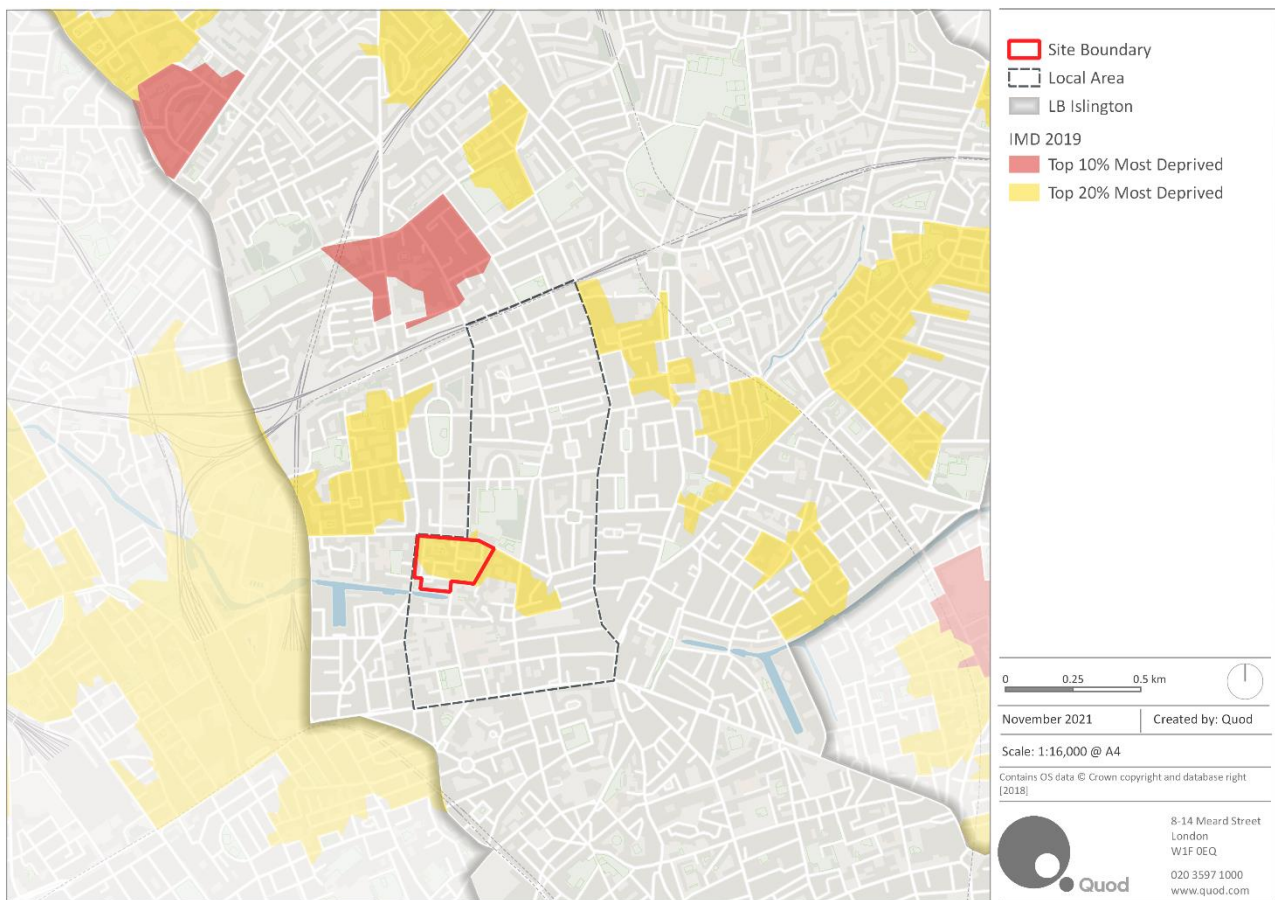
3.62 The Site falls within an area which is among the top 20% most deprived in England. There are also pockets of deprivation scattered across the wider area surrounding the Site to the north, east and west. Overall, LBI is 6th most deprived local authority in London.

3.63 For the area of deprivation the Site falls within, deprivation relating income is most severe. The Site falls in an area that is 10% most deprived in England for the general income measurement, as well as measurements of income deprivation affecting children and income deprivation affecting older people. LBI has the highest level of child poverty in London (28%) and ranks 4th highest for poverty among older people¹⁸.

3.64 While socio-economic characteristics is not a protected characteristic considering deprivation levels across the borough does give an indication where inequality exists. Therefore, socio-economic inequality is not considered specifically within this EqS, it has been provided here within the baseline analysis for context.

¹⁸ LBI, 2021. Islington Together: For a more equal future: Strategic Plan.

Figure 3.3 – Indices of Multiple Deprivation (2019)



Community Infrastructure

3.65 Baseline analysis has considered community assets within the local area that could have particular relevance to equality impacts, due to the likelihood of their users sharing a particular protected characteristic.

3.66 Figure 3.4 and Table 3.1 sets out local community infrastructure. Within 500m of the Site there are a range of facilities including community centres, nurseries, primary schools and a secondary school, places of worship, three GPs and two public libraries.

Figure 3.4 – Community Infrastructure within 500m of the Site

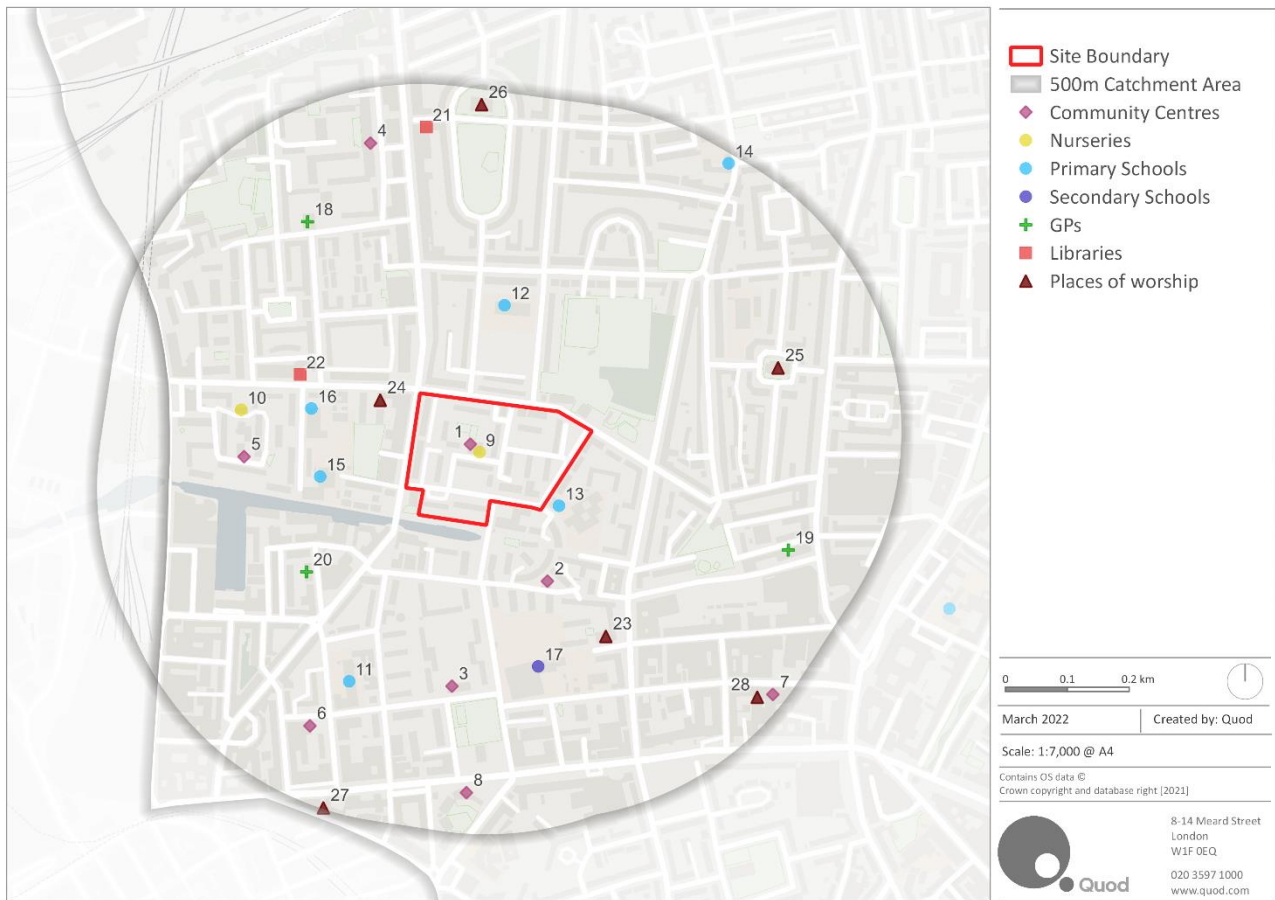


Table 3.1 – Community Infrastructure Key

1	Barnsbury Estate Community Centre	15	Copenhagen Primary School
2	Half Moon Crescent Community Centre	16	Blessed Sacrament RC Primary School
3	Hugh Cubitt Centre	17	Elizabeth Garrett Anderson School
4	Jean Stokes Community Hall	18	Barnsbury Medical Practice
5	York Way Community Centre	19	Ritchie Street Group Practice
6	Barnsbury Community Group	20	Killick Street Health Centre
7	The Claremont Project	21	West Library
8	Weston Rise Community Centre	22	Lewis Carroll Children's Library
9	Tidley Tots Nursery	23	St Silas With All Saints And St James Church
10	Kate Greenaway Nursery School and Children's Centre	24	Church Of The Blessed Sacrament
11	Winton Primary School	25	The Celestial Church Of Christ
12	St Andrews CofE Primary School	26	St Andrew's Church
13	Vittoria Primary School	27	Welsh Congregational Church
14	New River College School	28	Islington Claremont United Reformed Church

3.67 There are two community assets within the Site boundary, the Barnsbury Community Centre and the Tiddley Tots Nursery which operates from dedicated rooms within the community centre. As set out in the Existing Site section, various classes and activities take place within the community centre, including yoga, fitness classes, youth forums and tuition for years five and six, as well as the food growing run by IBA from the centre's community garden.

Summary

3.68 The age profile of Local Area resident population is broadly in line with the average for LBI. Compared to London as a whole, there are a high proportion of working age residents, particularly between the age of 25 and 35 years. LBI has a high proportion of both children and older people (age 60+ years) living in income deprived households. The ratio of men to women is broadly even.

3.69 The resident population of the Local Area is slightly less ethnically diverse compared to the London's average, but in line with LBI. Asian/British Asian is the highest ethnic minority group in the Local Area.

3.70 Residents of the Local Area generally reported slightly better general health compared to the LBI average, and a lower proportion of Local Area residents reported limited day-to-day activities due to a long-term health problem or disability. However, 31% of the households currently on Site reported in the Housing Needs Survey reported having one or more residents with medical needs. This includes disability, mental health conditions, chronic pain and other conditions impacting general health.

3.71 Following this baseline analysis the protected characteristics that could be affected by the Proposed Development, both through its construction and end use (in land use terms), include Age, Disability and Race.

3.72 It is not considered that the planned redevelopment of the buildings or the Site's land use could have a material impact upon Gender Reassignment, Marriage and Civil Partnership, Religion or Belief, Pregnancy and Maternity (with the exception of the consideration of restricted mobility which will be included), Sex, or Sexual Orientation. These protected characteristics may be affected through how the proposed buildings and spaces are used in the long term in terms of housing provision and associated amenities provided.

4 Equality Considerations

Estate Regeneration Context & Consultation

Decant and Rehousing Strategy

- 4.1 As per the GLA requirement, a residents' ballot was undertaken to gauge whether there was support for the transformation of the estate. A ballot was undertaken in March 2021 - 73% of residents that voted, voted in favour of proposals (with a 79% turnout).
- 4.2 The Landlord Offer¹⁹ issued to residents explained the terms that would be offered to existing residents. As well as other commitments it states that residents would be offered a replacement home within the estate if they wanted. With the exception of residents in the first phase (Blackmore House), it remains the intention that all social rented tenants will be offered a single decant (enabling them to move directly from their existing home into their new home). Residents of Blackmore House, which will be the first phase of the demolition, will be rehoused within existing vacant homes on the estate or off-site until their new home is ready.
- 4.3 This approach aims to ensure that a maximum of 29 tenants would be required to move off the estate during the delivery phase, and it is hoped the number is significantly fewer. Similarly of the 39 resident leaseholders who have the opportunity to take up the offer of a shared equity home, 25 will be able to move directly into their new home and a maximum of 14 would be required to move off the estate during the delivery phase. This is important in some cases where close community and social connections exist. Many residents have lived on this estate for a long time and it has an established community. These community connections can be particularly important for people with various protected characteristics, particularly Age (young and old), Disability, Sex, Race, and Religion or Belief.

Community Engagement

- 4.4 When considering equality impacts related to estate transformation projects, resident engagement and community consultation is of particular importance. The PSED requires public bodies to have due regard to encourage people with protected characteristics to participate in public life. In the context of this project, residents' ability to engage with the development plans, raise any concerns or views and provide feedback on the emerging masterplan is particularly relevant.
- 4.5 The Applicant has undertaken extensive consultation with existing residents and the wider local community. This has included Housing Needs Surveys of existing residents, a series of workshops with existing residents each covering a different theme, drop-in sessions to answer specific queries, home visits and surveys, phone banking, coffee mornings, and two public exhibitions as well as engaging through digital channels throughout the process. Full details of the consultation approach are set out within the **Statement of Community Involvement**.

¹⁹ Newlon Housing Trust (January 2021) The Landlord Offer: The Future of the Barnsbury Estate.

- 4.6 Specific efforts have been made to engage traditionally 'hard-to-reach' groups on the Site. Workshops were held on a variety of days at differing times to ensure that residents with different lifestyles and work patterns were able to attend. All in person events were held in the Barnsbury Community Centre which is an accessible venue. Film nights and summer events were held as part of the consultation process to engage with younger residents. Door knocking/home visits were completed for those that prefer to engage on a 1-2-1 basis from their own home and where there have been indications of vulnerability due to age or health. The Applicant has also checked with neighbours to identify any support services or family in contact with the resident to assist both in making contact and ensuring the resident understands the information, timescale, procedure and access to support. The Applicant has also funded the provision of an Independent Resident Advisor to provide independent advice and information to residents about the transformation.
- 4.7 Consultation materials were provided in other languages upon request to ensure that the information was accessible to all throughout the consultation period. Translations included Somali, Bengali and Turkish as English is not the native language of many residents on the estate. The Applicant also utilised the services of interpreters and will continue to do so.
- 4.8 Events and materials distributed through the consultation process included a mix of modes, online, virtual, newsletters, flyers, posters, online surveys, texts emails, phone calls, door knocking campaigns etc to maximise reach and ensure people of all ages, levels of literacy and access to the internet/ computers could participate.
- 4.9 The consultation and engagement approach taken by the Applicant has aimed to be as far reaching through the community and to remove barriers that may prevent people from participating where reasonably possible.
- 4.10 Therefore, the approach taken is considered to have a neutral impact upon protected characteristics including Age, Sex, Race, Disability and Religion or Belief.

Amenity Disruption During Construction

- 4.11 The demolition and construction works programme extends to c.10 years. During this time the Proposed Development has the potential to impact on the amenity of local residents and workers due to, for example, noise and vibration, disruption to footways, construction traffic and dust.
- 4.12 Some of these effects could disproportionately affect people with some particular protected characteristics in the absence of appropriate mitigation. For example, some, including older people, young children, or those with limiting disabilities or illness may spend longer at home and are therefore more likely to be affected by day-time noise disturbance and localises air quality impacts.
- 4.13 Technical air, noise and vibration, and transport assessments have been undertaken and presented within the Environmental Statement. In addition, a Health Impact Assessment (HIA) has been prepared to consider any health implications. The results of these assessments are not repeated here, but considerations of how any of these could have a differential or disproportionate effect upon equality, and the measures put in place to minimise or remove any such effects is set out below.

Noise

- 4.14 The assessment of the noise impacts associated with the construction of the Proposed Development identifies adverse effects – **ES Volume 1, Chapter 9: Noise and Vibration**. These adverse noise effects may be experienced by residents living on the estate, and along Caledonian Road, Copenhagen Road, Charlotte Terrace, as well as Vittoria Primary School and the Care Home on Muriel Street.
- 4.15 In relation to equality impacts associated with this finding, these could have a disproportionate impact on Age (young and old) given the location of the primary school and the care home. These effects are not likely to have a disproportionate impact upon any other protected characteristics, however they could have a differential impact upon residents living in the affected homes who may spend more time at home during the day. This could include Age (elderly (retired) resident and younger children) or Disability (residents with disabilities that limit their ability to leave the home or disabilities that increase sensitivity to noise).
- 4.16 Mitigation measures have been proposed in order to reduce or minimise these adverse effects where possible. These measures and best practice means are set out within a site specific **Outline Construction Management Plan (CMP)** that forms part of the Application, and therefore will be material consideration in the decision making process.

Air Quality

- 4.17 The assessment of the air quality impacts associated with the construction of the Proposed Development does not find any adverse effects – **ES Volume 1, Chapter 8: Air Quality**. The baseline assessment has considered existing residents and local facilities (including sensitive uses from an Equality perspective such as schools and the care home), along with the residents of the initial phases of the Proposed Development that would be occupying the first new homes that have been delivered while the later phases are still being constructed. No mitigation measures have been considered to be necessary.
- 4.18 No disproportionate or differential impacts upon any protected characteristics have been identified.

Transport Disruption

- 4.19 During construction, the Site may pose challenges for some street users, such as those with restricted mobility, disabilities, parents with buggies etc.
- 4.20 The construction phasing will require some road/street/route closures. Closures will rotate around as the construction is phased, starting with the closure of Pultney Street and northern section of Leirum Street. Alternative routes for vehicle and pedestrian movement will be provided.
- 4.21 The **CMP** and **Construction Logistics Plan (CLP)** includes details of measures that will be put in place to manage the site and routes during construction. These measures proposed are relevant to some protected characteristics that may be differentially effected by the disruption.
- 4.22 Closure of streets could also impact upon people with disabilities who may rely upon learnt route, this could include people with visual impairment, learning disabilities or neurodiversity. Changes to the built environment can be more challenging for some people to navigate.

4.23 Where the street is obstructed by activities such as deliveries, partial closures, other hazards, etc suitable signage, ramping etc will be deployed. In addition, the site management team are responsible for keeping the public highway around the construction site clean and free from obstructions. Banksman will be on hand to offer assistance to any vulnerable users of the footway.

Summary

4.24 Overall, any effects on amenity of the construction phase will be temporary. These effects, including those which might disproportionately or differentially affect people with particular protected characteristics (Age and Disability), will be monitored and mitigated / minimised as far as possible throughout the construction period in accordance with the management plans and mitigation measures outlined above.

Delivery of New Homes and Accessible Design

4.25 The Proposed Development will replace the existing 371 homes current on site, delivering up to 950 new homes. Improving the quality and design of these homes and reinvesting within the estate will be beneficial to all residents.

4.26 This transformation project will better enable the estate to meet the needs of some residents who are currently living in unsuitable accommodation. The existing accommodation is not accessible. Approximately half the blocks on the estate do not benefit from a lift and the topography of the site has resulted in a lot of existing steps which makes navigation difficult for those with mobility needs. Newlon staff have undertaken a comprehensive survey of existing residents to better understand the specific needs of residents currently living here. This has informed the design of the new homes, and will inform how the new homes are allocated to residents that will be rehoused within the Proposed Development. Most households will move directly from their existing homes to the newly developed homes which will all be level access and adapted if required

4.27 This includes considerations that need to be taken into account for residents with specific needs that relate to one or more protected characteristics including needs such as dementia, autism, physical disabilities, mobility issues, etc. These have been taken into account in the design of new homes, ensuring residents that may have complex needs, including those that could result in differential equality impact.

4.28 Ongoing engagement will be required with residents as the Proposed Development is delivered, as these needs may change over time, or new issues arise.

4.29 More generally across the Proposed Development all residential units have been designed to be accessible and adaptable in line with Building Regulation Part M²⁰ and the London Housing Supplementary Guidance²¹ - 10% of homes will be wheelchair adaptable in line with Building Regulation M4(3). This will support residents through all stages of life enabling a greater level of autonomy into later stages of life and residents with disabilities.

²⁰ HM Government, 2016. The Building Regulation 2010 – Approved Document M Access to and use of buildings, Volume 1: Dwellings. 2015 edition incorporating 2016 amendments.

²¹ GLA, 2016. London Plan 2016 - Housing Supplementary Planning Guidance.

- 4.30 The Proposed Development will continue to provide transport choices for existing and new residents. All existing residents who currently benefit from a parking permit on New Barnsbury will continue to do so in the Proposed Scheme so there will be no impact on existing residents who rely on their vehicle. The provision of 31 blue badge spaces equates to 3.3% provision and this number can increase further over the lifetime of the Proposed Development as standard spaces are converted to blue badge spaces when each parking permit ends. 5% of all cycle spaces will be for larger cycles and a further 15% will be for ambulant disabled cyclists to meet the needs of a wide range of cyclists.
- 4.31 The new and replacement homes may have a positive differential effect upon on some protected characteristics, particularly Age and Disability.

Access to Community Facilities

- 4.32 As set out in the baseline section, there are a number of community facilities on the site, particularly the Barnsbury Community Centre and Tiddley Tots Nursery. The community centre provides a space within the estate that can be used for a whole range of functions - including accommodating events and activities that promote community cohesion, youth groups etc. The nursery provides early years care for families living locally.
- 4.33 Of particular significance, there is a community garden on the estate that is a food growing space run by the IBA. While all of these uses will be replaced as part of the Proposed Development, they will be disrupted during construction. The community centre and nursery will be moved into temporary accommodation as the construction is phased. The location of the temporary provision has not yet been finalised. Any temporary provision will need to take into consideration the access arrangements of the temporary buildings.
- 4.34 In the long term they will be co-located (as they currently are) in Phase 1c. The new facilities will be larger than the existing facilities (the community centre will be at least 100% larger and the nursery will be at least 60% larger). The community garden will be replaced for IBA in the adjacent Old Barnsbury.
- 4.35 The plans for the relocation and reprovision of these facilities has been developed in consultation with the existing management. This has helped shape the proposals for the new spaces by better understanding their operational needs. Ongoing engagement will be required once the Proposed Development is delivered.
- 4.36 Overall, while the users of these various facilities will experience disruption during construction, the provision of these services will be reaccommodated in the end state.
- 4.37 The impact upon community facilities has a disproportionate negative effect during construction, but a disproportionate beneficial impact in the long run, upon people with protected characteristics particularly Age (young people) and Race.

Improved quality and provision of playspace, open space and public realm

- 4.38 The design and provision of open spaces and public realm can have a number of equality impacts that need to be taken into consideration. Women, young and older people, people from ethnic minority backgrounds, people from some religions, people identifying as LGBTQ+,

and disabled people^{22 23} are those more likely to feel less safe in poorly designed public open spaces as they tend to have a higher risk (real or perceived) of experiencing harassment/ being a victim of crime.

- 4.39 The Proposed Development will significantly improve the overall quality and design of the open space, public realm and playspace on the estate. While there is a significant amount of existing open space on the site, some of these spaces are underused, poorly designed and feature routes and public realm that are not inviting.
- 4.40 The Proposed Development will maintain the overall amount of open space (when some provision at roof level is taken into consideration). While it is acknowledged that this same level of provision will need to meet the needs of more residents, the overall amount of accessible, well designed and high-quality space will be greater. Playspace provision has been designed to meet the needs of various age groups and will be a significant improvement to the existing provision which is of poor quality and not particularly welcoming for children and young people.
- 4.41 The masterplan seeks to make the Site more easily navigable; the open spaces will be linked by clear landscaped routes, with seating and trees. Significant landscaping will also be included in the south of the site to strengthen its green connection to the canal.
- 4.42 Open spaces and routes including steps and ramps will be accessible in line with the 2010 Act where possible. A single route does not provide ramps due to the significant physical constraints of the site. The accessible route will not be less convenient in terms of travel time.
- 4.43 A range of seating opportunity will be provided throughout to create spaces to rest. A specialist lighting consultant has advised on an appropriate lighting strategy to ensure all spaces are well lit. Carnegie Street Park and Pultney Park will have subtle boundaries so that the spaces are open and overlooked to help create a safe and welcoming environment.
- 4.44 Improving the overall quality of the open spaces and the public realm in this area will have a beneficial impact for existing and future residents, particularly those who share protected characteristics.
- 4.45 Overall the improved quality and provision of playspace, open space and public realm will have both differential and disproportionate beneficial impacts upon a number of protected characteristics including Age (young and old), Disability, Race, Sexual Orientation, Sex, Religion or Belief.

²² Home Office (2020) Hate Crime, England and Wales 20219/20.

²³ UN Women UK (2021) <https://www.unwomenuk.org/safe-spaces-now>.

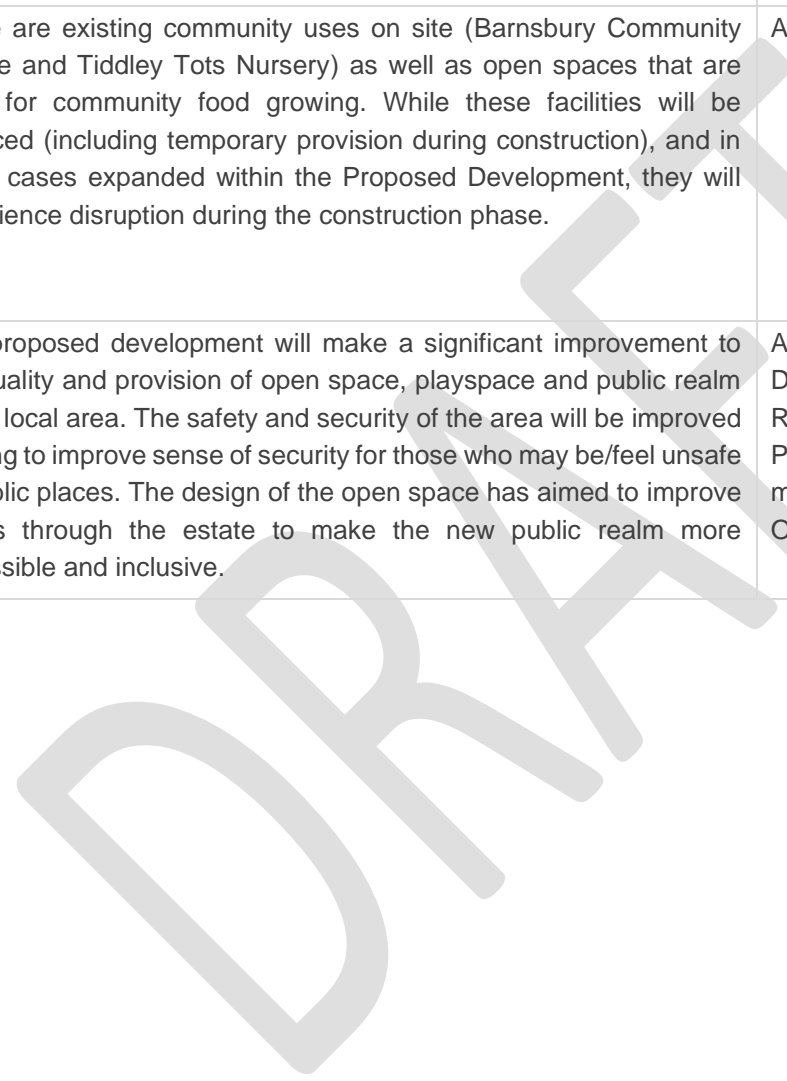
5 Summary and Conclusions

- 5.1 When considering the Proposed Development, the PSED requires the LBI to consider how their determination of the application will affect people who are protected under the 2010 Act, including having due regard to the effects of the Proposed Development and any potential disadvantages suffered by people because of their protected characteristics. This duty operates independently of the LBI's planning duties under the Planning Acts.
- 5.2 In meeting this duty, the LBI should give due regard to equality considerations and attribute appropriate weight to such considerations. Equality impacts should also be a consideration in the balance when determining the application, alongside the benefits arising from the Proposed Development such as the delivery of new homes, employment and community floorspace, and public realm (alongside improvements to quality existing public realm, open space and playspace).
- 5.3 The LBI should also consider appropriate mitigation to minimise the potential adverse effects of the Proposed Development on those with protected characteristics.
- 5.4 Table 5.1 summarises where the Proposed Development may affect various protected characteristics including, Age, Race, Sex, Disability, Religion or Belief, Pregnancy and Maternity, and Sexual Orientation.
- 5.5 Effects on other protected characteristics not outlined in Table 5.1 including Gender Reassignment, and Marriage and Civil Partnership are considered to be Neutral with no effects identified.

Table 5.1: Assessment framework

Potential Impact	Description of Impact	Relevant Protected Characteristic	+/- / 0	Mitigation/ Enhancement Measure
Decant & Rehousing Strategy	Decant and rehousing strategy seeks to ensure as many residents as possible have the option to remain within the estate during the delivery of the project. This will help to avoid impacts to existing community and social networks that could be relevant to various protected characteristics.	Age, Disability, Race, Sex, Religion or Belief	0	Ongoing engagement with residents.
Consultation and Community Engagement Process	The 2010 Act's PSED includes the requirement to have due regard to encourage people with protected characteristics to participate in public life where participation may be disproportionately low. The consultation and engagement approach taken by the Applicant has aimed to be far reaching through the community and to remove barriers that may prevent people from participating, where reasonably possible.	Age, Race, Sex, Religion or Belief, Disability	+	Ongoing engagement with residents is recommended post planning. The CMP should include contact details for a community liaison to ensure that residents have a point of contact during the construction period should they have any concerns to report.
Amenity Disruption During Construction	Some protected characteristics may be more sensitive to amenity disruption during the construction period. The CMP document should be kept up to date to include details of measures to mitigate any potential impacts upon resident's amenity during the build process.	Age, Disability	-	Evolution of CMP and CLP to include further and up to date details of mitigation. Monitoring of the noise effects upon particularly sensitive uses include homes, the primary school and care home.
Delivery of new homes and accessible design	The Proposed Development will replace the existing 371 homes with up to 950 new homes. These will be built to high quality design and	Age, Disability	+	Review and update the housing needs survey of existing residents

	include accessible and adaptable homes. This will help to better meet residents needs now and as they may change over time.			
Access to community uses	There are existing community uses on site (Barnsbury Community Centre and Tiddley Tots Nursery) as well as open spaces that are used for community food growing. While these facilities will be replaced (including temporary provision during construction), and in some cases expanded within the Proposed Development, they will experience disruption during the construction phase.	Age, Race	- (During construction) + (Long term)	Ongoing engagement with the operators of Barnsbury Community Centre and Tiddley Tots Nursery, and IBA. Accessibility to temporary provision will need to be considered during construction.
Improved quality and provision of open space, playspace, public realm	The proposed development will make a significant improvement to the quality and provision of open space, playspace and public realm in the local area. The safety and security of the area will be improved helping to improve sense of security for those who may be/feel unsafe in public places. The design of the open space has aimed to improve routes through the estate to make the new public realm more accessible and inclusive.	Age, Sex, Disability, Race, Religion or Belief, Pregnancy and maternity, Sexual Orientation	+	None required



Appendix 1: Baseline Summary Tables

Measure		Local Area	LBI	London
Population				
Population 2011 Census		12,200	206,000	8,170,000
Population Mid-2020 Estimates		14,000	248,000	9,000,000
Population Growth (2011-2020)		15%	20%	10%
Age				
Age Structure 2011 Census	0-15	15%	16%	20%
	16-74	81%	80%	75%
	75+	4%	4%	5%
Age Structure Mid-2020 Estimate	0-15	15%	16%	21%
	16-74	80%	80%	74%
	75+	5%	4%	6%
Sex				
Male / Female (2011 Census)		49% / 51%	49% / 51%	49% / 51%
Male / Female (Mid-2020 Estimate)		49% / 51%	50% / 50%	50% / 50%
Marriage and Civil Partnership				
Marital and Civil Partnership Status	Single	59%	60%	44%
	Married / Civil Partnership	27%	26%	40%
	Divorced / Separated / Widowed	13%	14%	16%
Sexual Orientation				
Gay, Lesbian or Bisexual		-	-	3.8% (2.7% nationally)
Race				
Ethnicity	White	71%	68%	60%
	Mixed/Multiple	6%	6%	5%
	Asian/Asian British	11%	9%	18%
	Black/Black British	9%	13%	13%
	Other	3%	3%	3%
Country of Birth	UK	65%	65%	63%
	Europe	15%	16%	12%

	Africa	4%	6%	8%
	Middle East and Asia	8%	6%	12%
	Americas and Caribbean	5%	5%	4%
	Antarctica and Oceania	3%	2%	1%
Main Language	English	81%	80%	78%
	European L	10%	10%	9%
	Arabic	1%	1%	1%
	South Asian L	2%	2%	7%
	East Asian L	2%	2%	2%
	African L	1%	2%	2%
	West/Central Asian L	1%	1%	1%
	Other	2%	2%	1%
	Religion and Belief			
Religion	Christian	41%	40%	48%
	Buddhist	1%	1%	1%
	Hindu	1%	1%	5%
	Jewish	1%	1%	2%
	Muslim (Islam)	9%	9%	12%
	Sikh	0%	0%	2%
	Other religion: Total	0%	0%	1%
	None / Not Stated	46%	47%	29%
Health and Disability				
Self-Assessed health	Very good health	54%	52%	50%
	Good health	30%	31%	33%
	Fair health	10%	11%	11%
	Bad health	4%	5%	4%
	Very bad health	2%	2%	1%
Long Term Health Problem or Disability	Day-to-day activities limited a lot	7%	8%	7%
	Day-to-day activities limited a little	7%	8%	7%

Note – Totals may not sum to 100% due to rounding

**Community Wealth Building
 Islington Town Hall, London N1 2UD**

Report of: Executive Member for Finance, Planning & Performance

Meeting of:	Date:	Ward:
Executive	20 April 2022	St Mary's and St James's
Delete as appropriate		Part exempt

Appendix 2 to this report is exempt and not for publication

SUBJECT: Letting of Underground Car Park, Parker Court Garages, Basire St, London N1 8RZ

1. Synopsis

- 1.1 The Council has a small commercial property portfolio that is used to generate income to support service delivery to residents and local communities. We seek to ensure that our commercial tenants also work closely with the Council to create local employment opportunities and other social value. Application of the London Living Wage commitment is a standard condition of our commercial leases. Additionally we seek to work with tenants to derive social value opportunities for the wider community.
- 1.2 The Council owns the freehold of an unused car park under one of its housing schemes on Basire Street. It is proposed, subject to the grant of planning consent, to use this space for self storage and terms have been agreed with a prospective tenants and operator which will provide a significant rental income to the HRA. The proposed tenant, Metro Storage, already operates a facility nearby in Lower Maryland Walk and this transaction highlights the demand for local storage space in the area.
- 1.3 The location plan identifying the space is attached at Appendix 1 (non-exempt). The space's proximity to residential accommodation and amenity land is recognised and conditions would be included in the lease to limited operating hours and generally minimise impact on local residents. The letting will provide a much-needed storage service to an urban community as well as removing the risk of anti-social behaviour in this redundant vacant space.
- 1.4 Advised by an independent firm of Chartered Surveyors, with experience in this specialist market, to ensure transparency and value for money is achieved, the proposed transaction will transform the redundant space into an income generating asset and remove contingent liability and cost to the council. It meets the Council's criteria for a best value consideration.
- 1.5 The Executive is therefore asked to authorise entering into the agreement for lease and subsequent lease on the terms set out in the exempt Appendix 1, with any reasonable amendments being delegated to the Corporate Director for Community Wealth Building.

2. Recommendation

- 2.1 To authorise the Corporate Director for Community Wealth Building, following consultation with the Corporate Director of Resources and Acting Corporate Director of Homes and

Neighbourhoods, to enter into the agreement for lease and subsequent lease on the terms set out in exempt Appendix 2 along with the delegation to amend any such reasonable matters during the completion of the necessary paperwork.

3. Background

3.1 The opportunities for repurposing this former underground garage space, which is not fit for purpose for parking modern sized vehicles and potentially inconsistent with the Council's Net Zero Carbon strategy, are not straightforward.

3.2 The garage space at Basire Street has been vacant for a considerable time. It does not provide opportunities for any council operational use. As such a considered commercial opportunity presents the advantage of creating a valuable income source to the HRA, as well as using this space for the benefit of the wider community. Additionally, in keeping with mitigating environmental and amenity concerns, the proposed use creates opportunities to support both residents and the local business community with local storage opportunities in the vicinity.

3.3 The proposed tenant, an existing council tenant operating a similar facility close by, will seek the necessary planning consents including all the required statutory consultation and undertake the enabling and fitout works at their cost. The lease terms reflect the normal incentives for such an arrangement.

3.4 The anticipated proposed Hours of Use and Access to the Premises to be permitted, subject to any conditions imposed by any planning consent and other consultation, are between the following times only:

Monday to Friday -	8am to 8pm
Saturday -	9am to 6pm
Sunday and Bank Holidays -	10am to 4pm

3.5 The user clause will also have, notwithstanding the tenant's own terms and conditions of use, substantial restrictions in respect of items permitted to be stored and types of usage to ensure compliance in regard to Health and Safety matters, as well as ensuring no nuisance to the neighbouring residential properties is created. It should be noted that there have been no issues with the existing lease on the Lower Maryland Walk operation.

3.6 The Executive is therefore asked to authorise entering into the agreement for lease and subsequent lease on the terms set out in the exempt Appendix 2, with any reasonable amendments being delegated to the Corporate Director for Community Wealth Building.

4. Implications

4.1 Financial implications

The letting will provide a substantial long term income to the HRA to support its activities and investment in social housing stock. The financial details of the letting are set out in the exempt Appendix 2 confirm that the proposed arrangements are in line with market conditions and reflect

the Council's fiduciary duty. The income generated will support the HRA and the financial pressures reported to the Executive elsewhere.

4.2 Legal Implications

4.2.1 The Council has the power under s120 of the Local Government Act 1972 to enter into the proposed lease for the purposes of any of its functions, or the benefit, improvement or development of its area. The proposed lease would satisfy these conditions. The exempt Appendix 1 confirms that the arrangements reflect the current market rent level and in agreeing the terms of the proposed variation the Council has acted in accordance with its fiduciary duty.

4.3 Equalities Impact Assessment

4.3.1 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.

4.3.2 An Equalities Impact Assessment is not required in relation to this report, because this matter relates to a commercial investment transaction in respect of property held for income generation. There are no Human Resources or equality implications in respect of this proposal.

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

4.4.1 There are no adverse environmental or net zero implications associated with the proposal. The proposed use as self storage, following the necessary enabling and fitout works has a low energy usage and light environmental impact. Initiatives will be explored with the tenant including electric vehicle charging points.

5. Reason for recommendation

5.1 The ability to generate substantial long-term income for the HRA from non-operational property assets provides a much-needed revenue stream to the Council to reinvest in social housing. Additionally, in keeping with mitigating environmental and amenity concerns, the proposed use creates opportunities to support both residents and the local business community with storage opportunities in the vicinity.

5.2 The proposed letting, as set out in the exempt appendix, reflects market conditions, including pandemic implications, and represents the best consideration reasonably obtainable. The income secured from the grant of the lease supports the council securing valuable income to support the investment and delivery of frontline services within the HRA.

Appendices

- Non Exempt Appendices 1 Location Plan
- Exempt Appendix 2: Heads of Terms for the Lease

Final report clearance:

**Authorised
by:**

Executive Member for Finance, Planning & Performance

Date: 6 April 2023

Report Author: Mark Grant
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Equality Impact Assessment: Screening Tool

Summary of proposal

Name of proposal	Parker Court garage commercial letting
Reference number (if applicable)	n/a
Service Area	Corporate Landlord Service
Date screening completed	23/02/2023
Screening author name	Mark Grant
Fairness and Equality team sign off	
Authorising Director/Head of Service name	Mark Grant

Before completing the EQIA Screening Tool please read the guidance and FAQs. For further help and advice please contact equalities@islington.gov.uk.

Please provide a summary of the proposal.

Please outline:

- What are the aims/objectives of this proposal?
- Will this deliver any savings?
- What benefits or change will we see from this proposal?
- Which key groups of people or areas of the borough are involved?

This is the proposed letting of former now vacant garage space below existing HRA social housing. It is proposed to be let to a self storage operator, who is an existing LBI tenant, subject to planning consent. The letting will provide a substantial and long term income to the HRA.

The letting will also provide much needed storage facilities for both residents and businesses in the borough.

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On whom will the proposal impact? Delete as appropriate.

Group of people	Impacted?
Service users	No
Residents	No

Group of people	Impacted?
Businesses	No
Visitors to Islington	No
Voluntary or community groups	No
Council staff	No
Trade unions	No
Other public sector organisations	No
Others	Please specify:

What consultation or engagement has taken place or is planned?

Please outline:

- Which groups or communities you have consulted/plan to consult
- Methods used/will use to engage (for example, focus groups)
- How insight gained from engagement or consultation has been/will be fed into decision making or proposal design

If you have not completed any engagement activity and do not plan to, you should outline why this decision has been made.

None. Not required

What impact will this change have on people with protected characteristics and/or from disadvantaged groups?

Of the groups you have identified above, please now indicate the likely impact on people with protected characteristics within these groups by checking the relevant box below. Use the following definitions as a guide:

Neutral – The proposal has no impact on people with the identified protected characteristics

Positive – The proposal has a beneficial and desirable impact on people with the identified protected characteristics

Negative – The proposal has a negative and undesirable impact on people with the identified protected characteristics

You should then assess whether the negative impact has a low impact, medium impact or high impact. Consider the level and likelihood of impact. Please also think about whether the proposal is likely to be contentious or perceived as a negative change by certain groups, as this could justify the completion of a full EQIA. See the guidance for help.

Protected characteristic	Positive impact	Neutral impact	Negative impact	Description of the impact (if applicable)
Age	<input type="checkbox"/>	<input type="checkbox"/>	Choose an item.	n/a
Disability (include carers)	<input type="checkbox"/>	<input type="checkbox"/>	Choose an item.	n/a
Race or ethnicity	<input type="checkbox"/>	<input type="checkbox"/>	Choose an item.	n/a
Religion or belief (include no faith)	<input type="checkbox"/>	<input type="checkbox"/>	Choose an item.	n/a
Gender and gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	Choose an item.	n/a

Protected characteristic	Positive impact	Neutral impact	Negative impact	Description of the impact (if applicable)
(male, female or non-binary)				
Maternity or pregnancy	<input type="checkbox"/>	<input type="checkbox"/>	Choose an item.	n/a
Sex and Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	Choose an item.	n/a
Marriage or Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	Choose an item.	n/a
Other (e.g. people living in poverty, looked after children, people who are homeless or refugees)	<input type="checkbox"/>	<input type="checkbox"/>	Choose an item.	n/a

How do you plan to mitigate negative impacts?

Where there are disproportionate impacts on groups with protected characteristics, please outline:

- The other options that were explored before deciding on this proposal and why they were not pursued
- Action that is being taken to mitigate the negative impacts

Action	Lead	Deadline	Comments

Screening Decision	Outcome
Neutral or Positive – no full EQIA needed*.	N/A

Screening Decision	Outcome
Negative – Low Impact – full EQIA at the service director’s discretion*.	N/A
Negative – Medium or High Impact – must complete a full EQIA.	N/A
Is a full EQIA required? Service decision:	No
Is a full EQIA required? Fairness and Equality recommendation:	No

* If a full EQIA is not required, you are still legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please send this completed EQIA Screening Tool to equalities@islington.gov.uk for quality checking by the Fairness and Equality Team.

**Community Wealth Building
 Islington Town Hall, London N1 2UD**

Report of: Executive Member for Finance, Planning & Performance

Meeting of:	Date:	Ward:
Executive	20 th April 2023	Bunhill
Delete as appropriate		Part exempt

Appendices 1-3 are exempt and not for publication

SUBJECT: Letting of 10-14 Garrett Street, London, EC4

1. Synopsis

- 1.1 The Council has an active strategy of delivering affordable work space on the borough secured both within its existing portfolio and also in third party developments by way of S106 conditions on grant of planning. This strategy supports the creation of local employment opportunities and other social value.
- 1.2 Long running negotiations have been ongoing with the developer in respect of swapping the councils long leasehold interest in Finsbury Tower to a long leasehold interest in Garrett Street. This swap will provide the council with a larger amount of more suitable affordable work space, fully fitted out at the developers cost in a similar location.
- 1.3 The proposed transaction will transform Garrett Street into an affordable work space capable of supporting a wide range of business including those requiring maker space rather simply office space.

2. Recommendation

- 2.1 To authorise the Corporate Director for Community Wealth Building, following consultation with the Corporate Director of Resources, to enter into the agreement for lease and subsequent lease on the terms set out in exempt Appendix 1.

3. Background

- 3.1 The council has a lease in Finsbury Tower for use as affordable work granted to the council on 9 March 2022.
- 3.2 This interest was created by a S106 planning obligation relating to planning reference P2016/3939/FUL and P2017/4939/S73 where the owner of Finsbury Tower, 103-105 Bunhill Row, London EC1Y 8LZ (“HYLO”) is obliged to provide affordable workspace totalling not less than 1,000 square metres GIA and not less than 700 square metres NIA in accordance with the affordable workspace specification (a Category A fit out).

3.3 Following lengthy negotiations between the developer and the council an alternative site has been identified, and purchased by the developer, to accommodate the affordable workspace, at Garrett Street (GS). It is therefore proposed to;

1. The surrender of the council HYLO Lease
2. The grant of a lease of part of the GS Property to the council

For clarity if the conditions for the grant of the lease at Garrett Street are not met including the grant of planning consent, which has now been granted subject to certain conditions, and timely delivery of the agreed space to the correct standards the council will retain their interest in the HYLO affordable work space

3.4 The Executive is therefore asked to authorise entering into the agreement for lease and subsequent lease on the terms set out in the exempt Appendix 1 with any reasonable amendments being delegated to the Corporate Director for Community Wealth Building.

4. Implications

4.1 Financial implications

The financial implications set out in the exempt Appendix 1 confirm that the proposed arrangements are in line with market conditions and reflect the Council's fiduciary duty. The costs of the proposed transaction fall wholly to the developer. A significant benefit to the council will be a significant uplift to the balance sheet to reflect the value of the long leasehold acquired.

4.2 Legal Implications

4.2.1 The Council has the power under s120 of the Local Government Act 1972 to enter into the proposed lease for the purposes of any of its functions, or the benefit, improvement or development of its area. The proposed lease would satisfy these conditions. The exempt Appendix 1 confirms that the arrangements reflect the current market conditions and in agreeing the terms of the proposed variation the Council has acted in accordance with its fiduciary duty.

Equalities Impact Assessment

4.3

4.3.1 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.

4.3.2 An Equalities Impact Assessment is not required in relation to this report, because this matter relates to a commercial investment transaction in respect of property held for income generation. There are no Human Resources or equality implications in respect of this proposal.

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

4.4.1 There are no environmental or net zero implications associated with the proposal other than those associated with the development of a commercial building.

5. Reason for recommendation

- 5.1 The ability to create and operate much needed affordable work spaces is a key council strategy to support local business recovery and economic growth with its attendant benefits in employment and community wealth building.
- 5.2 The variations to the existing arrangement ensure the council benefits from acquiring a type of space needed on favourable financial terms and at no cost or risk to the council.

Appendices

- Exempt Appendix 1: Heads of Terms for the Lease and floor plans

Final report clearance:

Authorised by:

Executive Member for Finance, Planning & Performance

Date: 6 April 2023

Report Author: Mark Grant
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Equality Impact Assessment: Screening Tool

Summary of proposal

Name of proposal	10 to 14 Garrett St; acquisition of 999 year lease of affordable workspace
Reference number (if applicable)	n/a
Service Area	Corporate Landlord Service
Date screening completed	23/02/2023
Screening author name	Mark Grant
Fairness and Equality team sign off	
Authorising Director/Head of Service name	Mark Grant

Before completing the EQIA Screening Tool please read the guidance and FAQs. For further help and advice please contact equalities@islington.gov.uk.

Please provide a summary of the proposal.

Please outline:

- What are the aims/objectives of this proposal?
- Will this deliver any savings?
- What benefits or change will we see from this proposal?
- Which key groups of people or areas of the borough are involved?

This transaction is the proposed acquisition of a 999 year leasehold and associated fit out works at no cost to the council. The space would be added to the affordable workspace portfolio.

As part of the transaction in delivering this space to the council the developer would be released from its AWS obligations at Finsbury Tower as this would be an improved replacement.

--

On whom will the proposal impact? Delete as appropriate.

Group of people	Impacted?
Service users	No
Residents	No

Group of people	Impacted?
Businesses	Yes in that it will promote start ups as part of the AWS strategy
Visitors to Islington	No
Voluntary or community groups	No
Council staff	No
Trade unions	No
Other public sector organisations	No
Others	Please specify:

What consultation or engagement has taken place or is planned?

Please outline:

- Which groups or communities you have consulted/plan to consult
- Methods used/will use to engage (for example, focus groups)
- How insight gained from engagement or consultation has been/will be fed into decision making or proposal design

If you have not completed any engagement activity and do not plan to, you should outline why this decision has been made.

None. Not required. However the AWS team have engaged with the market to ensure the space to be delivered meets both need and the councils starategy.

What impact will this change have on people with protected characteristics and/or from disadvantaged groups?

Of the groups you have identified above, please now indicate the likely impact on people with protected characteristics within these groups by checking the relevant box below. Use the following definitions as a guide:

Neutral – The proposal has no impact on people with the identified protected characteristics

Positive – The proposal has a beneficial and desirable impact on people with the identified protected characteristics

Negative – The proposal has a negative and undesirable impact on people with the identified protected characteristics

You should then assess whether the negative impact has a low impact, medium impact or high impact. Consider the level and likelihood of impact. Please also think about whether the proposal is likely to be contentious or perceived as a negative change by certain groups, as this could justify the completion of a full EQIA. See the guidance for help.

Protected characteristic	Positive impact	Neutral impact	Negative impact	Description of the impact (if applicable)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Disability (include carers)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Race or ethnicity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Religion or belief (include no faith)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	

Protected characteristic	Positive impact	Neutral impact	Negative impact	Description of the impact (if applicable)
Gender and gender reassignment (male, female or non-binary)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Maternity or pregnancy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Sex and Sexual Orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Marriage or Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Other (e.g. people living in poverty, looked after children, people who are homeless or refugees)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	

How do you plan to mitigate negative impacts?

Where there are disproportionate impacts on groups with protected characteristics, please outline:

- The other options that were explored before deciding on this proposal and why they were not pursued
- Action that is being taken to mitigate the negative impacts

Action	Lead	Deadline	Comments

Screening Decision	Outcome
Neutral or Positive – no full EQIA needed*.	N/A
Negative – Low Impact – full EQIA at the service director’s discretion*.	N/A
Negative – Medium or High Impact – must complete a full EQIA.	N/A
Is a full EQIA required? Service decision:	No
Is a full EQIA required? Fairness and Equality recommendation:	No

* If a full EQIA is not required, you are still legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please send this completed EQIA Screening Tool to equalities@islington.gov.uk for quality checking by the Fairness and Equality Team.

**Community Wealth Building
Islington Town Hall, London N1 2UD**

Report of: Executive Member for Finance, Planning & Performance

Meeting of:	Date:	Ward:
Executive	20 April 2023	Caledonian
Delete as appropriate		Part exempt

The appendices to this report are exempt and not for publication

SUBJECT: Disposal of Land at York Way for development purposes

1. Synopsis

- 1.1 The Council, own a number of parcels of land off of York Way close to the closed York Way former underground station. The primary parcel, a small triangular site is currently used as a depot for the housing repairs team, which will be relocated. Other elements are roadways, pavement areas and the like.
- 1.2 The substantial site to the north and wrapping around the depot has been acquired by developers who, subject to planning, are proposing to deliver a significant new build life science development offering the potential to significantly enhance the immediate environs and generate local employment and supply chain opportunities.
- 1.3 Agreement has now been reached with the developers to transfer the council's freehold land for a minimum price subject to planning permission and the subsequent completion and letting of the development. In the meantime, the council would benefit from a geared ground rent providing much needed income to support council services.
- 1.4 The details of the arrangements are contained in Appendix 1, which is exempt from publication due to its commercially sensitive content, but broadly amount to the transfer of land freehold to the developer and the grant of a long leasehold back to the council. The developer on certain conditions has the ability to buy out the council's long lease interest

2. Recommendation

- 2.1 To authorise the Corporate Director for Community Wealth Building, following consultation with the Corporate Director of Resources, to enter into the arrangements for the transfer of land, entering into a long lease and other related issues on the terms set out in exempt Appendix 1.

3. Background

- 3.1 The majority of the site wrapping around the council's land ownerships has lain fallow for a considerable period of time being used as a used car dealership. The new owner proposes, subject to planning, to develop a substantial life sciences facility offering the potential to

significantly enhance the immediate environs and generate local employment and supply chain opportunities. There are significant engineering challenges as the site sits above both tube and rail lines.

- 3.2 The Council has agreed, in order to facilitate the development, to relocate certain services and transfer land for the development in a transaction that optimises the financial return to the council and creates a suitable structure to ensure clear separation from the council as a landowner and the statutory planning authority.
- 3.3 The inclusion of council owned land assists the engineering solutions to raft over the infrastructure below ground and also significantly improves the potential layout and deliverability of the proposed development.
- 3.4 The structure of the deal confirms a minimum disposal price, albeit deferred until the completion and letting of the site should the developer opt to buy the councils interest out. In the meantime, the council would benefit in effect from a geared ground rent providing much needed income to support council services.
- 3.5 The Executive is therefore asked to authorise entering into the necessary land transfer and other documents on the terms set out in the exempt Appendix 1 to conclude this matter.

4. Implications

4.1 Financial implications

- 4.1.1 The financial arrangements of the transaction are set out in the exempt Appendix 1 and confirm that the proposed arrangements are in line with market conditions and reflect the Council's fiduciary duty.
- 4.1.2 It remains to be confirmed if the parcels of land that form part of this proposed agreement are currently held in the HRA, the General Fund or designated to Highways or a mixture of all 3.
- 4.1.3 The outcome of which will determine the Council's entitlement to dispose of the land (if any part of the land is designated to Highways) and whether the revenue or capital income streams arising from this agreement flow to the HRA or General Fund.
- 4.1.4 The detail underpinning the structure of this agreement and the potential revenue/capital income that will be generated is set out in the exempt Appendix 1.
- 4.1.5 There are technical accounting issues that will need to be considered and resolved as part of the process including but not limited to issues pertaining to the HRA ring fence in respect of capital receipts and the appropriation of land from the HRA to the General Fund should it be required for the purposes of planning.
- 4.1.6 At this stage any accounting financial risks associated with this agreement have not been fully assessed, it is recommended that appropriate expert advice is sought to carry out an accounting financial risk assessment.

4.2 Legal Implications

- 4.2.1 The Council has the power under s120 of the Local Government Act 1972 to enter into the proposed arrangements for the purposes of any of its functions, or the benefit, improvement or development of its area. The proposed arrangement would satisfy these conditions. The exempt Appendix 1 confirms that the arrangements reflect the requirements of the relocation and in

agreeing the terms of the arrangements the Council has acted in accordance with its fiduciary duty.

4.3 **Equalities Impact Assessment**

4.3.1 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.

4.3.2 An Equalities Impact Assessment is not required in relation to this report, because this matter relates to a commercial investment transaction in respect of property held for income generation. There are no Human Resources or equality implications in respect of this proposal.

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

4.4.1 There are no particular environmental or net zero implications associated with the land transfer arrangements. The existing council use will be transferred to space within the current portfolio.

The proposed development will be subject to conditions in respect of the planning permission, and these will include significant improvements to the public realm and environment in developing the existing brown field site into a modern life sciences focused building.

5. **Reason for recommendation**

5.1 In resolving the ownership issues, the provision of an appropriate fit for purpose building and other related issues will enable the long-term security of the site to be established.

5.2 The transfer will generate a new income stream for the Council and the potential for a future capital receipt. Additionally in completing the arrangement the council will enable the delivery of the development creating a valuable employment space in line with the Community Wealth Building Strategy.

Appendices

- Exempt Appendix 1: Heads of Terms and site plan for transfer of land, long lease and related issues.

Final report clearance:

Authorised by:

Executive Member for Finance, Planning & Performance

Date: 6 April 2023

Report Author: Mark Grant
Tel: 07890 044924
Email: Mark.grant@islington.gov.uk



Financial Implications Author: Abdulrazak Kassim
Tel: 0207 527 5512
Email: Abdulrazak.Kassim@islington.gov.uk

Legal Implications Author: Helen Coyle
Tel: 020 7527 3082
Email: helen.coyle@islington.gov.uk

Equality Impact Assessment: Screening Tool

Summary of proposal

Name of proposal	York Way, disposal of land for development purposes
Reference number (if applicable)	n/a
Service Area	Corporate Landlord Service
Date screening completed	23/02/2023
Screening author name	Mark Grant
Fairness and Equality team sign off	Molly Corlett, 27/02/2023
Authorising Director/Head of Service name	Mark Grant

Before completing the EQIA Screening Tool please read the guidance and FAQs. For further help and advice please contact equalities@islington.gov.uk.

Please provide a summary of the proposal.

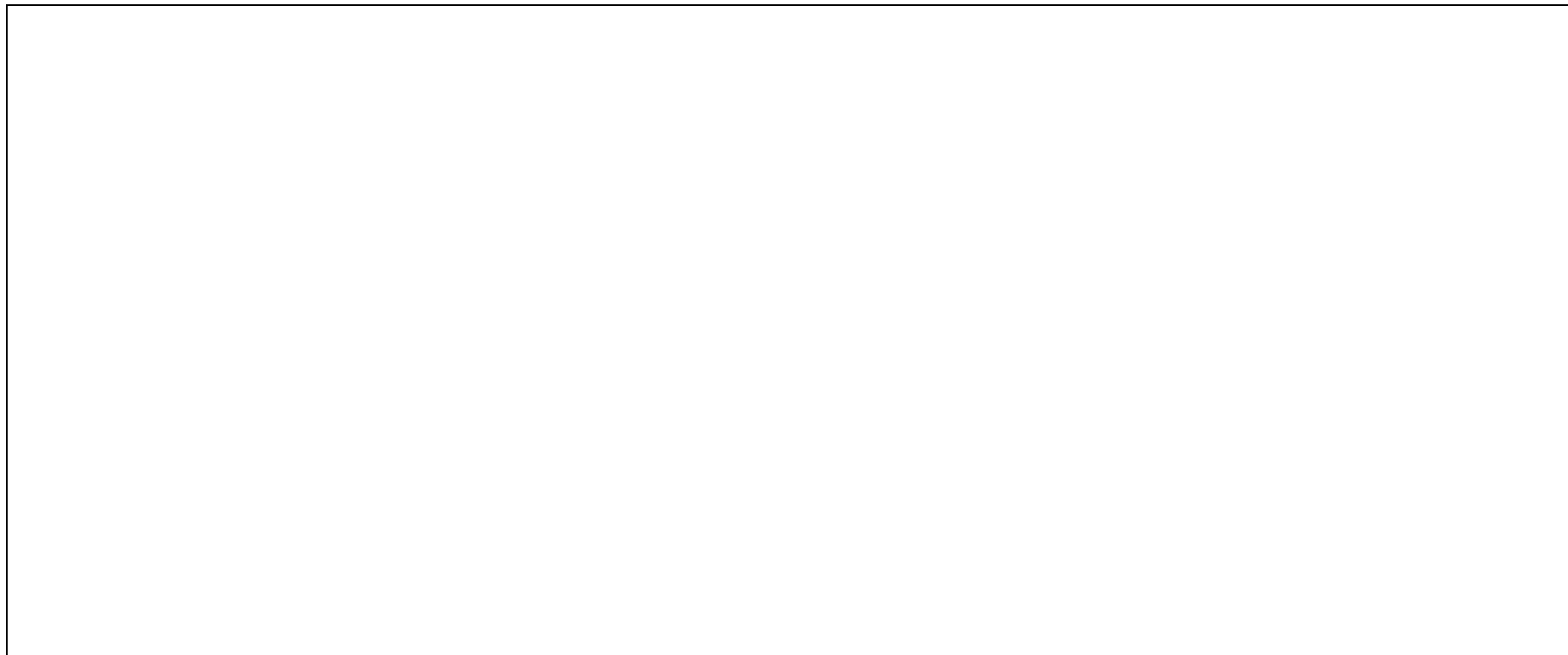
Please outline:

- What are the aims/objectives of this proposal?
- Will this deliver any savings?
- What benefits or change will we see from this proposal?
- Which key groups of people or areas of the borough are involved?

This is a piece of land currently used as a small depot by the housing repairs team. It is surrounded by privately owned land which is proposed to be developed out as a significant commercial use focused on Life Sciences subject to planning. The land owned by LBI is key to enabling the delivery of the development as it assists with complex substructure engineering issues due to railway.

This provides the opportunity for the council to both realise significant value from our land ownership to support investment in the HRA and also support a key strategy of Community Wealth Building in the delivery of an important employment sector facility.

The existing service will be relocated nearby which is a simple lift and shift operation with no disruption to service provision.



On whom will the proposal impact? Delete as appropriate.

Group of people	Impacted?
Service users	No
Residents	No
Businesses	No
Visitors to Islington	No
Voluntary or community groups	No
Council staff	No
Trade unions	No
Other public sector organisations	No
Others	Please specify:

What consultation or engagement has taken place or is planned?

Please outline:

- Which groups or communities you have consulted/plan to consult
- Methods used/will use to engage (for example, focus groups)
- How insight gained from engagement or consultation has been/will be fed into decision making or proposal design

If you have not completed any engagement activity and do not plan to, you should outline why this decision has been made.

None. Not required

What impact will this change have on people with protected characteristics and/or from disadvantaged groups?

Of the groups you have identified above, please now indicate the likely impact on people with protected characteristics within these groups by checking the relevant box below. Use the following definitions as a guide:

Neutral – The proposal has no impact on people with the identified protected characteristics

Positive – The proposal has a beneficial and desirable impact on people with the identified protected characteristics

Negative – The proposal has a negative and undesirable impact on people with the identified protected characteristics

You should then assess whether the negative impact has a low impact, medium impact or high impact. Consider the level and likelihood of impact. Please also think about whether the proposal is likely to be contentious or perceived as a negative change by certain groups, as this could justify the completion of a full EQIA. See the guidance for help.

Protected characteristic	Positive impact	Neutral impact	Negative impact	Description of the impact (if applicable)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Disability (include carers)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Race or ethnicity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Religion or belief (include no faith)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Gender and gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	

Protected characteristic	Positive impact	Neutral impact	Negative impact	Description of the impact (if applicable)
(male, female or non-binary)				
Maternity or pregnancy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Sex and Sexual Orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Marriage or Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	
Other (e.g. people living in poverty, looked after children, people who are homeless or refugees)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Choose an item.	

How do you plan to mitigate negative impacts?

Where there are disproportionate impacts on groups with protected characteristics, please outline:

- The other options that were explored before deciding on this proposal and why they were not pursued
- Action that is being taken to mitigate the negative impacts

Action	Lead	Deadline	Comments

Screening Decision	Outcome
Neutral or Positive – no full EQIA needed*.	N/A

Screening Decision	Outcome
Negative – Low Impact – full EQIA at the service director’s discretion*.	N/A
Negative – Medium or High Impact – must complete a full EQIA.	N/A
Is a full EQIA required? Service decision:	No
Is a full EQIA required? Fairness and Equality recommendation:	No

* If a full EQIA is not required, you are still legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please send this completed EQIA Screening Tool to equalities@islington.gov.uk for quality checking by the Fairness and Equality Team.

**Community Wealth Building
Islington Town Hall, London N1 2UD**

Report of: Executive Member for Finance, Planning & Performance

Meeting of:	Date:	Ward:
Executive	20 April 2023	Caledonian
Delete as appropriate		Part exempt

The appendix to this report is exempt and not for publication

**SUBJECT: Acquisition of Freehold and Long Leasehold Land at Vale Royal
for operational purposes**

1. Synopsis

- 1.1 The Council, as part of the relocation of Arsenal Football Club to the new stadium, agreed several land and property related matters, including the reprovision of a new operational salt store which is required to service the borough during periods of bad weather.
- 1.2 A salt store facility and other operational uses have been in place at Vale Royal for a considerable number of years however the ownership, suitability of the facility required, and discharge of planning conditions have remained outstanding.
- 1.3 Agreement has now been reached with Stadium holdings in respect of outstanding matters to formalise land ownership issues, the construction of an appropriate operational facility and discharge of planning conditions to conclude this matter.
- 1.4 The details of the arrangements are contained in Appendix 1, which is exempt from publication due to its commercially sensitive content, but broadly amount to the transfer of land both freehold and long leasehold to the council at no cost, the reprovision of a suitable salt store at no cost to the council, as required for the provision of a statutorily required service and ancillary matters.

2. Recommendation

- 2.1 To authorise the Corporate Director for Community Wealth Building, following consultation with the Corporate Director of Resources and Corporate Director of Environment and Climate Change, to enter into the arrangements for the transfer of land, construction of new operational facilities and other related issues on the terms set out in exempt Appendix 1.

3. Background

- 3.1 The relocation of Arsenal Football Club to the new Emirates Stadium was a complex matter including land swaps, relocation of operational facilities and other planning related matters.
- 3.2 The Council agreed, in order to facilitate the development, to relocate certain services and release land for the new stadium a condition of which included suitable reprovision.

- 3.3 Part of the support included the need to relocate the salt store and other operational related storage facilities to an alternative site provide at the cost of the developer of the stadium.
- 3.4 These facilities have been reprovided, albeit not to the required standard, at Vale Royal where operations have been based for a considerable number of years. This agreement will formalise arrangements including the transfer of the land where the operations are located, a mix of freehold and long leasehold reflecting a full transfer of the developer's land interests, the acquisition of a long 125 year lease of land at a peppercorn at the entrance to the existing depot and the construction of a suitable new salt store and other works. This will conclude the outstanding matters with the developer and enable the formal discharge of planning conditions to be satisfied.
- 3.5 The Executive is therefore asked to authorise entering into the necessary land transfer and other documents on the terms set out in the exempt Appendix 1 to conclude this matter.

4. Implications

4.1 Financial implications

The financial implications set out in the exempt Appendix 1 confirm that the proposed arrangements are in line with market conditions and reflect the Council's fiduciary duty.

4.2 Legal Implications

- 4.2.1 The Council has the power under s120 of the Local Government Act 1972 to enter into the proposed arrangements for the purposes of any of its functions, or the benefit, improvement or development of its area. The proposed arrangement would satisfy these conditions. The exempt Appendix 1 confirms that the arrangements reflect the requirements of the relocation and in agreeing the terms of the arrangements the Council has acted in accordance with its fiduciary duty.

4.3 Equalities Impact Assessment

- 4.3.1 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.
- 4.3.2 An Equalities Impact Assessment is not required in relation to this report, because this matter relates to a commercial investment transaction in respect of property held for income generation. There are no Human Resources or equality implications in respect of this proposal.

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

- 4.4.1 There are no environmental or net zero implications associated with the arrangements.

5. Reason for recommendation

- 5.1 The requirement to provide the service operating from this site is a statutory requirement. In resolving the ownership issues, the provision of an appropriate fit for purpose building and other related issues will enable the long-term security of the site to be established.
- 5.2 Additionally in completing the arrangement to outstanding planning conditions to the development of the stadium can be discharged.

Appendices

- Exempt Appendix 1: Heads of Terms for Transfer of land, long lease, construction of new operational facilities and related issues.

Final report clearance:

Authorised by:

Executive Member for Finance, Planning & Performance

Date: 6 April 2023

Report Author: Mark Grant
Tel: 07890 044924
Email: Mark.grant@islington.gov.uk

Financial Implications Author: Abdulrazak Kassim
Tel: 0207 527 5512
Email: Abdulrazak.Kassim@islington.gov.uk

Legal Implications Author: Helen Coyle
Tel: 020 7527 3082
Email: helen.coyle@islington.gov.uk

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Resources Directorate
Town Hall London, N1 2UD

Report of: Executive Member for Finance, Planning and Performance

Meeting of: Executive

Date: 20 April 2023

Ward(s): Not Applicable

Appendix 2 to this report is exempt and not for publication because it contains exempt information under Schedule 12A of the Local Government Act 1972) Paragraph 3 of Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

Subject: Resident Experience Programme – Phases 1 and 2 Funding Approval

1. Synopsis

- 1.1. The Resident Experience Programme has now been reset and is now structured into three phases of work.
- 1.2. Phase 1 of the programme will focus on making improvements to the Council's telephone and face to face resident services. It will also deliver a series of tactical changes to improve resident satisfaction by the end of 2023.
- 1.3. Phase 2 of the programme is designed to define our future resident experience offer and identify the business case, roadmap and funding required to implement the future offer for Executive approval by the end of 2023.
- 1.4. Phase 3 of the programme will deliver the roadmap and the business case set out in Phase 2 of the programme. This phase will mainly focus on the more complex

work required to make significant improvements to our digital offer to residents and operating model.

- 1.5. This report seeks approval to funding for the Phases 1 and 2 of the Resident Experience Programme.
- 1.6. This report should be read in conjunction with Appendix 1, Appendix 2 (exempt) and Appendix 3.

2. Recommendations

- 2.1. To note the scope of works to be undertaken in Phase 1 of the Resident Experience programme set out in paragraph 3.3.2 of this report.
- 2.2. To note the scope of works to be undertaken in Phase 2 of the programme set out in paragraph 3.3.3 of this report.
- 2.3. To note paragraph 3.3.4 that outlines the timetable for approval of Phase 3 of the programme.
- 2.4. To note that Phases 1 and 2 of the programme will require a total investment of **£3.372m** of which, **£1.068m** has previously been agreed in financial year 2023/24 as detailed in paragraph 4.1.2.
- 2.5. To agree that the remaining 2023/24 Revenue cost of **£1.974m** is funded from the Business Strategy Reserve (50%) and the HRA (50%), based on the number staff in the Contact Centre supporting General Fund and HRA activity.
- 2.6. To agree the 2023/24 Capital cost of **£0.330m** is funded from the Business Strategy Reserve (50%) and the HRA (50%).
- 2.7. To note the ongoing costs of **£0.470m** per annum related to Phases 1 and 2 of the programme, of which **£0.367m** has already been agreed.
- 2.8. To agree **£0.103m** ongoing expenditure to be incurred from 2024/25 will be factored into the 2024/25 General Fund (50%) and HRA (50%) budget processes as base budget adjustments in the MTFS.
- 2.9. To note the expenditure for Phase 3 which is projected to cost in the region of £10.000m one off plus ongoing expenditure, which will be established in Phase 2 of the programme.

3. Background

3.1. Programme Context

- 3.1.1.** Prior to the pandemic the council recognised the need to transform its resident services and address years of under-investment in its front door services. A programme was set up and starting to take shape when the pandemic hit.
- 3.1.2.** The Council rapidly adapted to providing a whole range of new, and differing services and priorities during the pandemic very successfully.
- 3.1.3.** Following on from the pandemic the Council reopened its front door services, and with the growing complexity of resident needs and the previous lack of investment, the whole system has come under significant strain.
- 3.1.4.** This has provided the Council with the impetus to restart, and reset, the Resident Experience Programme and accelerate its delivery of real, tangible front door service improvements.
- 3.1.5.** The Resident Experience Programme has now been reset by the lead member Cllr Ward and the Chief Executive who is now leading the programme as its Senior Responsible Officer.
- 3.1.6.** A new programme board lead by the Chief Executive is now in place to ensure the accelerated delivery of real, tangible front door service improvements across the Council's channels (web, telephone, and face to face) and resident services.

3.2. Programme Design Principles and Scope

- 3.2.1.** The programme has set out its design principles that outline the ambition of the programme and the outcomes it sets out to achieve. These are categorised under the following headings:

- Residents at the centre of our service and process design
- Our contact channels
- The way we are organised
- Our staff
- Our leadership

- Our processes
- Data, intelligence, and business analytics
- CARE value alignment

3.2.2. The programme has also set out its scope which will deliver real transformation to the Council’s resident services and the channels that our residents use to contact the Council.

3.2.3. The programmes design principles and its scope are further outlined in [Appendix 1](#).

3.3. Programme Phasing and Deliverables

3.3.1. The programme has 3 phases of works as set out in the table below.

Phase	Description	Timeline
Phase 1 – Turn Around Workstream	To make tactical changes to improve resident satisfaction quickly. Focusing on face to face and telephone contact channels.	Jan 23 to Dec 23
Phase 2 – Define Future Resident Experience	To undertake work to define our future resident experience offer and the associated business case, roadmap and funding required for implementation	Jan 23 to Dec 23
Phase 3 – Implement Future Resident Experience	To deliver the roadmap set out in Phase 2 and will mainly focus on the delivery of significant improvements to the Council’s digital offering.	Jan 24 to Jun 25

3.3.2. Phase 1 of the programme has been set up to identify quick wins, make tactical changes to improve resident satisfaction quickly. This phase of the programme is due to complete in December 23 and will:

- Procure and start the implementation of the Contact Centre Omni Channel Solution.
- Procure and start the implementation of a new Complaints Management Solution.
- Implement change to our call routing to improve the experience for residents who contact the Council by phone so that they can get through to the right person more easily.

- Implement changes to our website to make it more navigable for residents and improve the web search capabilities.
- Run a series of ‘Quick Win Service Workshops’ for all services in scope of the programme and manage a project to deliver these quick wins.
- Make several improvements to our face-to-face spaces by:
 - Undertaking works to redesign our Access Islington Hub in 222 Upper Street to make it more functional and welcoming for residents you visit the Council.
 - Installing new kiosk computers in our Access Islington Hubs to provide greater access for those residents that are digitally excluded.
 - Installing new meeting pods in our face-to-face spaces to enable residents to have virtual face-to-face consultations with staff more easily.
- Identify cross training staff opportunities for our contact centre staff and implement training plans.
- Identify and rapidly recruit resources to deliver Phase 1.

3.3.3. Phase 2 of the programme sets out to define the Council’s future resident experience offering for all services within the programme’s scope. This phase will define the full roadmap, business case and identify the funding required to implement the Council’s future resident experience offering for member approval. This phase runs alongside Phase 1 and is due to complete in December 2023 and will:

- Define Vision, Design Principles and Blueprint
- Procure consultancy specialist services organisation that will:
 - Review the programme’s Vision, Design Principles and Blueprint
 - Conduct an ‘As Is Diagnostic’ of services in scope – including end to end processes, look for process inefficiencies, conduct demand analysis, establish ‘as is’ and future performance, SLAs and KPIs for all services within scope and all the Council’s channels.
 - Undertake resident research, and benchmarking of services, to support the design of our future services.

- Define to our future 'Resident Journey Maps' and the Council's 'Channel Strategy'.
 - Outline the Future Operating Model for resident facing services.
 - Define the 'Implementation Roadmap'
 - Define Full Phase 3 Resident Experience Business Case.
- Identify and rapidly recruit resources to deliver Phase 2.
- 3.3.4.** Phase 3 of the programme will deliver the roadmap, business case and operating model set out within Phase 2 of the programme. A full executive report will be prepared for approval of the funding of this phase by the end of 2023.
- 3.3.5.** Phase 3 is due to start during January 2024 and complete in June 2025. At this early stage, the scope of phase 3 is likely to include several significant items such as:
- A new website with significant improvements to our online transactions offering.
 - A new council wide Customer Relationship Management solution to provide a single view of our residents and support a step change in resident service delivery.
 - Significant improvements to the data we use to drive operational performance.
 - The delivery of a new operating model for resident facing services.
 - End to end re-designed resident services, built around what our residents want.
- 3.3.6.** It is important to note that anticipated timescales for all phases are dependent on market forces, availability of specialist resources and user adoption capacity.
- 3.3.7.** Throughout the programme lifecycle it is important to develop the permanent workforce by making them integral to design, build, testing and ongoing support of the new products that the programme will introduce. Strategies to engender this principle will be developed across all phases of the programme's lifecycle to ensure long term sustainability and provide the organisation with the basis to continue to support, enhance and continually improve.

3.4. Investment, Return and Delivery Period for Phases 1 and 2

Implementation costs

3.4.1. In financial year 2023/24 this requires a total investment of £3.372m (£3.042m is revenue and £0.330m is capital).

Ongoing costs

3.4.2. Additionally, there will be £0.470m ongoing cost from 2024/25 onwards

3.5. Phase 3 potential investment

3.5.1. The business case and full costs for phase 3 will be established during Phase 2 of the programme for Executive approval.

3.5.2. Early indications show that this phase could cost up to £10.000m to implement. However, it is important to note that similar programmes of scale in other local authorities provide significant financial benefits and it is assumed that this investment will be paid back within a maximum of 5 years.

4. Implications

4.1. Financial Implications

4.1.1. The Resident Experience Programme aims to deliver real, tangible front door service improvements across the Council's channels (web, telephone, and face to face) and resident services.

4.1.2. The Programme will be split into three phases, with Phase 1 and Phase 2 will commence in March 2023, with an anticipated costs of **£3.372m** in 2023/24, of which **£3.042m** is revenue (Table 1 within Appendix 2), and **£0.330m** is capital (Table 2 within Appendix 2).

4.1.3. Of the **£3.042m** cost, **£1.068m** has been previously agreed:

- **£0.447m** – Procurement Strategy Report - Contact Centre Omnichannel Technology Solution (Key Officer Decision 17 March 2023),
- **£0.121m** – Previously agreed Contractor Business Case under delegated officer approvals,

- **£0.500m** – Key Decision via Budget Monitoring Report 23 March 2023.

- 4.1.4.** It is recommended the remaining 2023/24 cost of **£1.974m** is funded from the Business Strategy Reserve (£0.987m - 50%) and the HRA (£0.987m - 50%), based on the number of staff in the Contact Centre supporting General Fund and HRA activity.
- 4.1.5.** Additionally, there will be **£0.470m** ongoing cost from 2024/25 onwards, of which **£0.367m** has already been agreed as part of the Omnichannel Technology Solution Procurement Strategy.
- 4.1.6.** The remaining **£0.103m** ongoing expenditure, for a new Complaints Management solution and additional Microsoft Teams licences, to be incurred from 2024/25 will be factored into the 2024/25 General Fund (£0.052m - 50%) and HRA (£0.052m - 50%) budget processes, for agreement, as base budget adjustments in the MTFs. (Table 3 within Appendix 2)
- 4.1.7.** Phase 3 will commence in 2023/24, a separate report will follow to agree these costs. However, early indications suggest funding requirement at a total one-off cost of circa £10.000m plus ongoing costs (to be established in phase 2). These costs will be apportioned to the General Fund (50%) and the HRA (50%), based on the number of staff in the Contact Centre supporting General Fund and HRA activity.

4.2. Legal Implications

- 4.2.1.** The council can use its general power of competence under the localism Act 2012 to approve this programme and the associated funding subject to its overriding duty of securing best value in all its activities.
- 4.2.2.** The Council has a general Duty of Best Value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”
- 4.2.3.** Under the Duty of Best Value, the council should consider the overall value, including economic, environmental, and social value, when reviewing these proposals. It should also consider consulting representatives of service users about the proposals.

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

- 4.3.1.** None identified.

4.4. Equalities Impact Assessment

4.4.1. 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.

4.4.2. An Equalities Impact Assessment was completed on 01 Mar 2023. The main findings are:

- The equalities impact assessment describes how the Resident Experience programme will have a positive impact on both staff and residents.
- Staff will be provided with the right tools, systems, information, training and support to ensure that they are empowered, knowledgeable and flexible enough to deliver the best services for our residents. The impact of which will be measured via post call questions asked at the end of every call to assess residents experience with the agent.
- Staff will be provided with the right tools, systems, information, training and support to ensure that they are empowered, knowledgeable and flexible enough to deliver the best services for our residents. The impact of which will be measured via post call questions asked at the end of every call to assess residents experience with the agent.
- The resident experience programme is intended to have a positive impact all residents who contact the council. The programme will deliver enhancements to all existing channels, deliver new digital channels and ensure opening hours and access to services are reviewed in line with the expectations and priorities of our residents. Improvements in data collection and reporting will help support a greater understanding of residents contact reasons and needs. This intelligence will be especially important to provide support for vulnerable and minority groups.
- The full Equalities Impact Assessment is appended.

5. Conclusion and reasons for recommendations

- 5.1.** The Resident Experience Programme will deliver long lasting meaningful transformation the Council's services to residents following a period of under-investment. Our services will be redesigned around resident requirements so they can a great experience of contacting us whether that be through our digital, telephone and face to face channels whilst always supporting those residents that are digitally excluded.

Appendices:

Appendix 1 – Programme Design Principles and Scope

Appendix 2 – exempt

Appendix 3 – Resident Experience Phase 1 and 2 EQIA

Final report clearance:

Approved by: Cllr Ward, Executive Member for Finance, Planning and Performance

Date: 24/03/2023

Report Author: Tony Morrison, FutureWork and Resident Experience Programme Director
Email: tony.morrison@islington.gov.uk

Financial Implications Author: Ellena Smith, Deputy Finance Manager
Email: ellena.smith@islington.gov.uk

Legal Implications Author: Marie Rosenthal, Interim Director of Law and Governance
Email: marie.rosenthal@islington.gov.uk

Resident Experience Programme Vision

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Tony Morrison

Programme Visioning and Blueprinting

- All programme members interviewed to shape programme ambition and direction.
- This has enabled the programme to establish the following:
 - Draft Design Principles
 - Draft Scope

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This 30 min session is our first opportunity as a group to see the design principles and have a brief discussion

- Is this ambitious enough?
- Anything missing or anything that shouldn't be there?
- Does seem achievable in 2 years (lifecycle of programme)?

Design Principles

Design principles sit under 8 different headings.

1. Residents at the centre of our service and process design
2. Our contact channels
3. The way we are organised
4. Our staff
5. Our leadership
6. Our processes
7. Data, intelligence and business analytics
8. CARE value alignment

1. Residents at the centre of our service and process design

- Simple, accessible, inclusive services designed to deliver the best outcomes for our residents and designed in coproduction with residents.
- Our mantra is to support residents to get their query resolved right first time using strength based conversations with a focus on early intervention.
- Open, honest conversations with our residents from the first point of contact to set expectations, whilst keeping our promises and proactively managing cases.
- Focus on getting it right first time to prevent avoidable / duplicate contact, which is an added cost to both the resident and the Council.
- A consistent resident experience no matter how residents choose to access Council services.
- Opening hours and access to services reviewed in line with our resident's expectations and priorities.
- Culture of continuous improvement of resident facing services using a continuous customer feedback loop and up to date information to support transformation.
- Always considering access to services for those that are digitally excluded, or may not be able to use this type of channel easily.
- Resident interactions categorised into the following:
 - ✓ **Simple** – uncomplicated, easy transactions
 - ✓ **Supported** – where the resident needs guidance or help to navigate the transaction but with the aim of future self service and learning to do it for themselves.
 - ✓ **Complex** – these are interactions that are complex, have multiple elements and/ or are emotionally challenging transactions

2. Our contact channels

Channel Strategy

- Make the best use of technology to accelerate channel shift from more traditional, and costly, channels such as face to face and telephone.
- Developed with residents at the core of the design.

Digital

- Online transactions designed so they are accessible, simple, clear, quick, convenient and easy to complete on both smartphones and desktop devices such as laptops or tablets.

Make it simple for residents to access My eAccount. One sign on, easy registration and verification.

Ensure all “simple” interactions can be accessed and fully completed online so that it becomes the easiest, most convenient way to contact the Council and the “channel of choice” for our residents.

- Provide access to “supported” transactions online with webchat and chatbots to support the more complex online transactions and discourage residents abandoning the digital channel for telephone or face to face.
- Web chat and chatbots to support residents to complete their transactions online.
- Promote our digital channels at every opportunity when we are contacted through other channels.
- Redesign transactions that require PDF completion and replace with interactive Forms which lift customer information from our systems (and partners systems) so that they don’t have to type in information we already hold about them.

2. Our contact channels (Continued)

Digital Continued

- Online transactions will provide residents with clear information on what happens next and when. We will keep our promises and always get back to the resident in the timescales we promised.
- Exploit technology for automation of resident facing transactions so that decisions can be made during the transaction itself and integrated with our Line of Business Applications (where appropriate and where this is affordable and good value for money).
- Create digital solutions flexible enough to rapidly respond, and evolve, to the changing needs and priorities of our residents.

Telephone

Page 128 Focused on “**Supported**” and “**Complex**” queries as well as “Simple” transactions for those digitally excluded.

Phoning the council is free and does not cost our residents money to access services.

- Contacts are routed to right person with the right skills, first time.
- Simple, intuitive call routing (IVR), residents knowing how long they will wait in a queue and with updates as they progress through queue.
- Call back options for residents if they are unable to wait.
- Messaging to promote digital channels with option to have weblinks texted to residents who wish to self serve.
- Residents will not need to wait longer than “X” mins to speak to us. (to be defined from resident research)
- Our contact centre agents have access to all the systems, information and training to resolve the resident’s query at first point of contact.

2. Our contact channels (Continued)

Face to Face

- Focused on “**Supported**” and “**Complex**” queries as well as “**Simple**” transactions for those digitally excluded.
- Delivered through a network of modern, welcoming face to face venues with staff that can help.
 - Access Islington Upper Street
 - “Fairer Together” Hubs – South, Central, North
 - Community Centres
 - Libraries
 - Children’s front door services.
- Online access for those digitally excluded with staff able to provide support and guidance.
- Core set of services for each type of venue, but ability to access virtual face to face conversations with officers via “Teams booths”.

3. The way we are organised

- Developing an operating model that puts the resident outcomes into the centre of its design.
- Bringing teams together within the organisation where it makes sense, adds value for money and supports the simplification and improved standards to the resident's journey.
- Removing silos and disaggregation to provide a joined up fit for purpose operating model for residents including complaints management.

Out of hours service redesign to ensure that the customer can access emergency support more effectively, quickly and speak to someone with the right skills that can fully resolve their query

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4. Our processes

- Resident journeys built around resident feedback and best practice.
- Consistent, simplified, streamlined resident facing processes.
- Clear service levels in line with resident expectations
- Reduced handoffs, eliminate blockages, speed up resolution and reduce costs to serve.
- Costs to serve understood for each transaction and service we provide.

5. Our staff

- Empathetic, professional, engaging, “can do” and honest tone of engagement with residents no matter what channel the resident uses.
- Provide our staff with the right tools, systems, information, training and support so that they are empowered, knowledgeable and flexible enough to deliver the best services for our residents.
- Investing in our resident facing staff, so pay and conditions and career paths are competitive, fair and support the attraction and retention of excellent resident facing staff.
- Staff are encouraged and rewarded for continuous improvement of our resident services.

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Ownership for getting the right resolution for our residents at the first point of contact, or most appropriate person skilled to do so.

6. Our leadership

- Empowering and ambitious leaders that inspire staff to deliver excellent resident services and continuously improve our service offer.
- Creating a high performance culture with our staff to avoid points of failure and proactive resident services with collective accountability for continuous improvement.
- Accountable for reducing unnecessary demand and effective resource management so that we always meet our promises to residents.

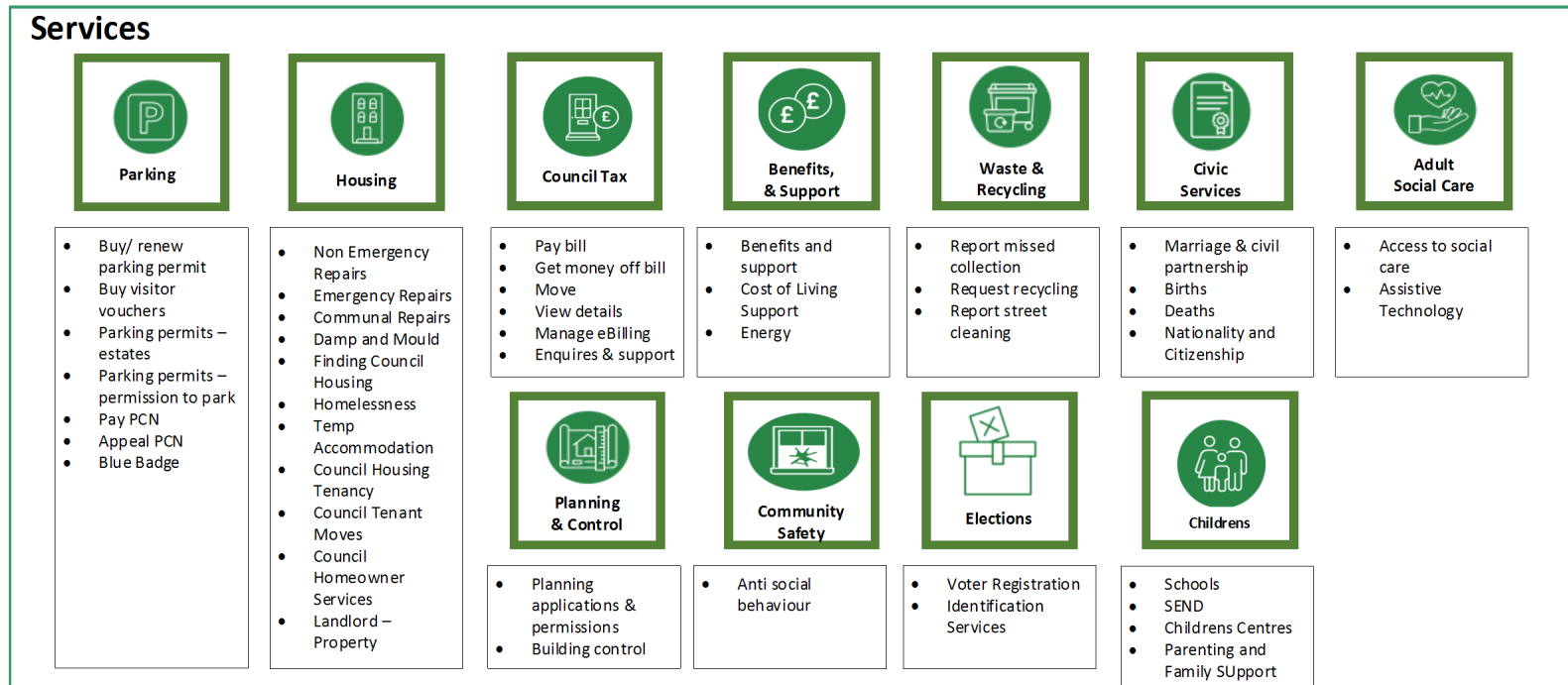
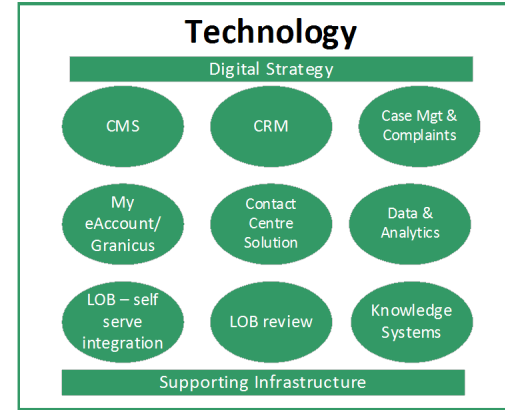
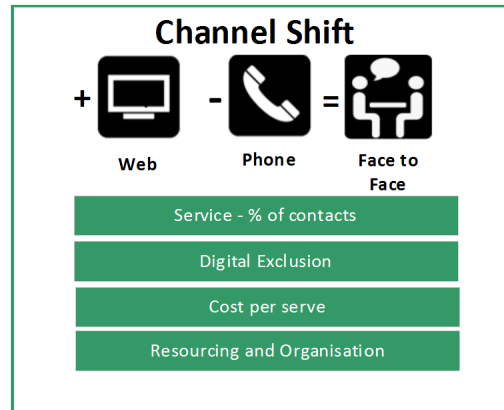
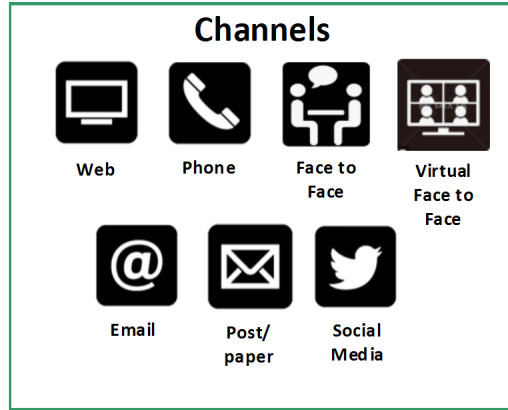
7. Data, intelligence and business analytics

- Develop a single, accurate, integrated and up to date view of our residents through investment in our systems, data and analytics. This is to enable proactive demand management, simple and easy access to day to day performance information for those who need it and enable a culture of continuous review, and improvement, of resident services.

8. CARE value alignment

- Every deliverable of the programme needs to be aligned to our CARE values.

Scope



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Equalities Impact Assessment: Full Assessment

Before completing this form you should have completed an Equalities Screening Tool and had sign off from your Head of Service and the Fairness and Equality Team.

This Equality Impact Assessment should be completed where the Screening Tool identifies a potentially negative impact on one or more specific groups but it can also be used to highlight positive impacts.

Summary of proposal

Name of proposal	Resident Experience Programme
Reference number (if applicable)	
Service Area	
Date assessment completed	01/03/23

Before completing the EQIA please read the guidance and FAQs. For further help and advice please contact equalities@islington.gov.uk.

1. Please provide a summary of the proposal.

Please provide:

- Context on how the service currently operates (if relevant) and the scope of suggested changes
- The intended beneficiaries and outcomes of the proposal
- Reference to any savings or income generation

Prior to the pandemic the council recognised the need to transform its resident services and address years of under-investment in its front door services. A programme was set up and starting to take shape when the pandemic hit.

The Council rapidly adapted to providing a whole range of new, and differing, services and priorities during the pandemic very successfully. Following on from the pandemic the Council reopened its front door services, and with the growing complexity of resident needs and the previous lack of investment, the whole system has come under significant strain.

This has provided the Council with the impetus to restart, and reset, the Resident Experience Programme and accelerate its delivery of real, tangible front door service improvements.

All work carried out as part of this programme will be done in line with the following set of design principles to ensure residents are at the centre of our service and process design:

- Simple, accessible, inclusive services designed to deliver the best outcomes for our residents and designed in coproduction with residents.
- Our mantra is to support residents to get their query resolved right first time using strength based conversations with a focus on early intervention.
- Open, honest conversations with our residents from the first point of contact to set expectations, whilst keeping our promises and proactively managing cases.
- Focus on getting it right first time to prevent avoidable / duplicate contact, which is an added cost to both the resident and the Council.
- A consistent resident experience no matter how residents choose to access Council services.
- Opening hours and access to services reviewed in line with our resident's expectations and priorities.
- Culture of continuous improvement of resident facing services using a continuous customer feedback loop and up to date information to support transformation.
- Always considering access to services for those that are digitally excluded, or may not be able to use this type of channel easily.

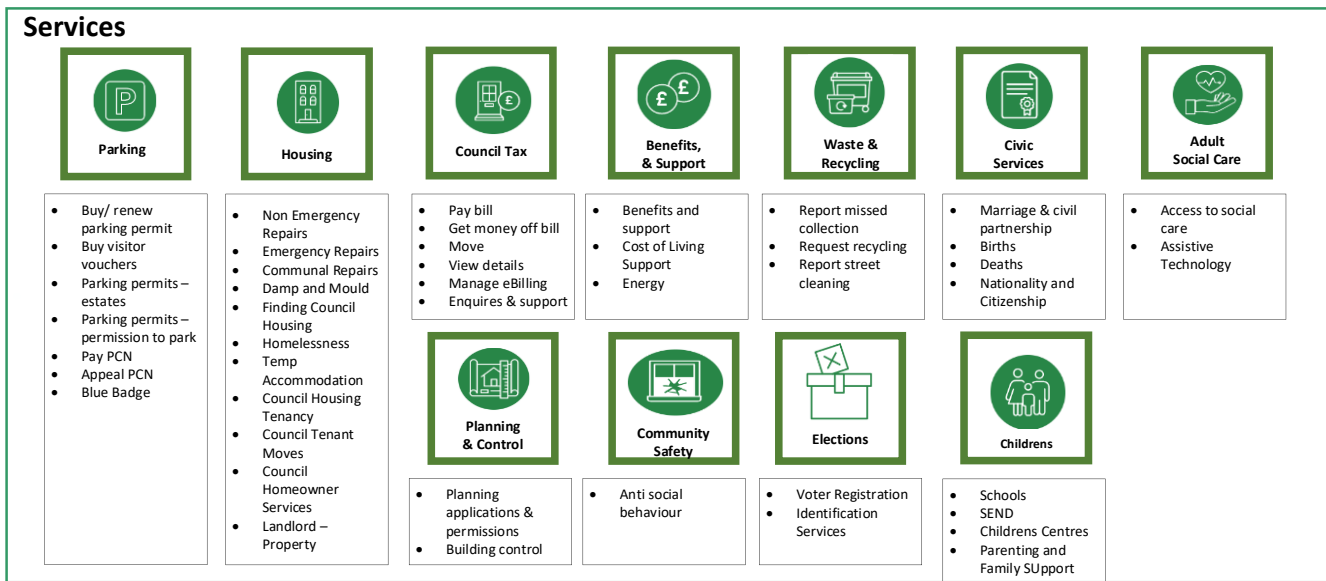
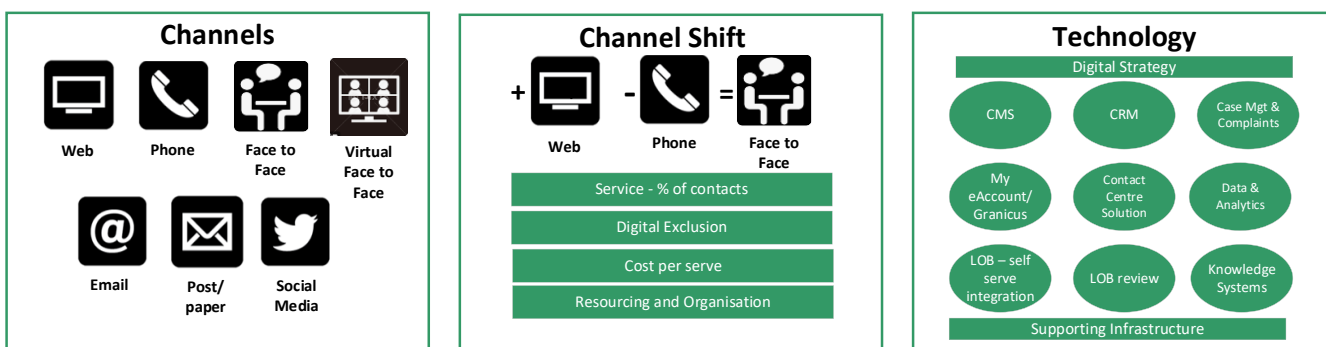
This programme sets out to make the best use of technology to accelerate channel shift from traditional, and costly, channels such as a face to face and telephone to digital by making it the channel of choice whilst always considering access to services for those that are digitally

Please provide:

- Context on how the service currently operates (if relevant) and the scope of suggested changes
- The intended beneficiaries and outcomes of the proposal
- Reference to any savings or income generation

excluded. To achieve this, the Council will invest in redesigning all our digital, telephone and face to face channels.

The diagram below shows a high-level view of the ambitious scope of the programme agreed by the Resident Experience Programme Board.



2. What impact will this change have on different groups of people?

Please consider:

- Whether the impact will predominantly be external or internal, or both?
- Who will be impacted – residents, service users, local communities, staff, or others?
- Broadly what will the impact be – reduced access to facilities or disruptions to journeys for example?

The implementation of the new system will impact both staff and residents.

Staff

The Resident Experience Programme will provide staff with the tools and training to help provide high quality resident experience. The programme aims to impact staff in the following ways:

- Provide training to ensure staff have an empathetic, professional, engaging, “can do” and honest tone of engagement with residents no matter what channel the resident uses.
- Provide our staff with the right tools, systems, information, training and support so that they are empowered, knowledgeable and flexible enough to deliver the best services for our residents.
- Investing in our resident facing staff, so pay and conditions and career paths are competitive, fair and support the attraction and retention of excellent resident facing staff.
- Staff are encouraged and rewarded for continuous improvement of our resident services.
- Develop ownership within staff to support getting the right resolution for our residents at the first point of contact.

Residents

The Resident Experience Programme will deliver significant improvements to the experience residents receive when contacting the council. All of our resident facing process will be reviewed and re-designed to ensure:

- Resident journeys built around resident feedback and best practice.
- Consistent, simplified, streamlined resident facing processes.
- Clear service levels in line with resident expectations

- Reduced handoffs, eliminate blockages, speed up resolution and reduce costs to serve.
- Costs to serve understood for each transaction and service we provide.

Our digital channels will deliver:

- Online transactions designed so they are accessible, simple, clear, quick, convenient and easy to complete on both smartphones and desktop devices such as laptops or tablets.
- Make it simple for residents to access My eAccount. One sign on, easy registration and verification.
- Ensure all “simple” interactions can be accessed and fully completed online so that it becomes the easiest, most convenient way to contact the Council and the “channel of choice” for our residents.
- Provide access to “supported” transactions online with webchat and chatbots to support the more complex online transactions and discourage residents abandoning the digital channel for telephone or face to face.
- Web chat and chatbots to support residents to complete their transactions online.
- Promote our digital channels at every opportunity when we are contacted through other channels.
- Redesign transactions that require PDF completion and replace with interactive Forms which lift customer information from our systems (and partners systems) so that they don’t have to type in information we already hold about them.
- Online transactions will provide residents with clear information on what happens next and when. We will keep our promises and always get back to the resident in the timescales we promised.
- Exploit technology for automation of resident facing transactions so that decisions can be made during the transaction itself and integrated with our Line of Business Applications (where appropriate and where this is affordable and good value for money).
- Create digital solutions flexible enough to rapidly respond, and evolve, to the changing needs and priorities of our residents.

The ambition for our telephony channels is to:

- Focus on “**Supported**” and “**Complex**” queries as well as “Simple” transactions for those digitally excluded.
- Phoning the council is free and does not cost our residents money to access services.
- Contacts are routed to right person with the right skills, first time.
- Simple, intuitive call routing (IVR), residents knowing how long they will wait in a queue and with updates as they progress through queue.
- Call back options for residents if they are unable to wait.

- Messaging to promote digital channels with option to have weblinks texted to residents who wish to self serve.
- Residents will not need to wait longer than "X" mins to speak to us. (to be defined from resident research)
- Our contact centre agents have access to all the systems, information and training to resolve the resident's query at first point of contact.

Face to face channels will be:

- Focused on "**Supported**" and "**Complex**" queries as well as "**Simple**" transactions for those digitally excluded.
- Delivered through a network of modern, welcoming face to face venues with staff that can help.
 - Access Islington Upper Street
 - "Fairer Together" Hubs – South, Central, North
 - Community Centres
 - Libraries
 - Children's front door services.
- Online access for those digitally excluded with staff able to provide support and guidance.
- Core set of services for each type of venue, but ability to access virtual face to face conversations with officers via "Teams booths".

3. What impact will this change have on people with protected characteristics and/or from disadvantaged groups?

This section of the assessment looks in detail at the likely impacts of the proposed changes on different sections of our diverse community.

3A. What data have you used to assess impacts?

Please provide:

- Details of the evidence used to assess impacts on people with protected characteristics and from disadvantaged groups (see guidance for help)
- A breakdown of service user demographics where possible
- Brief interpretation of findings

The resident experience programme is intended to have a positive impact all residents who contact the council.

The data collection and reporting tools will help support a greater understanding of residents contact reasons and needs. This intelligence will be especially important to provide support for vulnerable and minority groups.

3B: Assess the impacts on people with protected characteristics and from disadvantaged groups in the table below.

Please first select whether the potential impact is positive, neutral, or negative and then provide details of the impacts and any mitigations or positive actions you will put in place.

Please use the following definitions as a guide:

Neutral – The proposal has no impact on people with the identified protected characteristics

Positive – The proposal has a beneficial and desirable impact on people with the identified protected characteristics

Negative – The proposal has a negative and undesirable impact on people with the identified protected characteristics

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Age	Positive	The programme will deliver enhancements to all existing channels, deliver new digital channels and ensure opening hours and access to services are reviewed in line with the expectations and priorities of our residents across all age groups.	Access to a greater range of channels over a longer period of time will be designed to support residents of all ages.

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Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Disability (include carers)	Positive	Through the develop a single, accurate, integrated and up to date view of our residents through investment in our systems, data and analytics contact channels will be designed to ensure they meet the needs of residents (and carers) with disabilities.	Improved data collection and feedback will enable proactive demand management for those who need it and will enable a culture of continuous review, and improvement, of services for residents with a disability (and their carers).
Race or ethnicity	Positive	The programme will design processes and resident facing services to support delivery of targeted messaging to support specific groups or to divert calls directly to teams that can provide help.	As resident experience improvements are embedded and further enhanced opportunities to integrate language line technology will be explored.

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Religion or belief (include no faith)	Positive	The programme will design processes and resident facing services to support delivery of targeted messaging to support specific religious or faith groups including during periods of religious significance.	As resident improvements are embedded and customer feedback gathered improved targeted messaging will be delivered to support particular religious or faith groups.
Gender and gender reassignment (male, female, or non-binary)	Neutral	The programme will provide an improved experience and greater access to channels to give residents a wider choice of channel to contact us on. It will also provide opportunities to leave feedback on the service provided to allow further improvements to be made to support residents or all genders.	As resident improvements are embedded and customer feedback gathered improved targeted messaging will be delivered to ensure targeted support for residents.

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Maternity or pregnancy	Positive	The resident experience programme will provide greater access to channels to give residents who are pregnant or on maternity leave a choice of channel to contact us on, making it easier to contact us at a time that suits them.	As resident improvements are embedded and customer feedback gathered improvements in will be designed and delivered to ensure targeted support for residents.
Sex and sexual orientation	Neutral	The resident experience programme will provide greater access to channels to give residents a choice of channel to contact us on, making it easier to contact us.	As resident improvements are embedded and customer feedback gathered improvements in will be designed and delivered to ensure targeted support for residents.

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Marriage or civil partnership	Neutral	The resident experience programme will provide greater access to channels to give residents a choice of channel to contact us on, making it easier to contact us.	As resident improvements are embedded and customer feedback gathered improvements in will be designed and delivered to ensure targeted support for residents.
Other Age (e.g. elderly) poor (e.g. people living in poverty, looked after children, people who are homeless or refugees)	Positive	Through the develop a single, accurate, integrated and up to date view of our residents through investment in our systems, data and analytics contact channels will be designed to ensure they meet the needs of residents of all ages.	Improved data collection and feedback from residents of different age groups will enable proactive demand management for those who need it and will enable a culture of continuous review.

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4. How do you plan to mitigate negative impacts?

Please provide:

- An outline of actions and the expected outcomes
- Any governance and funding which will support these actions if relevant

No negative impacts have been identified as part of this proposal

5. Please provide details of your consultation and/or engagement plans.

Please provide:

- Details of what steps you have taken or plan to take to consult or engage the whole community or specific groups affected by the proposal
- Who has been or will be consulted or engaged with
- Methods used or that will be used to engage or consult
- Key findings or feedback (if completed)

Resident research will be a key deliverable of each programme deliverable. Research will be carried out with a wide range of residents who contact the council to:

- Understand current resident experience and the issues that may be encountered
- Translating insights into design concepts
- Using feedback gained to design resident journey maps across all channels
- Testing new design ideas with residents

6. Once the proposal has been implemented, how will impacts be monitored and reviewed?

Please provide details in the table below.

Action	Responsible team or officer	Deadline
Monthly reporting through Resident Experience Programme Board	Programme Director and Team	Monthly from Jan 2023
Monthly reporting on service levels and customer feedback	Access Islington Team Housing Repairs Team Homes and Community Safety Team	Monthly from Dec 2023

Please send the completed EQIA to equalities@islington.gov.uk for quality checking by the Fairness and Equality Team. All Equality Impact Assessments must be attached with any report to a decision-making board and should be made publicly available on request.

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

Member	Name	Signed	Date
Staff member completing this form			
Fairness and Equality Team			
Director or Head of Service			

Community Wealth Building Directorate
Town Hall London, N1 2UD

Report of: Executive Member for Finance, Planning and Performance

Meeting of: Executive

Date: 20 April 2023

Ward(s): Not Applicable

Appendix 1 to this report is exempt and not for publication because it contains exempt information under Schedule 12A of the Local Government Act 1972) Paragraph 3 of Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

Subject: FutureWork Programme Funding Approval

Synopsis

- 1.1. This report provides an overview of the FutureWork Programme's Business Case, scope and recommendations and seeks approval for the programme's required funding.
- 1.2. The background and detailed information relating to the programme is enclosed within exempt Appendix 1.

2. Recommendations

- 2.1. To agree the programme's proposals in paragraph 3.3.5 of this report to vacate the sites identified as excess office accommodation.
- 2.2. To note paragraph 3.3.6 of this report that separate business cases will be written to establish the best value and viable future use of the sites that are no longer required.

- 2.3. To note paragraph 3.5.1 of the actions the programme will undertake to mitigate the impact of vacating the sites that are no longer required.
- 2.4. To approve the additional **£0.688m** of capital programme requirement for 2023/24 and to note that there is an estimated total £3.089m capital requirement of which £2.401m is already included in the 2023/24 capital programme.
- 2.5. To approve that the **£7.749m** of additional revenue expenditure (one-off) is funded from the Budget Strategy reserve.

3. Background

3.1. Programme Context

- 3.1.1. Before COVID 19 many organisations (including most local authorities) had already implemented, and embedded, new ways of working or smarter working programmes.
- 3.1.2. Islington had not undertaken any strategic work of this nature and pre-Covid had a traditional accommodation offer and ways of working.
- 3.1.3. During the pandemic, the Council rapidly shifted to a flexible working model. The pandemic also drove a fundamental rethink of how and where the Council works. We needed to build back better from the pandemic and take advantage of this paradigm shift to fully embrace new ways of working that maximise benefits for our residents, local businesses, and our staff.
- 3.1.4. As a result, the FutureWork programme was set up in May 2021 to deliver the shift to a post-Covid operating model, co-designed with our staff. Since then, the programme has:
 - Delivered a successful programme of works to enable staff to return to working back in the office environment safely during, and post, pandemic and delivered new hybrid meeting technology in all the Council's meeting rooms.
 - Implemented, and thoroughly evaluated, Islington's future office designs by creating two FutureWork pilot offices, co-designed with our staff, at both Upper Street and Newington Barrow Way.
 - Established and implemented new "workstyles" across the Council to support the incredibly diverse ways we work, the broad range of distinct

roles we undertake, and the presence required in the borough, by each role, to deliver excellent services to our residents.

- Delivered an interim moves plan in 2022 to support the organisation with the transition to increase on site presence post Covid. This work provided teams with the right spaces, desk allocations and office locations to enable them to work in the borough, and on site, in line with the organisation’s workstyles.

3.2. Programme Drivers

3.2.1. The FutureWork programme’s core ambition is to:

- Enable a flexible, inclusive, hybrid working model.
- Provide the Council’s staff with the ability to work anywhere, whether that be in our offices, out in the Borough, at home or elsewhere in the community.
- Work wherever we can most effectively meet the needs of our residents, local businesses and other partners whilst balancing against the need to provide our staff with an effective work life balance.

3.2.2. The programme has also set out a wide reaching, and diverse, set of programme drivers under the following themes:

Theme	Description
Resident Impact	Seizing the opportunity to develop a highly agile and impactful operating model that enables improved outcomes for residents, local businesses, and communities.
Hybrid Working	Striking the right balance between flexible working and working in the borough to support the delivery of excellent service to our residents
Staff Wellbeing	Creating a futureproof employee offer that delivers safe, modern, and supportive working environments that is co-designed with staff.
Modern Workplaces	Developing high quality workspaces with a full range of technologies to support hybrid working, increase productivity, staff wellbeing and most importantly improve resident outcomes.

Theme	Description
Carbon Footprint	Reducing staff travel and commuting, as well as our accommodation footprint. Embracing digital and paperless working to reduce our emissions.
Property Costs	Identify opportunities to reduce our accommodation footprint so that we can deliver savings or re-invest elsewhere.

3.3. Future Office Footprint Requirements

- 3.3.1.** To meet the objectives set out, the programme has undertaken a comprehensive exercise to establish the organisation's work styles and the desired future office footprint for the Council.
- 3.3.2.** This exercise has shown that the Council has 4228 FTE (Full Time Equivalents) based at our 9 main sites who need a total of 1232 desks. This calculation includes a 20% 'uplift factor' for vacancies, peaks, and troughs.
- 3.3.3.** The FutureWork Programme implemented 2 office pilot spaces and undertook a detailed evaluation process of their designs. The evaluation included the outcomes of an Independent Accessibility Audit and led to several proposed changes to the future design of Islington's office spaces. This evaluation exercise has enabled the programme to calculate that the optimum size of the organisation's future office footprint should be circa 11,500 sqm.
- 3.3.4.** The total amount of office space across our existing 9 main sites equates to circa 17,800 sqm. This means that the organisation has an excess of circa 6,300 sqm of office space.
- 3.3.5.** Based on this excess space, the programme proposes to vacate the following sites:
- Newington Barrow Way by Sep 23
 - Elwood Street by Apr 24
 - 33 -37 Brewery Road by Oct 24
- 3.3.6.** Separate business cases will be written to establish the best value and viable future use of the sites that are no longer required, from a range of

options including:

- Renting the site commercially
- Leasing to other public or voluntary sector partners
- Site disposal
- Redeveloping to provide additional genuinely affordable housing.

3.3.7. The programme has recommended retaining the following sites as our core office estate:

- 222 Upper Street
- Town Hall
- Waste Recycling Centre
- 50 Isledon Road
- Laycock Centre
- Ashton Under Lyne

3.4. Programme's Scope

3.4.1. The programme is designed to deliver the following key items of scope:

- Rationalise our office estate in line with the Council's workstyles to provide significant savings, reduce the organisation's carbon footprint and deliver value from released administrative buildings.
- Modernise the key sites we work continue to work from, by providing high quality, low carbon, and more accessible workplaces, after a significant period of under-investment.
- Modernise our desktop technology across our entire estate.
- Implement paperless working to support more effective working practices and the better use our office spaces whilst reducing our carbon footprint.

3.5. Mitigating actions

3.5.1. The programme will undertake works to mitigate the impact of the vacated sites, including the following measures that have been shaped with the appropriate service areas:

- Staff and services based at Elwood will move to a dedicated site for Children's Family Help and Safeguarding services at the Laycock Centre. This site has much better transport links and accessibility than the Elwood site and will be easier for residents to access services. The programme will undertake significant

engagement work with service users and staff to ensure that the Laycock Site is designed to provide a step change in improvements to the existing provision at Elwood Street. This will include ensuring better contact rooms, interview spaces, virtual school space, a replacement young people's lounge, health clinic spaces and first-class case conference facilities. The key emphasis is to improve our existing offer. The investment to deliver these changes to the Laycock Centre is included within the costs of this programme.

- Housing Property Service repair operators (frontline workers) based at Brewery Road, and the stock they require, will move to a "ground floor based industrial unit" in the borough. The programme is looking at other units at Bush Industrial estate where our training centre is currently based. The new site will have changing facilities and staff break areas alongside some office space to enable the smooth running of the housing repair operations. This site will also provide appropriate loading bay facilities and provide enough van parking to support operational team meetings and training events.
- Housing Property Services staff that are not frontline workers (contact centre staff and other roaming workers) will move from Brewery Road to the Waste Recycling Centre which is located opposite Caledonian Road Tube Station and very easy to access.
- The data centre at NBW will be moved into the cloud in line with the Digital Services ongoing strategy will be funded elsewhere outside of the programme.

3.6. Change Management

This is one of the biggest programmes in the Council's history and it is therefore extremely important to have a robust change management approach. As the programme now enters into the delivery phase it will refresh its governance such as the FutureWork Programme Board membership.

The programme has developed a change process through the deployment of the pilots and the evaluation of the implementation of each its phases of work which includes:

- Developing a network of staff referred to as Change Agents to support the planning and design of each phase of works including storage, accessibility requirements and detailed moves planning and service relocation.
- Working continuously with Department Management Teams at each stage of planning to ensure effective move planning and change ownership.
- Undertaking detailed change impact analysis for each phase of the programme plan including individual EQIAs.
- Defining a robust communications and engagement plan with dedicated programme resources.

- Running FutureWork Induction programmes for all staff and managers to attend before they move into their new office spaces. This to ensure that staff fully understand the best ways to use their new office space and assure the smooth transition to the new ways of working.
- Regular engagement with Trades Unions.

3.7. Investment, Return and Delivery Period

- 3.7.1.** The programme requires a total of **£10.838m** of funding which is broken down as follows:
- **£3.089m** of capital funding (of which **£2.401m** is already included in the 2023/24 capital programme and a further **£0.688m** additional funding required, for agreement).
 - **£7.749m** of additional, one-off revenue expenditure is required, to be funded from the Budget Strategy Reserve, for agreement.
- 3.7.2.** The financial benefits related to reducing our office portfolio equates to a potential total revenue savings (budgeted and unbudgeted) of **£2.500m** per annum.
- 3.7.3.** As a result, the programme has a payback period of approximately 4 years. Furthermore, once the payback period is finished the revenue savings are crystallised as a long-term ongoing saving. **£1.698m** of this saving is now outlined as an agreed efficiency within the Corporate Savings Programme.
- 3.7.4.** The FutureWork programme will be delivered in an estimated 18-month timescale from the point of funding approval which is assumed as 1st May 23.

4. Implications

4.1. Financial Implications

- 4.1.1. The report sets out that the FutureWork programme, as set out in this report, requires a total of **£10.838m** of expenditure to fund overall. This consists of:
- A **£3.089m** estimated capital expenditure requirement (subject to any changes in the capital/revenue split of expenditure as the business case is worked up further) for the FutureWork business case.
 - **£7.749m** of additional revenue expenditure (one-off), not currently provided for in the 2023/24 revenue budget.
- 4.1.2. The financial benefit related to reducing the office portfolio is estimated to yield potential total revenue savings of **£2.500m** per annum by the end of the medium term. The medium-term budget for the period 2023/24 to 2025/26 include proposals for FutureWork savings of £0.836m in 2023/24, a further £0.793m in 2024/25 and a further £0.069m in 2025/26, giving an ongoing saving of £1.698m from 2025/26. The balance of the annual savings to get to the £2.5m estimate will be brought into future budget reports for agreement and factored into the council's medium-term financial strategy (MTFS) going forward. Based on estimated annual savings of £2.5m (both budgeted and those to be identified), the programme has a payback period of approximately 4 to 5 years, depending on when the full £2.5m annual savings are achieved.
- 4.1.3. There is a **£3.089m** estimated capital requirement for the FutureWork business case set out in this report, against which £2.401m is already included in the 2023/24 capital programme. This results in a £0.688m additional capital programme requirement for 2023/24, for agreement. The Executive may change the capital programme to reflect alterations in overall resource assumptions, provided that such a change does not lead to a change in the capital programme by more than £1m. It is recommended that the additional £0.688m 2023/24 capital programme expenditure requirement is funded (as a revenue contribution) from the Budget Strategy Reserve (which provides one-off funding for expenditure related to MTFS delivery).
- 4.1.4. It is recommended that the **£7.749m** of additional revenue expenditure (one-off) is funded from the Budget Strategy reserve. This reserve provides one-off funding for expenditure related to the delivery of the MTFS, including transformation project funding such as the expenditure detailed in this report. It is anticipated that the £7.749m of revenue expenditure identified in this

report will be incurred over an 18-month period, with reserve drawdowns actioned accordingly

- 4.1.5.** It is further recommended that the Budget Strategy reserve is replenished and strengthened at the 2022/23 financial year-end, should the financial position allow, and over the next MTFS planning period starting with the 2024/25 budget. This will enable a level sufficient to fund any future calls on the Budget Strategy reserve, for further one-off expenditure in support of MTFS delivery.

4.2. Legal Implications

- 4.2.1.** The general power of competence pursuant to Section 1(1) of the Localism Act 2011 provides the council with very broad powers 'to do anything that individuals generally may do' provided it is not prohibited by other legislation. The council is under a fiduciary duty to ensure that its resources are used appropriately. Where money is allocated to outside bodies, the requirements of the procurement rules may apply. In any event, it will be important to maintain current practice of ensuring that the money will be used for the purposes for which it is allocated.

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

- 4.3.1.** Vacating the sites proposed will reduce the council's own energy consumption, although there will be no overall change in the borough's overall carbon emissions if the sites continue to be used by new occupants, where they continue to be used as office accommodation. The proposals to install air conditioning at the Town Hall, 222 Upper Street and other retained sites will increase the council's energy consumption.
- 4.3.2.** There will be some environmental impacts during the decanting of the sites being vacated related to vehicle use and disposal of furniture and fittings that is no longer wanted. To offset this the programme is using recycling firms that ensure that all furniture that is not required is redistributed to the voluntary and community sectors as well as on offer for residents to purchase directly. Moreover, all furniture not required will be initially considered for use elsewhere in our estate.
- 4.3.3.** There are also environmental impacts of other aspects of the FutureWork programme, including the capital improvements and furniture replacements, which will include material use and waste generation. There are some positive impacts longer-term from some aspects of the programme, including paperless workstream, which will reduce paper usage.

4.3.4. Should the sites being vacated be redeveloped, this will lead to significant environmental impacts relating to the construction works required, including use of materials, disposal of construction waste, construction-related transport and energy and water used in the construction process. These will be assessed in more detail in future decision reports

4.4. Equalities Impact Assessment

4.4.1. 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.

4.4.2. An Equalities Impact Assessment was completed on 24 February 2023.

There are anticipated positive benefits for staff with disabilities in that they will be working in environments with better accessibility. The EQIA shows a limited impact on residents using one of the buildings the programme proposes to vacate with mitigations outlined in the appended EQIA.

5. Conclusion and reasons for recommendations

5.1. The FutureWork programme is a positive step forward to supporting a more agile operating model to support better outcomes for our residents, whilst modernising our office estate and making significant savings in office accommodation. It also supports the council's move to carbon zero and releases administrative buildings to develop assets of wider community value.

Appendices:

- Appendix 1 – FutureWork Full Business Case Option A V0.25 (**Exempt**)
- Appendix 2 – FutureWork EQIA

Final report clearance:

Approved by: Executive Member for Finance, Planning and Performance

Date: 24 March 2023

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Equalities Impact Assessment: Full Assessment

Before completing this form you should have completed an Equalities Screening Tool and had sign off from your Head of Service and the Fairness and Equality Team.

This Equality Impact Assessment should be completed where the Screening Tool identifies a potentially negative impact on one or more specific groups but it can also be used to highlight positive impacts.

Summary of proposal

Name of proposal	FutureWork Business Case
Reference number (if applicable)	
Service Area	FutureWork Programme, Community Wealth Building
Date assessment completed	23/02/23

Before completing the EQIA please read the guidance and FAQs. For further help and advice please contact equalities@islington.gov.uk.

1. Please provide a summary of the proposal.

Please provide:

- Context on how the service currently operates (if relevant) and the scope of suggested changes
- The intended beneficiaries and outcomes of the proposal
- Reference to any savings or income generation

The FutureWork Programme was initiated in May 21 with a remit to design and deliver a post-Covid operating model, co-designed with our staff. Since then, the programme has:

- Delivered a successful programme of works to enable staff to return to working back in the office environment safely, including installation of Co2 monitors across our estate and delivering new hybrid meeting technology in all our meeting rooms.
- Implemented and thoroughly evaluated Islington's future office designs by creating two FutureWork pilot offices, co-designed with our staff, at both Upper Street and Newington Barrow Way.
- Established and implemented new "workstyles" across the Council to support the incredibly diverse ways we work, the broad range of distinct roles we undertake, and the presence required in the borough, by each role, to deliver excellent services to our residents.
- Delivered an interim moves plan to support the organisation with the transition to increase on site presence post Covid. This work provided teams with the right spaces, desk allocations and office locations to enable them to work in the borough, and on site, in line with the organisation's workstyles.

The work styling exercise shows that the Council has 4228 FTE (Full Time Equivalents) that are based at our 9 main sites who require 1232 desks to operate effectively (w.e.f. Jul 22). This figure includes a 20% uplift factor to account for vacancies, peaks, and troughs.

The Pilot Evaluation Process, which include the outcomes of an Independent Accessibility Audit of the pilots, has led to several proposed changes to the future design of Islington's office spaces. This work has enabled the programme to calculate that the optimum size of the organisation's future office footprint should be circa 11,500 sqm.

The total amount of office space across our existing 9 main sites equates to circa 17,800 sqm.

This means that the organisation has an excess of circa 6,300 sqm of office space.

Please note that changes to, or the refurbishment of, common areas, and facilities e.g. toilets, lifts, stairs, ventilation, prayer/quiet rooms etc., are not within the scope of the FutureWork programme.

2. What impact will this change have on different groups of people?

Please consider:

- Whether the impact will predominantly be external or internal, or both?
- Who will be impacted – residents, service users, local communities, staff, or others?
- Broadly what will the impact be – reduced access to facilities or disruptions to journeys for example?

The impact of the changes will be external and internal. The delivery of the programme will have an impact internally on our staff and partners.

Disabled staff and partners - the work and transition will impact staff who experience barriers within the workplace, in particular those who have existing workplace adjustments which will be affected. Disabled staff due to be relocated may experience greater impact as the change will also affect travel into work.

Once work is complete, we anticipate disabled staff and partners would be impacted positively, in that they will be working in environments with better accessibility.

Parents and Carers - the closure and change of office location is likely to have greater impact on parents or carers who will have to change their routine for school/ day care pick-up and drop off.

The closure of buildings, specifically Elwood Street, will impact service users who currently travel there to access to services.

The closure of buildings in itself may not impact other residents directly, however, future redevelopment of those vacant sites will need to go through the normal consultation processes as these schemes are developed by the New Build Team. This is not in the scope of the FutureWork programme which simply delivers the vacant possession of sites. The New Build team will have to undertake separate EQIAs on the scheme they propose.

Some local businesses may lose custom as a result of the staff relocating. However, this will be counteracted by the new custom they will get from a future influx of new residents in the new area and in the case of Brewery Road new organisations moving into the office we vacate.

We accommodate several organisations within our existing office footprint. As a result of the changes some of these organisations may need to decant from office space whilst works are completed. One example is Islington Citizens Advice who are located on the ground floor of Upper Street where we have recently refurbished their office space. We worked very closely with them to provide workable decant accommodation for them and their customers and undertook detailed design sessions with the team to ensure their new space was fit for

purpose. The team are now working successfully in their new space and are pleased with the improved accommodation.

All staff working in the council's main sites will be affected by the works and moves proposed as part of the business case. In some cases this is a straightforward move from one floor in a building to another. In other cases it means moving from one building to a new building, and some staff may be impacted by decant moves required in order to undertake the necessary capital works to improve the office environment.

The changes to working arrangements, i.e. reduced desk numbers and a new office layout, and the disruption of teams moving must not be under-estimated. Appropriate engagement, communication and support will be essential throughout the programme delivery, considering both the impact of groups with protected characteristics/disadvantaged groups and on individual members of staff; accommodations will need to be made to ensure they can work safely and comfortably throughout the moves and in the new working environment.

3. What impact will this change have on people with protected characteristics and/or from disadvantaged groups?

This section of the assessment looks in detail at the likely impacts of the proposed changes on different sections of our diverse community.

3A. What data have you used to assess impacts?

Please provide:

- Details of the evidence used to assess impacts on people with protected characteristics and from disadvantaged groups (see guidance for help)
- A breakdown of service user demographics where possible
- Brief interpretation of findings

All staff and services will be affected by the moves. Separate EQIAs to assess the impact of staff and service users in each building will be in place once a detailed breakdown of the demographics for each service is available.

Disability

Based on our most recent data 9.43% of staff currently identify as having a disability and they are the group who are most likely to be impacted by the transition to the new office environment. As a Disability Confident employer, we recognise the value of diversity and are committed to ensuring that people with long-term health conditions or impairments do not encounter discrimination. The Council is working to achieving level 3 of the Disability

Please provide:

- Details of the evidence used to assess impacts on people with protected characteristics and from disadvantaged groups (see guidance for help)
- A breakdown of service user demographics where possible
- Brief interpretation of findings

Confident Employer scheme by reviewing its approach to reasonable adjustments, recruitment and completing a range of initiatives as part of its Health and Wellbeing Action Plan to challenge mental health stigma and discrimination. The FutureWork programme will support this ambition, as it works closely with individuals and teams who will be impacted by the changes to location and office environment.

Over 40% of staff have not declared whether they have a disability. A recent survey about safe and accessible working completed by 1324 staff, indicates that only 4% felt unable to discuss their disability or health condition with their manager. Where reasonable adjustments had been discussed and were required, these had been implemented or were in progress.

Where adjustments are in place or in progress, the FutureWork programme will ensure that these are available in any temporary or permanent working location. Through close liaison with managers, services and individuals, the programme will support staff with disabilities or health conditions to feel safe enough to report them so that accessibility needs can be identified and responded to appropriately.

Managers should follow the usual processes for engaging with staff who are on long-term sickness or absent for any other reason about the changes.

Gender

Women are more represented than men at almost all salary bandings with the exceptions of £20-£30k and £60-£70k. The £20-£30k includes the predominantly male groups of Public Realm operatives and Caretakers. A larger percentage of males are employed in Environment (72.01%) and Homes and Neighbourhoods directorates (62.8%). Conversely, females are represented significantly in Fairer Together (83.1%), Public Health (79.22%) and Adult Social Care (76.77%) directorates.

Depending on individual circumstances, people will be affected positively and negatively by the move. Journeys to and from the office may be longer or shorter and there may be challenges or positive impacts for staff with caring responsibilities.

Managers should follow the usual process of engaging with staff who are pregnant and on parental leave about the changes.

Race

When looking at broad ethnic groups, the percentages of employees from Black, Asian and minority ethnic communities within Islington Council is 41.59% of employees compared to 51.00% who are White and 7.41% who have either not disclosed their data or prefer not to say. More specifically, 26.65% are of Black or Black British ethnicity, 4.99% were of Mixed

Please provide:

- Details of the evidence used to assess impacts on people with protected characteristics and from disadvantaged groups (see guidance for help)
- A breakdown of service user demographics where possible
- Brief interpretation of findings

Ethnicity and 8.32% of Asian or Asian British ethnicity. Those of White British ethnicity were 34.99% compared to White Other at 16.01%.

We know from a previous children's services EQIA that 23% of social work staff are Black and 9.5% have a disability, and that more than 60% of children with a social worker are from global majority groups (28% are mixed, 26% are Black, just under 5% are Asian, and just under 3% are from 'other' ethnic groups). This could suggest that any uncertainty around the move from Elwood Street will disproportionately impact Black and mixed-race staff and service users.

The closure of Elwood will involve extensive consultation and co-design of the new office space, taking detailed evidence of the impact on different groups into account.

The demographic analysis of the Council's workforce provided by the Director of HR underlines the importance of the FutureWork programme's commitment to respond positively and effectively to the different needs of a diverse workforce and community.

3B: Assess the impacts on people with protected characteristics and from disadvantaged groups in the table below.

Please first select whether the potential impact is positive, neutral, or negative and then provide details of the impacts and any mitigations or positive actions you will put in place.

Please use the following definitions as a guide:

Neutral – The proposal has no impact on people with the identified protected characteristics

Positive – The proposal has a beneficial and desirable impact on people with the identified protected characteristics

Negative – The proposal has a negative and undesirable impact on people with the identified protected characteristics

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Age	Neutral		

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Positive

The redesign of the office environment and the upgrading of communal areas across office sites will improve accessibility and inclusivity for disabled staff and customers. However, there are potentially negative impacts which need to be considered and mitigated:

- Moving disabled staff to different buildings.
- Moving carers of disabled people to different buildings. This could mean change in travel needs and routines for drop-off and pick up.
- Disruption caused by works taking place within buildings. For example: loud noise, or changes to routes within buildings.

Positives

- A significantly high proportion of height adjustable desks
- Ergonomic chairs with additional adjustability
- More generous circulation spaces in line with the accessibility audit recommendations
- Different locker sizes and design options to ensure easy accessibility for everyone
- Investment in many accessible individual and one-to-one meeting spaces
- Larger and more spacious meeting rooms for easy access
- Moving away from zoning design to landscaping design concept so that different settings are closer to team neighbourhoods, reducing the need to travel around the office.

DRAFT

- Contrasting colours, adjustable lighting, and accessible power throughout the floors

Reducing/eliminating negative impacts:

This is covered by the consultation and engagement approach in section 5.

- Extra communication, work with individuals and their manager to address needs. Offer guided visits to new sites. Encourage management to create/ update Workplace Passports. Support from Disability and Wellbeing Officer where required. Signpost to CH&S especially in cases where PEEPS are required.
- Give people time to plan, encourage conversations with management on flexible working needs.
- Clear and advanced communication, encourage management to provide extra

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
			<p>support and reassurance, ensure facilities including security are informed and ready to provide extra assistance where needed.</p>
Race or ethnicity	Neutral		

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Religion or belief (include no faith)	Neutral		
Gender and gender reassignment (male, female, or non-binary)	Neutral		

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Maternity or pregnancy	Neutral		
	Choose an item.		

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Sex and sexual orientation	Neutral		
Marriage or civil partnership	Neutral		

<p>Other (e.g. people living in poverty, looked after children, people who are homeless or refugees)</p>	<p>Neutral</p>	<p>Positive:</p> <ul style="list-style-type: none"> • A more modern working environment for staff which supports hybrid working • New locations may be more convenient for residents and staff • Sites have more accessible transport links for service users • Co-creation of a new site, e.g. Elwood, with service users • Increased footfall for businesses in the area • Early Intervention services are more local to residents through co-located services in the Hubs <p>Negative:</p> <ul style="list-style-type: none"> • New locations, e.g. Elwood, may increase the cost of travel for people living in poverty • New locations may be inconvenient and increase travel costs for staff 	<p>Looked after Children, virtual school services to be relocated from Elwood to 222 Upper Street and Laycock Centre.</p> <p>A separate EQIA is required which will assess the impact on the staff and residents in each building as soon as we have the data.</p>
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Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
		<ul style="list-style-type: none">• Looked After Children may be discouraged by needing to attend a different building and/or increased travel costs• Decreased footfall for businesses in areas where buildings have been closed, although mitigated by other services which use the sites.	

4. How do you plan to mitigate negative impacts?

Please provide:

- An outline of actions and the expected outcomes
- Any governance and funding which will support these actions if relevant

Action	Outcome
Effective programme management	Change is planned and the purpose, impact, details and process can be clearly explained and understood
Consultation with staff groups and residents likely to be disproportionately impacted by the programme	Corporate or local arrangements put in place to support those negatively affected
Early communication and engagement through staff forums and affected services	Staff and customers involved and prepared for change
Supporting senior staff to lead the change	Leadership and reassurance
Specific engagement with DSF	Work with DSF and Accessible Design Specialists to ensure office designs provide greater accessibility for those with a wide range of disabilities
Respond to individual accessibility requirements	Meet legal requirements under the Equality Act 2010 and promote a positive working environment for everyone
Co-design with service users where appropriate	<p>Spaces are designed to achieve the best outcomes for residents</p> <p>Consult and co-design spaces at 222 Upper Street and Laycock Centre with Service Users and interest groups such as the youth community</p>

5. Please provide details of your consultation and/or engagement plans.

Please provide:

- Details of what steps you have taken or plan to take to consult or engage the whole community or specific groups affected by the proposal
- Who has been or will be consulted or engaged with
- Methods used or that will be used to engage or consult
- Key findings or feedback (if completed)

To date during the Business Case development we have worked closely with Finance and Property Services and used the following methods to engage with staff and specific staff groups to develop office design proposals within this business case:

- Engagement, consultation, and feedback from FutureWork Change Agents
- Detailed staff evaluation surveys
- Staff forums and focus groups to establish how well the spaces were working.
- A detailed and independent accessibility audit
- Occupancy analysis.

Proposals from this evaluation and specific feedback from the Disabled Staff Forum (DSF) are integral to the conceptual plans for the office space. These include:

- A significantly high proportion of height adjustable desks (33%) alternated by window and aisle locations to support neurodiverse staff.
- Ergonomic chairs with additional adjustability on the arms
- More generous circulation spaces in line with the accessibility audit recommendations
- Different locker sizes and design options to ensure easy accessibility for everyone
- Investment in many accessible individual and one-to-one meeting spaces
- Larger and more spacious meeting rooms for easy access
- Moving away from zoning design to landscaping design concept so that different settings are closer to team neighbourhoods, reducing the need to travel around the office

Further engagement and consultation with staff forums, FutureWork Change Agents and senior leaders on the design concepts for the new office space will be undertaken before the FutureWork programme begins. This will be conducted using existing meetings and forums to make any further adjustments.

Please provide:

- Details of what steps you have taken or plan to take to consult or engage the whole community or specific groups affected by the proposal
- Who has been or will be consulted or engaged with
- Methods used or that will be used to engage or consult
- Key findings or feedback (if completed)

Based upon the feedback from the evaluation the programme has concluded that overall, the furniture selected for the pilot has been successful, functional and is popular with staff.

Nonetheless several items that were trialled in the pilot were under-utilised, unpopular or did not meet desired outcomes.

As a result, the programme has concluded that where items are popular, functional, and working well the Council should continue to roll out these across the estate as part of the FutureWork design template.

There are several recommendations for alternative furniture. These items tended to be popular with most staff and functional but could be improved by an enhanced design, or alternative item, to make even more functional and more accessible.

There is some furniture that were trialled that were unpopular and will be discontinued.

Retain and continue – standard desks, height adjustable desks, agile tables, sofa booths, tambours

Retain but adapt – acoustic meeting booths, more locker choice, standard ergonomic task chairs adapted with arm rests that also rotate outwards, alternative seating

Introduce – phone booth style confidential spaces, accessible 1:1 meeting booths, L-Shaped Sofa areas, planters on lockers

Discontinue – acoustic pods, Amphitheatre areas, free standing meeting rooms in favour of building permanent structures into the floor plate with much more larger rooms.

Continue to work with DSF and accessibility specialists to assure best practice accessibility for staff within the scope of the programme.

Programme Structure

The FutureWork programme has four workstreams: People, Place, Technology and Paperless working/storage. To deliver a successful programme, the workstreams need to work together and with leaders, managers, staff and partners across the organisation to ensure

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all the different strands coordinate to meet the needs of the services, teams and individuals who are impacted by the changes.

Staff Moves

- Work with Change Agents and Service Leads to coordinate decant and office moves to assure service delivery, staff accessibility requirements are met and new office space designs are effective for their service operations.
- Planning works with Corporate Directors, Service Directors and Service Leads and for all move and office design works.

Elwood Street Closure

- Elwood Street staff consultation about moving from Elwood Street to Laycock Centre and 222 Upper Street
- Elwood Street service users and youth groups about the move of services from Elwood Street to Laycock Centre and 222 Upper Street and work with interested parties to co-design the service delivery spaces at both sites.
- Elwood Street local Ward Councillors and portfolio lead for Children's
- EQIA

Brewery Road Closure

- Brewery Road staff consultation about moving from Brewery Road to WRC
- Brewery Road local ward councillors and portfolio lead for Housing
- EQIA

NBW Closure

- NBW staff consultation about moving from NBW to Town Hall, Upper Street and Holland Walk
- NBW local ward councillors and portfolio lead for Resources
- EQIA

In each Phase of the Programme

- All staff briefings virtual and in person, led by senior managers and the FutureWork team – overall programme and each phase

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- Completion of team checklist by Change Agent
- Move and Change Readiness surveys for each phase will identify a baseline for each move to address individual and team concerns
- Change Manager attendance at team meetings
- Visits and tours to new locations to identify accessibility and other individual requirements
- Referral made to Disability and Wellbeing Officer/H&S team if required
- Meetings with team managers to agree workstyles, ensure accessibility requirements are met, promote the use of the Safe and Accessible Working Checklist and the Workplace Passport, identify where a PEEP is required and develop office working protocols
- Support for managers in managing hybrid teams

This is the baseline EQIA which supports the Business Case. The scale and complexity of the programme as it rolls out demands more specific and detailed EQIAs for each phase and for the different buildings to accurately identify and assess the impact on different groups of people, particularly those from disadvantaged groups or with protected characteristics.

Team moves may involve decanting teams and services to other spaces on a temporary basis and the equality impacts of both these and the permanent moves need to be identified and assessed. As previously stated, the moves will impact individuals and groups in different ways, both positively and negatively. Engagement, communication, responding to feedback and working closely with teams and services to support them throughout the change will be critical is identifying and responding to the potential impact on individuals and those from disadvantaged groups.

The FutureWork programme has a significant impact on our buildings and how we use them in the future. This means that disabled staff are likely to be impacted more than other groups. As explained, we anticipate that the changes will have a positive impact on the accessibility of the office as extensive staff consultation and audit our buildings and office accommodation conducted following the implementation of the pilot offices.

The accessibility review conducted at 222 Upper Street and Newington Barrow Way by ARUP (a global collective of designers, engineering and sustainability consultants, advisors and experts dedicated to sustainable development) identified essential, recommended and

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preferred improvements to the buildings and the pilot floors. The results of their audit can be viewed [here](#) in a checklist which will ensure that the refurbishments which are in scope for the FutureWork programme will meet these industry standards.

The programme is also working with the corporate Accessibility Project, led by Corporate Landlord Services, to ensure that the accessible and inclusive working space in offices is reflected across communal areas, including entrances, lifts, automatic doors, bathrooms, and kitchen facilities. The kitchen facilities in the new area will be upgraded in line with the Accessibility Programme's timetable.

6. Once the proposal has been implemented, how will impacts be monitored and reviewed?

Please provide details in the table below.

Action	Responsible team or officer	Deadline
Move readiness surveys – pre and post move	FutureWork	1 month before teams move
Review meetings with staff forums after each phase	FutureWork	Monthly

Action	Responsible team or officer	Deadline
Engagement with Change Agents	FutureWork	Monthly

Please send the completed EQIA to equalities@islington.gov.uk for quality checking by the Fairness and Equality Team. All Equality Impact Assessments must be attached with any report to a decision-making board and should be made publicly available on request.

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

Member	Name	Signed	Date
Staff member completing this form	Alison Ford		23/02/23
Fairness and Equality Team	Imogen Resnick		
Director or Head of Service	Tony Morrison		12/02/23

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