



COUNCIL MEETING - 2 MARCH 2023

Councillors of the London Borough of Islington are summoned to attend a meeting of the Council to be held in the Council Chamber, Town Hall, Upper Street, N1 2UD on **2 March 2023 at 7.30 pm.**

Chief Executive

AGENDA

	Page
1. Minutes	1 - 26
The Minutes of the previous meeting held on 8 December 2022.	
2. Declarations of Interest	
If you have a Disclosable Pecuniary Interest* in an item of business:	
▪ if it is not yet on the council's register, you must declare both the existence and details of it at the start of the meeting or when it becomes apparent;	
▪ you may choose to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.	
In both the above cases, you must leave the room without participating in discussion of the item.	
If you have a personal interest in an item of business and you intend to speak or vote on the item you must declare both the existence and details of it at the start of the meeting or when it becomes apparent but you may participate in the discussion and vote on the item.	

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

This applies to **all** members present at the meeting.

3. Mayoral Announcements

- (i) Apologies
- (ii) Order of business
- (iii) Declaration of discussion items
- (iv) Mayor's announcements
- (v) Length of speeches

4. Leader's Announcements

- The Leader will address the Council;
- The Leader of the Opposition will then be invited to respond.

5. Petitions

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| 6. | Questions from Members of the Public | 27 - 30 |
| 7. | Questions from Members of the Council | 31 - 34 |
| 8. | Islington Together 2030 Plan | 35 - 96 |
| 9. | Budget Proposals 2023/24 and Medium Term Financial Strategy | 97 - 266 |
| 10. | Chief Whip's Report | TO FOLLOW |

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Despatched : 22 February 2023

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LONDON BOROUGH OF ISLINGTON
COUNCIL MEETING - 8 DECEMBER 2022

MINUTES OF PROCEEDINGS

At the meeting of the Council held at Council Chamber, Town Hall, Upper Street, N1 2UD on 8 December 2022 at 7.30 pm.

Present:

Bossman-Quarshie	Heather	Poyser
Bell-Bradford	Hayes	Russell
Burgess	Jeapes	Spall
Champion	Jegorovas-Armstrong	Staff
Chowdhury	Khondoker	Turan
Cinko-Oner	Khurana	Ward
Clarke	Klute	Wayne
Comer-Schwartz	McHugh	Williamson
Craig	Nathan	Woolf
Croft	Ngongo	Ibrahim
Gallagher	O'Halloran	Jackson
Gilgunn	O'Sullivan	North
Gill	Ogunro	Weekes
Graham	Ozdemir	Zammit
Hamdache	Pandor	

The Mayor (Councillor Marian Spall) in the Chair

208 MINUTES

RESOLVED:

That the minutes of the previous meeting held on 22 September 2022 be agreed as a correct record and the Chair be authorised to sign them.

209 DECLARATIONS OF INTEREST

None.

210 MAYORAL ANNOUNCEMENTS

(i) Apologies

Apologies were received from Councillors Hayes, Convery, Hyde, Ozdemir, Mackmurdie, Nargund and Shaikh

(ii) Order of Business

No changes were proposed to the order of business.

(iii) Declaration of Discussion Items

No items were declared.

(iv) Mayor's Announcements

The Mayor said she had taken part in a number of remembrance events, including the Islington and Camden Cemetery Service, the two-minute silence at the Town Hall to mark Armistice Day and the three services that took place across the borough on Remembrance Sunday. She thanked everyone involved in the planning of these events and noted they were very poignant commemorations to show our respect for the service and sacrifice of the Armed Forces community.

The Mayor had hosted a Charity Dinner to raise money for her charities: Whittington Health Charity and Ronald McDonald Moorfields House. She thanked all those that supported including local businesses for donating raffle prizes.

Over the coming weeks she was looking forward to sharing in more festivities and also excited to attend events celebrating Chanukah with the borough's Jewish Community.

(v) Length of Speeches

The Mayor reminded all councillors to take note of the timer and stay within the permitted length for speeches. The Mayor also reminded all present that the meeting was being webcast live on the council's website.

211 LEADER'S ANNOUNCEMENTS

The Leader thanked the Mayor and said it was great to see so many councillors at the remembrance events; it was great to see Islington come together as a community. The Leader also thanked the Mayor for hosting the Charity Dinner and for her work in raising money for good causes.

The Leader highlighted that there is a diverse and wonderful voluntary sector across Islington that have done so much to help people through the cost-of-living crisis, including creating warm community spaces, financial support and supporting mutual aid. The council was providing huge amounts of support to help local people with an extra £500,000 in cost-of-living support, using a windfall payment from the publicly owned Edmonton Eco-Park. Later in the meeting there would a vote on the Council

Tax Support Scheme. The Leader commented on the support available from the council, including the work to tackle the digital divide by distributing laptops to young people that were in need.

The Leader commented further on the cost-of-living crisis stating it was unacceptable that people had to choose between heating and eating. Councillors had to delivered a letter to Downing Street calling for more support, including the removal of the benefit cap, roll-out of universal free school meals for all young people and the introduction of the real Living Wage.

The Leader offered solidarity to all those striking up and down the country in search of fair pay and conditions.

The Leader commented on the successful campaign to save local bus routes, nothing that these were a vital lifeline for local people during the cost-of-living crisis. Finally, the Leader congratulated England and Arsenal Player Bukayo Saka for the quarter final performance against France in the World Cup and wished everyone a happy holiday season.

The Leader of the Opposition echoed how the cost-of-living crisis is hitting people hard and the historic dependence on gas and other fossil fuels was increasingly becoming more of an issue. The Leader of the Opposition commented that communal heating systems based on heat recovery, ground and air source or heat pumps was preferable to powering communal heating with gas, a fossil fuel, as this had led to rising costs and increases in people's bills.

The Leader of the Opposition was saddened by the shocking death of Awaab Ishak, a child who had sadly passed away from a respiratory condition caused by living in a home that was prone to condensation and mould in Rochdale. The Leader of the Opposition commented that damp and mould issues must be taken very seriously. The Leader of the Opposition stated that there needed to be a transformation in the way things were built, repaired, heated and ventilated in homes. The Leader of the Opposition commented that green solutions had always been the answer, such as: insulation with ventilation, double glazing, heat pumps and solar energy.

212 PETITIONS

The Council received a petition from Hilary Green relating to the building of mansard extensions in the borough.

213 QUESTIONS FROM MEMBERS OF THE PUBLIC

Questions (a) from Luke Howard to Cllr Ward, Executive Member for Finance, Planning and Performance:

How will the council ensure their green credentials and commitment to expanding and protecting the current lack of open space in the densest area and borough in the U.K, the Islington St. Luke's area, and in keeping with their sustainability commitment, how will you re-utilise the surplus of unused office space and flats in the St. Luke's area to address Islington's housing need?

Response:

Our Council is committed to building more council homes for local people and providing more green space for residents to enjoy. That's why, in our manifesto for the 2022 Local Elections, we committed to providing 1.5 hectares more green space over the next four years, this is the equivalent space to Paradise Park. Further to that, we were incredibly proud that recently, a report by the University of Sheffield found that Islington is the second greenest urban centre in the country. An amazing achievement for one of the most densely populated boroughs in the country. With regards to the Bunhill and St Luke's area, there is no evidence of surplus office accommodation in St Luke's or indeed in any part of the borough. Demand for high quality office space remains strong across Islington but particularly in the south of the borough. If anything, we are seeing an increase in the number of planning applications to refurbish existing offices and build new offices. In line with the council's planning policies, we expect new and refurbished offices to be more sustainable and energy efficient contributing to the council's Net Zero Carbon 2030 ambition and our wider environmental policies.

It is of course shocking and disgraceful that there are empty private homes in Islington at a time when the borough is facing a greater than ever unaffordable housing crisis. Action is urgently needed from central government to ensure that investors do not buy homes in our borough and then leave them empty. I have also been very proud to work with Labour Councillors from right across this Chamber on the campaign to get the Ministry of Justice to bring the 28 empty three and four bedroom flats at Wilmington Square back into use.

The council already has strong planning policies in place to protect and improve open spaces and increase biodiversity. We are strengthening these policies through our new Local Plan. In this year alone, we have secured a new public park on the Holloway Prison site and investment into three parks and open spaces in Barnsbury. There is of course a careful balance to be struck between providing affordable homes, an inclusive economy and social infrastructure that Islington needs and ensuring that our open spaces and biodiversity are protected and improved. This balance is particularly complex and challenging in high density areas such as St Luke's. I am confident however that the policies set out in the council's existing and emerging Local Plan strike the right balance between enabling inclusive growth to take place whilst protecting and enhancing the local environment.

Supplementary Questions:

Islington is the densest borough in the UK according to the most recent census. When in 2011 Islington became the densest borough the Leader of the Council at the time said the council were 'determined to protect green spaces. However, we don't believe the existing plans of the St Luke's area will protect green spaces. The Council plans to reach Net Zero by 2030 will be impacted by the knocking down of buildings in the area and we urge the council to rethink these plans and redevelop these spaces instead. There are already many existing unused buildings that the council can use to redevelop, and we urge you to do so.

Response:

I appreciate your candour and I would like not work with you and ensure your views are heard. I will make no apology for 100 new council homes in the Finsbury Leisure Site area. The council has a mandate to house people and homeless families and overcrowded families are on the rise and in dire need to be homed. I am very excited about the brand-new leisure centre, medical facilities, and brand-new football pitches that will also be built alongside the 100 council homes.

I would like to build 100% council homes but due to government funding this is not possible and a percentage of these need to be private property to be able to fund the project. I hope you all agree that with a register of 14,000 families we do need to build more council homes.

Question (b) from Rebekah Kelly to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

At the councils executive meeting in October 2021, the People Friendly Pavements scheme was launched. Can you provide an update to what has happened since to improve pavement conditions in Islington since then?

Response:

Thank you for your question on pavement conditions. The delivering of pavement improvements has started this year. Since April of this year there has already been 0.75km of footway renewal completed which includes improvements such as decluttering of bollards, improved tree pit treatments, new cycle stands and 24 new and improved dropped kerbs for accessibility. By April of 2023 a further 0.25km of highway renewal will be completed with approximately 20 new or improved dropped kerbs. At present dropped kerb renewal is being prioritised on the main road network. How do we make it most effective moving forward? The Council is in the planning stages of the people friendly pavements programme. When complete, the programme will improve local connectivity and enable sustainable modes of travel by delivering pavement and footway improvements to remove physical obstacles to accessibility. In order to ensure that the investment delivers value for money the locations for improvements are identified by carrying out an audit of streets in each ward, liveable neighbourhood or existing low traffic neighbourhood. So far, 44% of the borough has been audited or commissioned to be audited.

As well as this it is important to look at other areas to improve access and mobility around the borough such as benches along pavements for those with low mobility to be able to take a break while moving around. Climate change increasing temperatures mean people need shade. Street trees may need to be moved as these can break up the pavement.

Most importantly going forward we need to ensure we are using resources and money wisely and taking a holistic approach.

Supplementary Questions:

My original question was, it was ratified last October, for the People Friendly Pavements for 44% of the borough but we are yet to see any improvements despite pedestrians and cyclists being said to be a priority. Being in a low traffic neighbourhood it feels as though we have been forgotten and our bins have been taken away and the streets have not been swept. Existing trees are not being maintained. We don't want whole new plans we want basic needs being met and pedestrians being a priority but there still has been no improvement to pavements around the area.

Response:

I understand your views on people friendly streets, as said last year there has already been 0.75km of footway renewal completed, and by April of 2023 a further 0.25km of highway renewal will be completed with approximately 20 new or improved dropped kerbs. As well as a whole manner of other improvements already stated. As a council we would love to lay more pavement and make even more improvements to make areas more pedestrian friendly, but we do not have the resources or budget to do so due to government funding.

Speaking on low traffic neighbourhoods, more pedestrians will benefit than cyclists. They also benefit those with mobility issues as if you are trying to cross the road as if there are less vehicles on the street this becomes easier. We know less traffic means less danger on the roads and less risk to pedestrians.

Question (c) from Pete Gilman to Cllr Ward, Executive Member for Finance, Planning and Performance:

How much has central government funding to Islington Council been cut by the Tories since 2010, and what is the cumulative total; how has this impacted on Islington Council's ability to provide essential services and its house building programme; how do these cuts compare with those made to wealthier boroughs like Richmond; can Islington Council give assurance it will press for a restoration of central government funding?

Response:

Since 2010, Islington Council's total funding has been cut by £281 million. This has severely impacted on our ability to provide vital services at a time where demand is at an all time high. People are living longer and need more specialist support to ensure a good quality of life. People also need a decent home to enable them to thrive. This requires money and without it, the quality of lives for many here in Islington will suffer.

Labour councils have borne the brunt of government cuts for over a decade as a result of their austerity agenda. This has resulted in deep inequalities which we saw exacerbated during the pandemic.

Despite the government cuts, Islington Council have managed to make savings of £281 million while protecting front-line services. We have been able to deliver 550

new council homes since 2018, help over 4,000 local people into good jobs and keep council tax below the London average, extending the council tax support scheme. Even during this government imposed cost of living crisis, we have supported residents, distributing £2.2 million of 'lifeline' support.

However, with the recent Autumn budget announcement and the lack of commitment to invest in local authorities like ours, it is inevitable we will have to make tough decisions. No matter what, we will ensure that our services are delivered as efficiently as possible, rethinking how we design our services so that we meet our residents' needs.

But we also won't take these cuts lying down. As we've always done, we will campaign against this government austerity. We took our demands for cost of living help to the steps of Downing Street recently and we'll do the same for our demands on council funding.

Supplementary Question:

I understand the government mandated cuts but why do the people of Islington have to pay when we did not cause the crises. Despite an increase in profits corporations such as Tesco do not seem to be lowering prices or paying higher taxes. Shell and BP have projected profits of 52 billion pounds combined, they need to pay more tax. Tax avoidance and evasion costs the exchequer between £20 billion and £150 billion a year. We want that money back.

Response:

I am with you. We need to tax energy companies and those still using fossil fuels. We need a national homes programme funded by these energy companies. We need a general election to get rid of the chaos.

We know how hard the cost-of-living crises is on residents and we have produced a toolkit to help residents. Islington Council is fighting for you against the chaos of the government.

Question (d) from Steven Nyandu to Cllr Woolf, Executive Member for Community Safety:

Research by Be Gamble Aware has revealed one in ten (12%) women have turned to gambling in an attempt to supplement their household income. How can the council strengthen its collaboration work with VCS groups to help prevent vulnerable people becoming victims of gambling-related harm, particularly as the cost of living crisis has seen an increase in gambling as a means to resolve financial hardship?

Response:

Thank you for your question, Steven. I'd also like to express my gratitude for the work you and Bet No More have contributed to in the delivery of our renewed Gambling Licenses Policy.

The Council recognises that the current cost of living crisis is having a devastating impact on residents and the importance of ensuring residents are being supported, avoiding a situation where some feel they need to turn to gambling as a means to try and resolve their financial issues. After speaking to people in my ward and colleagues in the voluntary and community sector, they put it clearly 'residents have a choice between food or fuel this Christmas'.

On 22 September the Council declared a "cost of living emergency" and pledged to do all it can to help the tens of thousands of residents likely to be hit hardest by spiralling energy and food costs and soften the blow for local small and medium-sized businesses. We continue to support residents through our ongoing delivery of our core offer of financial, food and other support including effective targeting and distribution of government grants to ensure residents are getting the support they are entitled to. We are working closely with the voluntary and community sector to support residents including setting up 'warm spaces', a warm, friendly place within the community offering support and helping with energy bills. We have 38 venues across the borough operating as warm spaces. To oversee this work, we have set up a new Cost of Living Board to ensure there is an effective and co-ordinated response across the borough working closely with VCS and partners. The board review data through a new a cost of living dashboard and use the data analysis to monitor the impacts to ensure we target support where it is most needed.

Council/Licensing Committee is mindful of the devastating impact that gambling can have on people who gamble beyond their financial means and the significant resultant harm to children, families and friends.

We have strengthened our Gambling Premises Licensing Policy and placed the need to protect all people from gambling related harm at the heart of our new policy for 2023-2025. The discussion with members has resulted in this policy realignment, in particular exploring the extent to which council may deal with any new gambling premises licence applications when its objective is to protect vulnerable people from gambling related harm, including those residents who may have a vulnerability due to economic and societal pressures such as the cost of living crisis.

Supplementary Questions:

I work for a charity, Bet No More, to help tackle gambling harm. Research by Be Gamble Aware shows 1 in 10 have turned to gambling in an attempt to supplement their household income, how can the council strengthen collaborations with its voluntary and community sector groups to reduce to risk of people turning to gambling as a means for income especially with the cost-of-living crisis.

Response:

Thank you for all your hard work in the borough, people like you are really the backbone of society and thank you for sharing your lived experiences as these are vital for helping others who may find themselves in these situations and in forming our response as a council to help those in need effectively.

The Gambling Act that frames this broader work makes no reference to remote or online gambling or saturation. This means as a council we have to be as robust as possible in our response to reducing this addictive inducing activity and recognising the public health impact that it has.

Moving forward there's more we can do with working with the cost-of-living board and listening to our partners. As well as our advice centres and collaborating with organisations such as octopus and SHINE. Also, there is the cost-of-living phonenumber to seek advice for those that need it.

Thank you so much to you and Bet No More and all the work you do.

Question (e) from Sarah Jane Elvin to Cllr Ngongo, Executive Member for Children, Young People and Families:

Can the Council confirm and give reassurance to the local community that the Islington Boat Club site will remain a dedicated charitable community led boat club (on the site of 16-34 Graham Street as indicated in the Bunhill Ward plan 2019) for the provision of water sports for young people and community groups and will not be taken over by another high rise building and/or commercial interests?

As the questioner was not present, a written response was sent, as follows:

Islington Council is committed to providing safe, enjoyable and accessible leisure facilities for local people to enjoy.

Unfortunately, the Council was forced to close the Islington Boat Club site because dangerous structural and electrical health and safety issues were found on the site. This was necessary to protect the safety of club users.

The Council considers that City Road Basin is a unique and special resource. The Council wants to see it being fully used by local people for boating activities and is very disappointed that it has had to close the site.

Islington Boat Club is a Charity and is not funded by the Council. As an independent organisation with responsibility for the site they need to show that they are able to put right the problems that resulted in the Council having to close the site, and that they can prevent similar problems from happening again. The Council needs to have confidence that the site and the club will be safely and properly run.

214 QUESTIONS FROM MEMBERS OF THE COUNCIL

Questions (a) from Cllr Burgess to Cllr Turan, Executive Member for Health and Social Care:

It is estimated that there are about 19,000 unpaid carers in Islington; that's nearly 10% of the population. These are family members or friends who look after those who need assistance for various reasons. The cost of living crisis will be impacting very heavily on these unpaid carers. Please could you let us know what the Council is doing to assist unpaid carers.

Response:

Islington's commissioned carers support service, Islington Carers Hub is run by Age UK Islington. It is commissioned to provide information, advice, signposting, and support to help carers in their caring role and prevent carer breakdown. This includes financial and employment support, including practical support with completing paperwork. They also work with specialist partners including LBI's Income Maximisation and iWork teams to support carers with income maximisation and access to suitable employment opportunities. The council's Cost of Living support campaign has been shared with Age UK Islington and other providers supporting carers in the borough, so they are able to direct carers and other residents to the support available.

Age UK Islington are doing tremendous work to support our local carers, but as we are witnessing across the care sector, they face a lot of pressure. The pandemic, and now the cost of living crisis is seeing many of our residents needing complex support, but to deliver this requires central government intervention. That's why we have and continue to call on the government for more support to guarantee better care for older and vulnerable people, support for unpaid carers and decent pay for care workers.

Age UK Islington have also been addressing residents' concerns about the Cost of Living crisis at resident events over the last few months, for example at October's Let's Talk Peer Group meeting where the manager of the Income Maximisation team provided a presentation on support available to residents. This was attended by more than 50 people in person and many more online, including carers. Age UK Islington are working with Help on Your Doorstep and other Islington voluntary sector organisations such as the Local Wellbeing Network, and Octopus Community Network on a series of Cost of Living events. Around 100 residents attended the first one and the second "Cost of Living" community open day took place earlier today.

Question (b) from Cllr Clarke to Cllr Ward, Executive Member for Finance, Planning and Performance:

Barclays Bank has one of the worst records for investing in fossil fuels. When the council contract with Barclays comes up in 2025 will you look at other options if Barclays has not cleaned up its record on fossil fuels by then?

Response:

I share the concerns about Barclays record for investing in fossil fuels. Our Council has committed to becoming a net zero carbon borough by 2030 to help tackle the climate emergency and that impacts everything the Council does. To address those concerns I arranged a meeting with the Barclays Bank Chief Executive C.S Venkatakrisnan. Barclays set out their position and direction of travel which seemed broadly positive, but the issue is about pace. Whilst many of their investments in fossil fuels are decades old and they have been phasing out some of the more controversial fossil fuel exposures this is not being done quickly enough. I set out to the Chief Executive that the Council would like Barclays to introduce robust exclusion policies for all direct and indirect investment in Arctic, Tar sands,

Ultra Deep Water and Fracking. They have yet to come back to me with those robust policies, so we need to keep pushing them.

The Council's contract does indeed expire in 2025. Procurement will begin next summer, and the Council will incorporate social value (including the record on climate) as part of its scoring process. Regardless of who the Council chooses to provide our banking services, it is vital that Barclays do more to address climate concerns, as one of the top fossil fuel investors in the world.

Supplementary Questions:

Do you agree we need to be investing in companies and banks that are committed to ending the climate crisis and what are the steps being taken to do this?

Response:

Yes, I agree Councillor Clarke, we absolutely do need to do this. The power local authorities need to enhance is through public procurement and using this to ensure the companies that want to work with the council have socially and environmentally robust policies.

The public procurement policy for our banking needs to be the most robust for social and environment policy and is the most fit for the climate emergency.

Question (c) from Cllr Heather to Cllr O'Halloran, Executive Member for Homes and Communities:

Council homes on the Andover Estate have reported for years of ongoing damp issues, which previous cyclical works have unfortunately failed to resolve. In recent years, unused garages have been redeveloped to build new council homes with natural through ventilation that mitigate against damp. Can the council reassure me and residents not just on the Andover Estate, but across the borough, that the Council is doing all it can, through its cyclical works programme, to tackle damp in council homes and ensure they are the best they can be?

Response:

As you know, a top priority for our council is providing safe, decent homes for local people. But we also know that, due to a range of issues, some of our homes aren't up to the standard they should be, and we are working hard to improve that. In relation to the Andover Estate, which has experienced damp issues over the years exacerbated by the design of some of the flats, significant investment has been allocated to the estate which will address these issues. Cyclical improvements totalling £14 million have started on site to insulate properties across the estate, including those backing onto garages, as well as improving the ventilation within the units. Works have commenced on site and residents events have been well attended.

Where cyclical work is delivered elsewhere in the borough, a priority is given to insulation and ventilation. Planned works are on site for a group of pilot properties which have received Social Housing Decarbonisation Funding to improve their

thermal efficiency and in turn reduce the likelihood of damp. Significant further funds have been identified to improve properties with the lowest SAP (Standard Assessment Procedure) ratings amongst our stock and where dampness is more likely to occur.

We will continue to bid for grants such as the Social Housing Decarbonisation Fund to increase the range and speed of insulation works and continue doing all we can to improve our current stock of council homes, as well as building more to help households out of overcrowded homes.

Supplementary Questions:

These issues have been raised for around 20 years. On the walkways, the asphalt needs to be done correctly, the water pipes and drainage needs to be done properly as well as insulation done correctly as these all contribute to the issue of damp. Our council officers need to check in with residents that we know are facing damp to alleviate the issue as this has not been done properly and it is unacceptable. The council needs to receive value for money on cyclical works and currently this is not happening. While I'm talking about the Andover estate, this applies all over the borough and we need to protect all residents from damp homes.

Response:

I make a promise now that all residents mentioned and those that have had damp in the last two years will receive a visit. As well as ensuring any company that does cyclical work for the council is doing this to the best standard or we will no longer use their services and put the money into other companies that will.

While I completely sympathetic with the issue, unfortunately some issues occur due to the way estates were built and if they were being built now this would not occur. But I want to make a promise under my watch that once work is complete we will check in on residents and ensure they are satisfied with the work that has been done.

Question (d) from Cllr Jeapes to Cllr Ward, Executive Member for Finance, Planning and Performance:

The latest contemptable policy conceived by this Conservative Government, desperate to cling on to power, is to require UK citizens to produce mandatory voter ID when turning up to vote at all elections. This draconian policy, which is a transparent block to the democratic process, will make it harder for millions to cast their vote, potentially excluding eligible citizens from voting and suppressing turnout particularly among disadvantaged groups. The final list of what sort of ID will be accepted has still not been announced by the government. It is proposed to make it the duty of councils to issue people with an electoral identity document if they do not have any of the agreed forms of photo ID, such as a driving licence or passport. Therefore, it is imperative that all Islington residents need to be made aware of this change to their voting rights and provided with the documentation needed to exercise their right to vote. There is a Government proposal to issue new free "Voter Authority Certificate" for those without any other form of photographic ID. However, implementing this unnecessary bureaucratic policy of disenfranchising the Populus

will cost considerable officer time and public finances. Is it possible to estimate the costs of time and money to the Council of implementing this burden to democracy?

Response:

I agree, this new policy set by the Government will severely disenfranchise thousands of voters here in Islington and across the country. But we will do everything we can to ensure residents are not excluded from taking part in democracy.

Voter ID will be introduced from May 2023. The government has set out a list of acceptable identification but unfortunately there are none on the list that are free and available for all, apart from the Voter Authority Certificate. Anyone that doesn't have acceptable identification will be able to apply for a Voter Authority certificate either online or by using a paper application. The production of certificates will be done centrally so the costs for those will be covered. Council officers will be required to process the applications for the certificates, and it is estimated that on average, online applications will take 6 minutes to process while paper applications will take 8 minutes. The cost of staff time will be funded via a new burdens funding grant but as it is estimated that between 2-6% of people do not have suitable identification, we have work to do to ensure that our residents are aware that voter ID will be required at polling stations and that they know how to apply for a Voter Authority Certificate if they do not have any of the other acceptable documentation.

But we will also be working very hard to ensure local people are aware of the changes and they're not negatively impacted by them. We will be running a campaign to raise awareness and to get people the ID they need so they can continue to be able to vote.

Supplementary Questions:

As a result, the turnout is going to be extremely low and the electorate will become disenfranchised, so please as a whole council can we work on raising awareness of this so residents don't get turned away at the polls? Or as a borough run a campaign of 'civil disobedience' where the Council and Councillors do not apply doing this and let people vote with no ID.

Response:

My passport is out of date, and I have only recently got a driving license so would have previously also struggled with this policy. This policy will disenfranchise the most vulnerable and is a political move from the government to do so. This council has been at the forefront of many campaigns over the year, beating poll tax, saving the buses and the Leader has put this on the Agenda for the Labour Group of London Councils for the meeting next week.

Question (e) from Cllr North to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

The Lumen data centre (located in the former gin factory building at 260-266 Goswell Road) uses diesel-powered generators to provide an emergency electricity supply in

the event of power outages. Neighbours at Kestrel House, Peregrine House and on Moreland Street report that these generators are running more and more frequently, emitting black smoke and harmful fumes into our local environment. In the context of Islington Labour's efforts to improve air quality and tackle the climate emergency, can the Executive Member assure me that the council is doing everything possible within our powers to monitor these polluting activities at the Lumen data centre, enforce against them where possible and reduce the impact on local residents?

Response:

While we have monitoring powers, the issue is we don't have the powers we need to do more, the only power we have is if they constitute a statutory nuisance and they don't. An officer has written to Emily Thornberry MP asking that the date that allows us to have more powers over the generators is brought forward from 2029. We want increased powers to regulate.

We are aware of the concerns of residents and we ensure Officers are in attendance at every full day test of the back-up generators in case Lumen cause a statutory nuisance and enforcement action can be taken.

We have been proactively working with Lumen (and its previous incarnations Level 3 and Century Link) for many years to address concerns from residents. Whilst we are not the enforcing authority for the use of back-up generators, that is the Environmental Agency, the council has used its convening powers to get improvements in communication from the site to local residents as well as improvements to the exhaust flues on the roof of the building.

Pollution monitoring has taken place on Peregrine House and has recently started at Moreland School to try and detect impacts of the testing of the back-up generators on the local environment. So far, the pollution monitoring does not indicate a measurable increase in pollution levels when the generators are tested.

Lumen are working closely and positively with our Energy team and their GreenSCIES (Green Smart Community Integrated Energy Systems) project. Lumen will be the major supplier of heat to this programme. GreenSCIES will help reduce the use of fossil fuels and carbon in the borough.

Supplementary Question:

Will you join me in publicly calling on Lumen to do the right thing and invest less in disruptive and polluting technology. Will you also continue to work to raise the matter with government so we have all the right powers to tackle poor air quality in our borough?

Response:

Yes.

Question (f) from Cllr Ogunro to Cllr Ward, Executive Member for Finance, Planning and Performance:

The cost of living crisis is having a severe impact on people across Islington right now. I am seeing it in my casework, and it is only going to get worse. In the absence of any action from the Tory Government, what support is the Council providing to help vulnerable families through the current cost of living crisis?

Response:

You're completely right that the government's cost of living crisis is already having a significant impact on people in our borough. We declared a cost-of-living emergency at the last Full Council and pledged to do all we can to help residents and businesses impacted by the cost-of-living crisis. Despite the lack of financial support from this government, we are helping residents to claim all benefits they are entitled to, with over £3.5m of annual benefit entitlement secured for residents this financial year, so far. We are distributing financial support effectively to those that need it most. £13m has been distributed from the council tax energy rebate and £4.4m from the Household Support Fund, with a further £2.2m currently being distributed now. We continue to support residents into employment, helping them secure good jobs. We are providing more support for local people to tackle the cost of living crisis this winter through the £500,000 windfall payment from the publicly owned waste plant in Edmonton. We are also helping families impacted by the digital divide by distributing laptops to over 600 pupils who started secondary school this autumn, coupled with our work in rolling out high-speed broadband to council estates across the borough. We have also launched a communications campaign to raise awareness with residents on where to get help. A cost-of-living board is ensuring a co-ordinated response, working with voluntary and community sector partners to maximise the collective offer, including a network of warm spaces. We are monitoring the impacts to target support where it is most needed, through a cost-of-living dashboard. We will continue to do all we can to help those hardest hit by the cost-of-living crisis.

Question (g) from Cllr Nargund to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

In the Islington Labour manifesto for the 2022 Local Elections, we promised to genuinely consult and co-design a series of Liveable Neighbourhoods with residents, to ensure we are making changes that they want to see. Can you confirm this is still the case and that the Council's work to create a cleaner, greener, healthier borough will be undertaken alongside local people?

As Cllr Nargund was not present, a written response was sent, as follows:

I'd like to reassure you that as a council, we are committed to continuing to engage with local people in the development of liveable neighbourhoods across the borough. At the start of the people-friendly streets programme in 2020-21 we ran a borough-wide Commonplace platform which attracted over 6,000 comments from residents telling us about issues in the area and suggestions for how we could make the area cleaner, greener, and healthier. Since then, we have run six low traffic neighbourhood public consultations, including a programme of consultation events for each, to which

we received thousands of responses. Our reports on all of these consultations have been published on the council website. We have also processed and responded to in the region of 5,000 emails relating to people-friendly streets schemes.

Recently we have held public meetings to kickstart two liveable neighbourhood projects. The meetings, prior to any designs, were to listen to local people's views about how they would like us to improve streets in the area. This is just the start of a year-long engagement process for each scheme. We will hold numerous events to give local people many opportunities to give us feedback on design proposals. This will help us to finalise designs on which we will hold a formal public consultation before a decision is made on whether to and how proceed with each liveable neighbourhood scheme. We look forward to hearing local people's views on our liveable neighbourhood schemes as they develop.

Question (h) from Cllr Khurana to Cllr Turan, Executive Member for Health and Social Care:

We all know that public services should always be in public hands. It was wonderful news to hear that Centene's contract was not renewed at Hanley Primary Care Centre. In your role as Executive Member for Health and Social Care, how will you campaign to ensure our local NHS services are not once again put into the hands of profiteering corporations?

Response:

The NHS was founded by a Labour Government after the second world war; after seeing the worst of humanity, we created a system intended to meet three core principles: that it meets the needs of everyone, that it be free at the point of delivery and that it be based on clinical need, not ability to pay. It is Our NHS and we don't want to lose it. Every single one of us in this chamber would have received NHS care at some point in our lives. Do we want a system that only caters to those who can afford it or a service that is universally available to us all?

The chronic underfunding of our NHS by this government is an ideological move and is setting up our NHS to fail, putting staff under pressure and cutting training available for health and social care professionals. This is all evidence of how an ideology based on privatisation and supporting profit making companies can lead to the destruction of some of our most valued assets, namely the NHS and social care. The US cooperation Centene is listed on the New York stock exchange with an annual revenue well over 100 billion dollars. It is the parent company of Operose Health which is in control of 58 GP surgeries over the country, making it the largest GP network in the country, covering half a million patients. Privatising the NHS isn't without consequence and will lead to deterioration of care. Privatised GP practices have failed to employ permanent GPs and turns work into profit-centred work not care-centred work. In 2021 the government of Valencia, Spain announced the reversal of private healthcare due to corruption of a company owned mostly by Centene, the same company in ownership of 58 GP practices in the UK. This highlights what could be to come.

The decision to not renew the contract of a very large international corporation is just one step in ensuring public services are kept in public hands.

There is still more for us to do – the contract for Hanley Primary Care Centre will now go out to tender. We will continue to campaign for an NHS in the hands of local patients, not for-profit healthcare giants.

The Mayor advised that the time allowed for questions had expired and that the following questions would receive a written response:

Question (i) from Cllr Burgess to Cllr Ward, Executive Member for Finance, Planning and Performance:

We all know that Islington is one of the most densely-populated boroughs in the country. Islington Council continues to provide more safe, decent, genuinely affordable homes for our whole community, and that must include our Gypsy and Roma Traveller community.

One of the sites identified for Gypsy and Roma Traveller accommodation during the Local Plan process is 207A Junction Rd, the current site for the Shaolin Temple. Our community fully supports the provision of accommodation for the Gypsy and Roma Traveller community but wants to make sure that the Shaolin Temple isn't lost. Can you confirm that the Council will support the Shaolin Temple as much as possible to source an alternative site if the Local Plan is approved?

Written response:

Providing safe, decent accommodation for our Gypsy and Roma Traveller community was a key commitment in our manifesto for the Local Elections in 2022. The GRT community is one of the most discriminated against across the country and it is vitally important that we work as hard as we can to secure them safe places to live. As part of our Local Plan process, we have identified three sites for GRT community accommodation. These include one on Ronalds Road and two on Junction Road, one of those is on the current Shaolin Temple site.

The Shaolin Temple is an important cultural and religious centre that serves many people in Junction Ward, Islington and beyond. The decision about the future of the Temple now sits with an independent Planning Inspector appointed by the Secretary of State. If the Inspector decides to confirm the proposed allocation of this site to provide permanent homes for Islington's gypsy and traveller community, the council is fully committed to working with the Temple to find it a new home.

The site is owned by Transport for London and leased to the Temple. The Temple's lease of the site is due to end in 2026. As you know, Transport for London is under the control of the Mayor of London. I have committed to working with the Deputy Mayor for Housing and Residential Development to seek to find a new home for the Temple. Transport for London's Director of Property has written to the Temple. In their letter they state:

“The current lease for the China Cultural Fund runs through to 2026. As one of London’s largest landowners with 2,500 commercial tenancies across London, I am confident that we would be able to find a suitable alternative location for the Shaolin Temple should that be required. Throughout this period, we will of course continue to liaise closely with both the Council and our tenant.”

Question (j) from Cllr Jegorovas-Armstrong to Cllr Ward, Executive Member for Finance, Planning and Performance:

Can the council update us on progress against the target of completely divesting the council's pensions fund from fossil fuels?

Written response:

As I mentioned in my answer to Cllr Clarke, our council is totally committed to tackling the climate emergency, and that includes reducing the environmental impact of our pension fund. The latest figures from March 2022 show the Council has reduced its weighted average carbon intensity by 30% from the 2016 baseline and the potential emissions of the fund from fossil fuel reserves have been reduced by 78.9%. The fund recently transitioned its in-house equity portfolio to the Legal and Generally Paris aligned passive fund over the summer, which will see further substantial reductions when the next measurement is taken in early 2023. Exposure to any companies involved in fossil fuel activities will be very limited after this point and the Pension Fund continues to work to reduce emissions as a whole.

Question (k) from Cllr Hamdache to Cllr O'Halloran, Executive Member for Homes and Communities:

Many leaseholders are coming to us in huge distress in face of the bills they're facing for cyclical repairs. What is the council doing to help those households struggling to pay?

Written response:

Our council is determined to ensure local people have safe, secure, decent places to call home.

We appreciate that major works invoices are unwelcome at any time but the council as the freeholder has a responsibility to repair and maintain buildings, and leaseholders have an obligation under their lease to pay their share of the cost of repairs and maintenance through their service charge.

Strictly under the terms of the lease, service charges including major works are payable in full within 14 days. However, we realise to apply the lease terms about payment very rigidly would cause many leaseholders significant hardship, and for that reason we offer a range of payment options and hardship solutions which compares well with payment packages offered by other local authorities. Our payment options help resident leaseholders spread the cost of major works charges over a several years, including an interest-free period. In cases of hardship and where there is no other reasonable means of a leaseholder paying, we can consider putting a charge

on the property so that no payment is required until the property is sold. We give leaseholders 12 weeks to choose their payment option and we also promote free and independent debt advice services.

There is no general power to waive the recovery of leaseholder service charges, and this would be incompatible with the council's fiduciary duty. The "shortfall" of expenditure not recovered from leaseholders as a result of a waiver would fall on tenants. The council has limited discretion under the Social Landlords Discretionary Reduction of Service Charges (England) Directions 2014 to reduce major works bills in exceptional circumstances (where leaseholders are experiencing exceptional hardship, have no alternative access to funding the full amount and other unforeseen circumstances have contributed to their inability to pay). Consideration is given on a case by case basis. As most leaseholders have a sufficient level of equity for a charge to be placed on their property to cover their major works bill, hardship capping will not apply.

Question (I) from Cllr Russell to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

At the time of submitting this question, the Islington Council website states that:

"There are eight public toilets located conveniently around the borough. Seven of these are automated, fully accessible and are open 24 hours a day. There is a 20p charge to use these but are free for RADAR key holders. There is also an attended public toilet, which is fully accessible, serving traders and shoppers at Chapel Market. It is open 8am to 6.30pm Monday to Saturday and 8am to 4pm on Sundays. To help deal with anti-social street urination around Clerkenwell at weekends, a pop up urinal is available in Cowcross Street outside The Hope pub. It is available on Friday from 7pm to 6am on Saturday morning and from Saturday at 7pm to 6am on Sunday. You can find our automated public toilets at the following locations: Holloway Road, Seven Sisters Road, Highbury Crescent, Highbury Fields, Newington Green, Islington Green (closed) and City Road (closed)."

Age UK London campaigners are concerned that the automated toilets are all out of order. What is your plan to get them reopened?

Written response:

Islington council currently has 9 public toilet facilities made up of 7 automated public toilets located around the borough.

The 7 Public Automated Public Toilets which are open 24 Hours are

- Holloway Road
- Seven Sisters Road
- Highbury Crescent
- Highbury Fields
- Newington Green (Currently Closed)
- Islington Green (Currently Closed)
- City Road

With a set of public toilets which are staffed at Chapel Street Market in the south of the borough and a Urilift pop-up urinal based in Cowcross street.

Within the borough we also have a number of toilets that are open to the public at Islington Offices, Libraries, Leisure Centres, and Parks which number 40 sites with a variety of facilities, but they are not open 24 hours.

The 7 automated public toilets are the end of their natural life and parts are now obsolete for these. The council has identified a budget of £1m to replace the 7 automated public toilets with planning and the procurement of the toilets already in motion. Works on site should start in the first quarter of 2023 and the works completed in the fourth quarter of 2023. This will also include a planning maintenance contract for the 7 automated toilets which will be 3 years with an option of a 2-year extension to the maintenance contract.

The Key Decision report is being drafted and has been added to the Commissioning and Procurement Board agenda of 26th January 2023. We are pushing forward the procurement of the toilets and not waiting for the full planning consultation to be complete as this could delay the project programme by a further 3-6 months. All bar one of the toilets needs some form of planning consideration. Therefore, this route to procuring the toilets should save us time in delivering them and any planning issues will be picked up as part of the procurement process.

Furthermore, in our manifesto for the Local Elections in 2022, we committed to developing a community toilet scheme where we work with local businesses and they open up their toilets for local people to use when they're out and about. This is a scheme we're really excited about and currently working on, with more news coming soon.

Question (m) from Cllr Russell to Cllr O'Halloran, Executive Member for Homes and Communities:

Following the tragic death of Awaab Ishak after breathing mould in his home in Rochdale, what action has the council taken to review repairs processes for cases of mould?

Written response:

The death of Awaab Ishak has caused the social housing industry to rightly review urgently its approach to damp and mould. As a large landlord with a complex and varied stock Islington is also reviewing its approach.

Additional funding for remedial works has been agreed to allow packages to ventilate and insulate homes. We are recontacting all tenants who requested a damp and mould survey in the last two years and we are prioritising based on number of reports, vulnerabilities and complaints. Additional resources are being brought in to ensure we can visit any of these homes who still have an issue.

We will be reviewing all reported complaints over the last 2 years, members enquiries and resident reported cases of condensation, damp and mould and what additional

interventions can be made to address and resolve the issues. This may include additional works such as new ventilation or insulation.

The council has already conducted work to reduce the likelihood of damp on the most affected estates and further investment is ongoing. We will continue to use repairs data to source estates that need investment to reduce the chance of damp and mould.

We are working with health partners to overlay information about families with health conditions that may require we go even further in those houses prevent damp and condensation.

Our repairs service is investing in and will make greater use of remote loggers to help diagnose the cause of damp in properties. All staff are being retrained on damp and condensation and its impacts on health and possible treatments.

We are setting up a dedicated phone line and email contact for residents concerned about damp and mould. This line will offer advice, the ability to report concerns and book a surveyors visit.

A weekly panel will review cases of repeat reports of damp and mould with a view to sending senior surveyors and or increasing the levels of work or moving the family. We are also working with local housing associations to encourage them to take a similar proactive approach.

In addition, we're working with UCL and Building Expert Mike Peret to ensure we are using the best investigative techniques and designing an affordable retrofit package for the worst cases.

Damp and Condensation can only be controlled through effective repairs, investing in improving our stock, reducing overcrowding, and supporting residents with the cost of living. Islington is committed to delivering these across the borough.

215 COUNCIL TAX SUPPORT SCHEME 2023/24

Councillor Ward moved the recommendations in the report, Councillor Comer-Schwartz seconded. Councillor Russell contributed to the debate.

The recommendations were put to the vote and CARRIED.

RESOLVED:

- (i) To adopt the Council Tax Support Scheme for 2023/24 as contained in Appendix A to the report submitted.
- (ii) To retain the amendments to council tax agreed at full Council on 9 December 2021. To be clear, this means that, from 1 April 2023, numbers 1 – 4 below will continue to apply and 5 will be added:
 1. Council tax exemption classes A (unoccupied and unfurnished property that requires or is undergoing major repairs) and C (unoccupied and unfurnished property) will have a discount of 0% for all cases
 2. Council tax discount for second homes will be 0% in all cases

3. 3. Council tax discount for empty furnished lets' will be 0% in all cases; and
4. A premium will be charged at the maximum percentage allowed of 100% on the council tax of all properties that have remained empty for over 2 years but less than 5 years in all cases. A premium will be charged at the maximum percentage allowed of 200% on the council tax of all properties that have remained empty for over 5 years but less than 10 years in all cases. A premium will be charged at the maximum percentage allowed of 300% on the council tax of all properties that have remained empty for over 10 years in all cases.
5. In addition, where the Legislation allows for a higher potential council tax premium for Second Homes (also known as "dwellings occupied periodically"), the Council will levy the maximum council tax premium allowable from the earliest date that the Legislation allows.

216 MID YEAR TREASURY REPORT

Councillor Ward moved the recommendations in the report. The recommendations were put to the vote and CARRIED.

RESOLVED:

- (i) That the Treasury Mid-Year Review be noted.
- (ii) That the prudential indicator breach be noted.

217 STATEMENT OF LICENSING POLICY 2023-27

Councillor Woolf moved the recommendations in the report. The recommendations were put to the vote and CARRIED

RESOLVED:

- (i) That the continuation of the council's cumulative impact policy for a further 3 years be confirmed.
- (ii) That the Licensing Policy 2023-2027 be adopted, as attached at Appendix A to the report submitted.
- (iii) That the Licensing Policy 2023-2027 shall apply to all applications for a premises licence or club certificate submitted after 1 January 2023 be agreed.

218 STATEMENT OF GAMBLING POLICY 2023-25

Councillor Woolf moved the recommendations in the report; noting a typographical error in the agenda and that the duration of the Policy was 2023-25. The recommendations were put to the vote and CARRIED

RESOLVED:

- (i) That the results of the consultation feedback, as detailed in Appendix B to the report submitted, be noted.
- (ii) That the council's response to the consultation, in particular the proposed revisions to the policy, as described in Appendix B and section 3.9 of the report, be noted.
- (iii) That the Gambling Premises Licensing Policy 2023-2025 be adopted, as attached at Appendix A to the report submitted.

- (iv) That the Policy shall apply to all applications for a premises licence or club certificate submitted after 1 January 2023 be agreed.
- (v) The resolution of the Council not to issue any casino licences in the period 2023-2025 be renewed.

219 GRANT OF DISPENSATION

Councillor Khurana moved the recommendations in the report. The recommendations were put to the vote and CARRIED

RESOLVED:

- (i) That Councillor Rowena Champion be granted a dispensation, to allow her to participate in debates and votes on matters relating to waste disposal, energy from waste, waste facilities, waste transfer stations, reuse and recycling and any other waste related issues until Councillor Champion ceases to be a director of London Energy Ltd or until 28 July 2026.

220 CONSTITUTION REPORT

Councillor Khurana moved the recommendations in the report. The recommendations were put to the vote and CARRIED

RESOLVED:

- (i) That the amendments to the Constitution be approved as set out in the appendices to the report.

221 CHIEF WHIP'S REPORT

Councillor Khurana moved the recommendations in the report. The recommendations were put to the vote and CARRIED.

RESOLVED:

- (i) That Councillor Jackson be appointed as a substitute member of the Environment and Regeneration Scrutiny Committee for the remainder of the municipal year, or until a successor is appointed;
- (ii) That Councillors Staff and Weekes be appointed as substitute members of the Standards Committee for the remainder of the municipal year, or until successors are appointed.
- (iii) That Councillor Pandor be appointed to Cripplegate Foundation until September 2024, or until a successor is appointed.
- (iv) That the appointment of Marie Rosenthal as Interim Director of Law and Governance be noted, and to approve her appointment as Acting Monitoring Officer, until further notice.

222 NOTICES OF MOTION

Motion 1: Gambling Act Review

The Mayor advised that an alteration to the motion had been circulated in the second despatch of papers and this was formally noted by the Council.

Councillor Weekes moved the motion; Councillor Croft seconded. Councillors Hamdache and Gallagher contributed to the debate.

The motion was put to the vote and CARRIED.

RESOLVED:

- (i) To write to the Minister overseeing the Gambling Act Review, Paul Scully MP, informing him of our priorities for reform as reflected above and to ask the government to consider gambling a public health issue.
- (ii) To commence a proposal under the Sustainable Communities Act to push for legislative reform that will empower local authorities to better regulate gambling.
- (iii) To implement the reviewed and revised Gambling Premises Licensing Policy 2023-2025 (pending adoption by this Council). This robust policy will ensure applicants and operators whose premises are used for gambling have taken stringent steps to prevent gambling being a source of crime and disorder and to protect people from gambling related harm.

Motion 2: Right to Food

Councillor O'Halloran moved the motion; Councillor Clarke seconded. Councillors Jegorovas-Armstrong and Craig contributed to the debate. Councillor O'Halloran exercised her right of reply.

The motion was put to the vote and CARRIED.

RESOLVED:

- (i) To become a Right to Food borough and to support the Right to Food Campaign's five demands to Government urging that these be delivered nationally as a matter of urgency. These demands are:
 1. Universal free school meals. No child should go hungry and the Right to Food campaign is calling for free school meals for every child.
 2. Government to state how much of minimum wages and benefits (on which people are expected to live) is for food. The Right to Food Campaign wants Government to reveal how much money is factored in for food when setting minimum/living wages and benefits.
 3. Independent enforcement of legislation. Right To Food legislation must be accompanied by oversight and enforcement powers granted to a new independent regulatory body that will hold Government to account.
 4. Community Kitchens. The Right to Food Campaign believes Community Kitchens provide a workable solution to food poverty. Government

should fund dining clubs and 'meals-on-wheels' services for older people and others who are not able to shop and/or cook meals, school holiday meals for those most in need and cookery clubs for the wider community.

5. Ensured food security. Government must ensure food security and take this into account when setting competition, planning, transport, local Page 254 government, and all other policy.

- (ii) To stand alongside our communities in the face of the cost-of-living crisis, demonstrating leadership in tackling food insecurity and going further than the Right to Food Campaigns demands on a local level by committing to Islington's upcoming Food Strategy 2023-28 as pledged in the Islington Labour manifesto for the 2022 Local Elections.

Motion 3: Solidarity with striking workers

The Mayor advised that a proposed amendment to the motion had been circulated in an additional despatch.

Councillor Hamdache moved the motion; Councillor Russell seconded, Councillor Graham moved the proposed amendment. Councillors Heather and Gilgunn contributed to the debate.

The amendment was put to the vote and CARRIED.

The amended motion was put to the vote and CARRIED.

RESOLVED:

- (i) Continue promoting union membership to Islington's residents and to work collaboratively with the unions representing the Council's workers
- (ii) Support the attendance of Islington's two MPs at picket lines in solidarity with striking workers Page 255
- (iii) Write to the Secretary of State for Business, Energy and Industrial Strategy in opposition to anti-trade union laws, like the banning of online ballots and strikebreaking agency workers
- (iv) Write to the Secretary of State for Justice in opposition to the proposed British Bill of Rights, that threatens the right of workers to organise collective action.

Motion 4: Gypsy, Roma and Traveller Accommodation Needs

The Mayor advised that a proposed amendment to the motion had been circulated in an additional despatch.

Councillor Jegorovas-Armstrong moved the motion; Councillor Russell seconded, Councillor Burgess moved the proposed amendment.

The amendment was put to the vote and CARRIED.

The amended motion was put to the vote and CARRIED.

RESOLVED:

- (i) To continue to mark Gypsy, Roma and Traveller History Month every year to raise awareness of the prejudice faced by the Gypsy, Roma and Traveller community.
- (ii) To use this month to amplify the voices of the Gypsy, Roma and Traveller community and raise awareness amongst Islington's residents about their unique history, culture and heritage.
- (iii) To share resources from, and promote the campaigns of, groups such as the Friends, Families and Travellers organisation, London Gypsies and Travellers, and The Traveller Movement.
- (iv) To address the inequalities that the Gypsy, Roma and Traveller community face.
- (v) To ensure that Gypsies, Roma and Travellers experience an inclusive, fair and understanding community in Islington.
- (vi) To actively nurture harmonious relations between the settled community and the residents of any future Gypsy, Roma and Traveller site in Islington.
- (vii) To provide sustainable, green and biodiverse sites with facilities that are well insulated, well ventilated and affordable to heat in winter.
- (viii) To provide effective site management for Gypsy, Roma and Traveller sites in the borough.
- (ix) To provide training to key staff in Islington schools around successful practice working with families from Gypsy, Roma and Traveller backgrounds, including raising awareness around the culture and history of the Gypsy, Roma and Traveller community.
- (x) To encourage and support Islington schools in signing The Gypsy, Traveller, Roma, Showmen and Boaters' Pledge for Schools.
- (xi) To improve data collection around the experiences of the Gypsy, Roma and Traveller community, in order to improve their outcomes across key social and economic indicators.

The meeting closed at 10.15 pm

MAYOR



COUNCIL MEETING – 2 MARCH 2023

QUESTIONS FROM MEMBERS OF THE PUBLIC

a Sebastian Sandys to Cllr Ward, Executive Member for Finance, Planning and Performance:

How many Islington council tax payers had the Single Person Discount to which they are entitled removed from their account in December after they failed to notice or respond to a single email sent in November that had no follow up. And might officers time be better used in future years by making short reminder telephone calls than by first removing the discount and issuing a new bill and then reinstating it and issuing a third bill once people notice.

b Rebekah Kelly to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

As the new Liveable Neighbourhood schemes are rolled out across the borough, what is the plan for the existing 7 Low Traffic Neighbourhoods? Will they also benefit from investment to make them into Liveable Neighbourhoods?

c William Bateman to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

Why have the council decided not to notify residents that their parking permits are due to expire? Notification one month before expiry by both email and by letter would be courteous and in line with caring for the community and the residents that live here.

d John Ackers to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

Lambeth Council say in their critically received 2023 Kerbside Strategy policy 1.4 that *'Cycle parking spaces are always cheaper than all residential parking permits'*. Meanwhile Islington has the most expensive bikehangar spaces in London. Cyclists have been told that the council would 'invest in secure cycle storage with enough space to meet demand'. However there are 3000+ people on the waiting list for a space. When will the review of Islington bikehangar charges mentioned by officers in the most recent Environment and Regeneration Committee be complete?

e **Louisa Hillwood to Cllr Champion, Executive Member for Environment, Air Quality and Transport:**

Islington has taken impressive climate action since declaring a climate emergency in 2019. In December of 2020 the council agreed to serve only vegetarian food at catered meetings and events. This was a commendable landmark decision. However, two years have passed and the climate and ecological crises continue to become more critical. While the council has acknowledged the devastating impact that meat production has on the environment, it is yet to recognise the impact of dairy.

When compared to plant-based milk, dairy causes around three times as much greenhouse gas emissions; uses around ten times as much land; two to twenty times as much freshwater; and creates much higher levels of eutrophication. According to an Oxford University study, switching to a plant-based diet is the single most effective thing an individual can do to reduce their environmental impact. Not only do plant-based diets reduce emissions, they also require one quarter less fresh water, 76% less farmland, and reduce acidifying and eutrophying emissions which degrade land and water ecosystems.

Other councils such as Oxfordshire County, Cambridge City, Exeter, Faversham and Hythe have made commitments to serve fully plant-based food at catered meetings and events. In London, Lewisham has done the same. I'd like to see Islington take the next logical step by committing to serve only plant-based fare at catered meetings and events for which it is responsible. Not only will going fully plant-based reduce the council's own emissions, but it will help to normalise plant-based eating across the borough. By leading the way, the council has the opportunity to encourage wider plant-based dietary shifts, which scientific consensus shows is an essential and effective way to address the climate crisis.

Given the climate emergency and Islington Council's commitment to reducing emissions in line with the Vision 2030 strategy, will the council consider committing to serving fully plant-based fare at any future catered meetings and events?

f **Jonny Evans to Cllr Champion, Executive Member for Environment, Air Quality and Transport:**

At this time I believe that the matter of funding a new community space in Tollington Ward's only significant park in Wray Crescent is going to be discussed at the full council meeting on March 2. As we understand it, the original plan at this location faced significant local opposition, as a result of which the project as originally proposed foundered and is now up to full council for review.

Given a significant number of local people were opposed to the original plans on the grounds of lack of consultation, how does repeating such lack of consultation reflect LBI's constitutional commitments to ensuring the decisions it takes lead to improvements in quality of service, community representation, and increasing community engagement, given that the plans we believe may be proposed at this meeting haven't at this time been discussed with local people to any sincere extent.

I would respectfully ask that this project be put aside pending thorough consultation with the people of Tollington as to what they need from this precious green space, which is one of very few in Islington, a borough with less public park space than any other in the UK.

Having already encountered such resistance from the local community, why is LBI now raising this matter to achieve funding from a full council meeting without having first consulted with the local community concerning its revised plans?

g Lynne Friedli to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

A report from Age UK London revealed that 81% of Londoners would be more likely to visit shops, cafes, and businesses if public toilet provision were better. Has the Council conducted a local population needs assessment on the level of public toilet provision that is required to meet the needs of Islington residents? If a needs assessment has not been undertaken, what plans are in place to conduct a needs assessment to ensure that public toilet provision in Islington is adequate?

h Simon Carruth to Cllr O'Halloran, Executive Member for Homes and Communities:

Does the Council believe that the proposed programme of major works for Charles Rowan House, Margery Street represents a responsible use of public funds and a fair and humane attitude towards leaseholders living in the estate, given that:

- The double-glazed replacement windows which account for about two-thirds of the contract cost work out at a cost of about £4,000 per window.
- As a result, the cost imposed on a leaseholder with a three-bedroom flat is estimated by the Council to be about £41,000.
- This is happening at a time of cost-of-living crisis when most leaseholders, like most of the general public, are experiencing a real-terms reduction in their income.
- There is a viable alternative way of providing the necessary improvement in insulation of the flats at a fraction of the cost – namely installing secondary glazing which can be done from inside the flats and does not require replacement of the window frames or cause any issues in respect of the listed building status of Charles Rowan House.
- Although it is often claimed that double glazing is significantly more efficient at reducing heat loss, good secondary glazing can reduce heat loss by up to 65%. It also provides excellent noise reduction and causes less condensation and damp problems than double glazing. It is recommended for historic and listed buildings because it does not change the external appearance of the building.
- Several of the leaseholders in the estate already have secondary glazing, so they will not experience any noticeable improvement in insulation in return for the vast cost imposed on them, yet the Council refuses to allow them to opt out of this wasteful scheme.

- Although there is standard protocol whereby leaseholders in Council buildings can apply for a Deed of Variation to take responsibility for their own windows, the Council will not allow applications in this case because they say the deadline has passed.

i Mike Sanderson to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

In a response to Councillor Russell on the provision of public toilets in Islington, Councillor Champion said there are 'a number of toilets that are open to the public... which number 40 sites with a variety of facilities.' Will the Council provide a full list of locations and opening times for these facilities and make this information publicly available including in hard-copy format for residents without internet access?

j John McGeachy On behalf of Cornelius McAfee to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

In a letter to the Islington Tribune, Councillor Turan and Councillor Khondoker pledged that the Council will replace all of Islington's automated toilets with accessible facilities as part of a more than £1million investment in provision in Islington. Residents who require more frequent toilet visits (in particular, older residents and/or those living with certain health conditions) have been forced to limit their time outside or forego leaving the house at all. With works on site initially scheduled for the first quarter of 2023, can the Council provide an update on whether work has started; if the new replacements be themselves automated; and clarify what timescale residents can expect for its delivery?

k Leonie Philip to Cllr Bell-Bradford, Executive Member for Inclusive Economy and Jobs:

It is welcome that the replacement of seven toilets in the Borough will include a planning maintenance contract which will be 3 years with an option of a 2-year extension. Does this contract include the employment of toilet attendants paid at a London Living Wage with good working conditions? Is improvement of public toilet provision viewed as an opportunity to offer good jobs in the Borough? These jobs should pay a decent living wage, decent pension scheme, training to improve their future prospects.



COUNCIL MEETING – 2 MARCH 2023

QUESTIONS FROM MEMBERS OF THE COUNCIL

a Cllr Pandor to Cllr Woolf, Executive Member for Community Safety:

How is the Council seeking to challenge inequality in the delivery of our VAWG services while addressing the impacts of intersectionality for survivors of VAWG?

b Cllr Burgess to Cllr Turan, Executive Member for Health and Adult Social Care:

I read with concern that private care brokers are making millions from arranging social care beds for people who are medically fit for discharge from hospital. This is a terrible use of public funds. The situation would not have arisen had Conservative governments properly funded social care over the past twelve years. Please could I have your assurance that this is not happening in Islington.

c Cllr Hamdache to Cllr O'Halloran, Executive Member for Homes and Communities:

How many estates have cyclical repairs delayed by more than 3 years and how many residents are impacted?

d Cllr Jegorovas-Armstrong to Cllr Ward, Executive Member for Finance, Planning and Performance:

How many residents are behind on their council tax and how many council tenants are behind on their rent because of the introduction of Universal Credit?

e Cllr Russell to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

How much parking revenue is lost due to the Council's Roamer parking scheme and how many short car trips are generated by this policy?

f Cllr Heather to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

I would like to say how pleased I was to see the North London Waste Authority full-page adverts in the Islington Tribune encouraging residents to recycle their used electrical items. There was also a QR code in the advert to scan to find out more about recycling. I know the council is doing all it can to increase recycling rates in the borough working the local community and the NLWA. Can we please have an update on our recycling challenge in the borough and what more we are planning to do to increase our recycling rate.

g Cllr Poyser to Cllr Champion, Executive Member for Environment, Air Quality and Transport:

I am extremely proud to represent Whitehall Park, one of the earliest Conservation areas. Some its architecture is distinctive – majestic, even. I have frequently written to Council officers where this has not been respected – in bay windows, designs for porches etc. asking them to inform transgressors, and to new residents of the area. Our planet is facing unprecedented man-made natural disaster and Islington has taken a proud lead ensuring we are carbon-neutral by 2030. What steps is the Council taking to ensure that discreet solar panels, with the absolute minimum effect on the original Victorian and historic street designs, are encouraged across the Borough? Are we a leading Council in this area? Is the perception that Solar Panels are impossible in Conservation areas in any way fair?

h Cllr McHugh to Cllr Woolf, Executive Member for Community Safety:

Councillor Woolf, I'm delighted and thankful to see the excellent work that you are doing to eliminate violence against women and girls in Islington. Too often, in focusing on women and girls, there is an eradication of attention on the important role of men and boys. The violence is against women and girls, but nearly always it is initiated by men and boys. Not only are there male perpetrators to consider, but also men and boys have important roles to play in challenging social norms, speaking out and confronting prejudice.

Can you please therefore comment on how the Council's VAWG work and strategy addresses perpetrators as well as addresses men and boys in Islington more generally?

i Cllr Bossman-Quarshie to Cllr Woolf, Executive Member for Community Safety:

Islington has launched many initiatives in its effort to reduce knife crime locally such as the introduction of knife bins and no knife shops, which help to reduce the availability of knives. In my local ward, my colleagues and I are doing a lot to raise awareness on hate and knife crime, and we know some residents have felt empowered to report instances of crime. However, while we have seen rates of knife crime in the borough fall in recent years, there is still work to be done and 13 years of Tory austerity means the resources available to us to eradicate knife crime are limited. With the No More Red campaign, in partnership with Arsenal, as a starting point, how can we build on our partnership work with other key organisations in the borough to increase the work being done in the community to tackle the root causes of knife crime?

j Cllr Hyde to Cllr Woolf, Executive Member for Community Safety:

As an Islington Labour councillor, I was extremely proud that, in the 2020 Council budget we heavily invested in our work to tackle domestic violence. Could you tell me what impact that investment has had since then on our work in this area and, in particular, increased the impact of MARAC meetings on the rates of domestic violence in Islington?

k Cllr Jeapes to Cllr Turan, Executive Member for Health & Social Care:

The LGA has recently called on the government to publish the Public Health grant funding allocations which helps local councils to fund vital health services related to drug and alcohol treatment, tackling obesity and health visits. After 13 years of Tory austerity, we know all too well the impact lack of sufficient funding can have on the services we deliver. Can you clarify whether we have received notice about our Public Health Grant funding allocation, and if not, can we commit to lobbying central government on this matter?

l Cllr Cinko-Oner to Cllr Bell-Bradford, Executive Member for Inclusive Economy and Jobs

The cost of living crisis is impacting local businesses due to rising costs in food and fuel. Supporting our local businesses is key to growing our economy, and providing jobs for local residents. What measures are being put in place to ensure businesses gain support to mitigate against these rising costs, and are considered in our procurement processes?

m **Cllr Clarke to Cllr Champion, Executive Member for Environment, Air Quality and Transport:**

Islington Council takes the global degradation of ecosystems, the climate crisis and pollution with the utmost seriousness. Given the fact that livestock farming accounts for between 16.5% and 28% of all greenhouse gas pollution and creates more carbon emissions than all global transport combined. The heating effect of methane is rising and livestock farming is the greatest source of methane released by human activities. Livestock farming is the greatest cause of habitat destruction and wildlife loss. Substitutes for animal products can greatly reduce this damage. What is the council doing to address the damaging effects of livestock farming and publicise alternatives to it?

Community Engagement and Wellbeing
Islington Town Hall, Upper Street, N1 2UD

Report of: Leader of the Council

Meeting of: Full Council

Date: 2 March 2023

Ward(s): All

Subject: Islington Together 2030 Plan

1. Synopsis

- 1.1. This report outlines the proposed content and launch of a new strategic direction for the borough, captured in a refreshed strategic plan.
- 1.2. It provides an overview of our approach to develop a new strategic direction informed by our dynamic Let's Talk Islington engagement programme, as well as the changing national and local challenges emerging in recent years. It outlines the key components of a refreshed strategic plan that captures our vision for Islington in 2030.

2. Recommendations

- 2.1. To approve the new strategic plan for official adoption and launch, attached as Appendix 1 to this report.

3. Background

- 3.1. In September 2021 we published our strategic plan: "Islington Together: For a More Equal Future", outlining our vision, key priorities and principles for the coming years. A decade on from our pioneering Fairness Commission, we recognised that while good progress has been made there is so much more to do in realising our vision of more equal future in Islington. Not least because of the massive challenges we have faced such as a decade of austerity, Brexit and the devastating and disproportionate impacts of the Covid-19 pandemic. Navigating

out of the pandemic with a new Leader of the Council at the helm, this was an opportune moment for us to refresh our priorities, tell our story and clearly reaffirm our mission. We wanted to build on the work that was started with the Fairness Commission and go further in understanding the experiences of our residents and refreshing our priorities to reflect the unique challenges that are faced in Islington today.

- 3.2. In the last few years the challenges we face have continued to change. We have seen the rise of the 'gig economy', where local people rely on work which is often precarious with short term or zero hour contracts. We know more working families in Islington are forced to depend on food banks, we have an ageing population and an exponentially rising demand on social care. Recent events have shone a light on the scale and complexity of the challenge for both local people and public services. Just as the pandemic exposed stark inequalities, the current cost of living crisis, the war in Ukraine and the unstable economic picture have all dealt a further blow.
- 3.3. In this time we have also heard more from our communities about the different way these challenges affect them, in their own words. We launched Let's Talk Islington in November 2021 with the mission to dig deeper into people's experiences and invite critical challenge from those who live, work and study in the borough to inform the action we need to take to achieve our ambitions. We know that inequality can look and feel very different for different people. As a result, we focused this work on understanding how the different faces of inequality— poverty, mental ill-health, racism and others – really impact on people's daily lives. Our key questions were about what it means to different people to live a good life here and how exactly we can work better with communities to address these issues.
- 3.4. Through Let's Talk Islington there have been some clear messages: that Islington is an increasingly unaffordable place, where wealth and income inequality is stark; that people are concerned about accessing good quality and affordable housing and feeling safe in their local areas; and finally that local people want more meaningful opportunities to have a say on the issues that affect them and their communities. Many participants shared the details of lived experience of these issues and from this we have a clear picture to inform our trajectory to 2030.
- 3.5. What this picture tells us is that these are hard times and many in our communities are facing both acute and immediate hardship, as well as battling barriers that exist due to long-term, systemic inequalities. In meeting this challenge we recognise the constraints within which we operate as a local authority – both national and global. Many of the factors that generate inequality in our borough lie outside of our control. However, we still have huge scope to change lives. In hard times, we know that we need to be bolder and go further than ever before to make the best use of what we have. We need to make sure our priorities align with what

really matters to our local people and that our ways of working are responsive to the new challenges and opportunities we face. It is essential that we respond to the Inequality Task Force's recommendations to continue to hold an open dialogue with our communities and work collaboratively with communities and partners to create a more equal future.

- 3.6. The Islington Together 2030 Plan gives us a clear framework to acknowledge and respond to the context we find ourselves in now, without losing sight of our aspirations for the future. We have developed five clear missions which take on board feedback from the Let's Talk Islington engagement and advice from the Inequality Task Force. We also have the opportunity here to consider how we can change the way we work to help us meet those future challenges and the 2030 Plan sets out some clear steps to do so. If we have learnt anything from the last few years, it's that we don't know exactly what's coming, but whatever happens we are determined to be on the side of our residents working with, and responding creatively, flexibly and supportively to, those who need us most. This is a core message carried throughout the plan.
- 3.7. The new strategic direction has been developed with colleagues from across the Council to shape the direction of travel for the next decade. Feeding back to communities on how they have informed and shaped the plan will be a key part of the dissemination which is planned from March 2023 and will be an ongoing process to land the messaging and key elements effectively and sustainably.

4. Implications

4.1. Financial Implications

- 4.1.1. There are no financial implications arising from this report. All programmes set out in the Islington Together 2030 Plan will use existing available resources and therefore not create a budget pressure for the Council.
- 4.1.2. Any financial implications arising need to be considered and agreed as necessary by the Council.

4.2. Legal Implications

- 4.2.1. While it is correct to say there is no specific statutory duty to produce a strategic plan, it is a necessary element of good governance. The performance regime established by the Local Government Act 1999 as amended by the Local Audit and Accountability Act 2014 together with supporting legislation, requires the Council to work to achieve continuous improvement and best value. A strategic plan, its objectives and in time how the delivery measures up in terms of outcomes, are therefore one of the signifiers of a well-run local authority.

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

4.3.1. The strategic priorities include our ambition to work together towards finding local solutions to tackle the climate emergency as well as how we will deliver our ambition to achieving net zero carbon by 2030.

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 is not required in relation to this report as Equality Impact Assessments will be considered and developed separately for each of the strategic programmes set out in the plan. The refreshed strategic plan sets out the council's approach to removing and minimising disadvantages by putting Challenging Inequality at the heart of our plans. There are no specific equality impact issues to consider as a result of this report.

5. Conclusion and reasons for recommendations

5.1. The launch of the 2030 Plan will provide a compelling, collective vision for the coming years for the borough as we respond to current challenges such as the cost of living crisis, as well as planning for the future. We recognise the constraints within which we operate as a local authority – both national and global. However, we still have huge scope to change lives. Our new strategic direction will provide critical focus on utilising the power, resources and assets we do have in meaningful, creative and innovative ways to maximise the impact on local people and place to build a more equal future.

Appendices:

- Islington Together 2030 Plan
- Islington Together: The Islington Promise
- Islington Together: Let's Talk Islington Summary

Background papers:

- None

Final report clearance:

Signed by: **Cllr Kaya Comer-Schwartz, Leader of the Council**

Date: Wednesday 22 February 2023

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ISLINGTON TOGETHER

2030 PLAN



ISLINGTON

For a more equal future

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Foreword.

Our ambition for 2030 is to create a more equal Islington where everyone is able to thrive.

Islington is a wonderfully diverse borough. There are more than 215,000 people who live here and every one of them has an equal right to thrive. However, we know too many of our people are in danger of being left behind. The world has become more fragile and uncertain. Poverty, mental illness, anxiety about the future, lack of access to good jobs, poor air quality and housing conditions, prejudice, racism and injustice are all factors which hold too many people back, limiting their opportunities, choices and their autonomy to shape their lives in the way they want.

In 2010 we set up our pioneering Fairness Commission to look into how to make the borough a fairer place. A decade on, we have made good progress. We were the first Local Authority to gain accreditation as a London Living Wage employer. We've built 800 new genuinely affordable homes in recent years, including award winning projects like the Redbrick Estate. We've developed initiatives to target health inequalities such as Parks for Health, which looks at how our communities spend more time enjoying our parks and green spaces to improve health and wellbeing.

However, we recognise that the challenges we face continue to change. In the last few years we have seen the rise of the 'gig economy', where local people rely on work which is often precarious with short term or zero hour contracts. We know more working families in Islington are forced to depend on food banks, we have an aging population and an exponentially rising demand on social care, and of course all this against the backdrop of a decade of austerity, Brexit, the Covid-19 pandemic and now a cost-of-living crisis. These continuing challenges for our communities have shone a light on the scale and complexity of the challenge for both local people and public services. As we enter a new, post-pandemic chapter in Islington – with a

new Labour administration resolutely focused on tackling inequality – we know that we need to be bolder and go further than ever before.

We will be relentless in our drive to create a more equal Islington where everyone has the power to live their lives on their own terms. To do this, we will need to be bolder and more innovative than ever before. To give some examples, we will become a Child Friendly Place so that children and young people growing up in Islington feel safe and nurtured, and we will create opportunities through our Apprenticeship Academy to equip the next generation with the skills they need to thrive. We will work side by side with our voluntary and community sector partners to support our young Black men with their mental health and to build the Bright Lives Alliance, through which we will pool our collective resources to support our communities and deliver more impact than we can alone. We will continue to build more homes, invest in and improve our current housing stock through the Thriving Neighbourhoods programme, while also working with Crisis – the national homelessness charity – to end homelessness and eliminate rough sleeping so that all in our communities have a safe place to call home. And finally, through the Parks for Health and Shared Lives programmes we will ensure that everyone can live well and in good health by enjoying the wonderful green spaces within our great borough. There will be much more to do but this is our starting point.

If we have learnt anything from the last few years, it's that we don't know exactly what's coming, but whatever happens we are determined to be on the side of our residents working together to build a future of which we can all be proud.

Executive Summary

The Islington Promise.



Inequality in Islington is not new. While we have made progress in the past decade, Brexit, the pandemic, the current cost of living crisis and other national and local challenges mean our communities are facing new hardships.

We are living in an increasingly uncertain world and far too many in our communities are not only struggling to put food on the table today but are dealing with the intense stress and anxiety about what tomorrow will bring.

These are tough times, but we promise, whatever happens, we will be on your side.

In order to understand what life is like for people who live here, we need to invest time in talking to our diverse communities, listening to their hopes and fears and their ideas for change. We hear parents telling us they are worried about their children growing up and feeling safe in their neighbourhoods, and young people who are anxious about being able to afford to buy or even rent a home in the borough where they have grown up. For a borough so rich in culture and enterprise, far too many local people are locked out of the opportunity to benefit from what is on their doorstep because of financial and other barriers.

We are determined to confront these challenges together.

We will continue to listen, to fight your corner on the national stage, but also work side by side with you to take meaningful action to create a more equal future together. We know we will only succeed if we work together to pool our collective resources – our creativity, our relationships, our connections – to become more than the sum of our parts.

This plan sets out a bold vision for working together with our diverse communities to create a more equal future for our borough by 2030 and the five key missions we have set ourselves in order to achieve this. We want Islington to be a place where people know their children will get the very best start in life, where people can access help and support when they need it and where wealth is created and enjoyed locally. A place where people can live sustainable, happy and healthy lives.

We have set ourselves **five missions** in order to create **a more equal future** for Islington in 2030:

Child-friendly Islington:

By 2030, Islington is a place where all children and young people are rooted in a community where they feel safe, can thrive and are able to be part of and lead change.

Fairer Together:

By 2030, everyone in Islington who needs extra help and support can access the right support for them at the right time and in the right place.

A Safe Place to Call Home:

By 2030, everyone in Islington has a safe, decent and genuinely affordable place to call home.

Community Wealth Building:

By 2030, there is a sustainable, inclusive, and locally-rooted economy in Islington, where wealth is shared fairly and residents and businesses feel they have a stake in their community.

Greener, Healthier Islington:

By 2030, communities in Islington can access, and enjoy London's greenest, cleanest and healthiest neighbourhoods and are able to live healthy, fulfilling and independent lives.

For each of these missions, we will keep challenging ourselves to do better with and for our residents. For example, we've launched the Thriving Neighbourhoods programme, investing £10m to ensure everyone has a safe place to call home. Through Fairer Together, we will ensure anyone who needs extra help has access to a new Access Islington Hub in their local area offering support on money, work, food, family, safety, housing and wellbeing. And our Community Wealth Building programme is providing affordable workspaces for local businesses such as SPACE4 in Finsbury Park, which since opening in 2019 has had 46 regular workspace users. To deliver on our Net Zero Carbon ambitions, we have established Liveable Neighbourhoods and through the Greening Together programme will deliver up to 1.5 hectares of new green spaces by 2030.

Achieving our shared ambition for a more equal future is not just about what we do, but how we do it. We can only bring about the change we all care so deeply about through a collective endeavour with local businesses, other public services, residents and community organisations. Our communities tell us that they want to be much more involved in identifying and addressing local issues. We know they are the experts on their lives and the challenges they are facing and they need to be in the driving seat in terms of coming up with the solutions that will make the biggest difference. It is only by working **together that we can create a more equal future in Islington.**

Our Islington Promise sets out what local people can expect from us, and also what we are asking from them. No one knows exactly what the future holds, but we can promise that we will confront it together.

The Islington Promise.

Creating a more equal Islington is a collective endeavour.

We promise to:

Relentlessly tackle inequality by enshrining this value in everything we do – from waste collection to social work to community events.

Always be on your side by putting our residents first, listening and working together to make a tangible difference to lives and livelihoods in Islington.

Be bolder and more innovative by testing new service models that help to break down barriers and create new opportunities beyond what has always been done.

Provide accessible help and support which works for all – and where it doesn't, we will make changes so that no one ever faces barriers in accessing what they need.

Invest in the local economy by supporting local businesses to flourish and brokering jobs and opportunities for the good of local people.

In return, we ask that you:

Get involved by participating and playing an active role in your community, whatever that means to you.

Speak up by challenging inequality in your community and networks.

Be part of the solution by helping us design and shape local schemes and projects, telling us when we get it right and, importantly, how we might improve.

Invest in Islington by shopping and spending locally to support small businesses.

Be proud of our borough by helping us look after this borough we all call home – keeping our streets clean and reporting problems where you see them.



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SECTION 1

The case for change: understanding inequality in Islington

Key facts about life in Islington.

Inequality is a defining feature of life in Islington. For many people in Islington, differences in access to wealth and opportunity mean that they often feel as if they lead parallel lives to those around them, even those who live on the same street. We know that not only is this a moral failing, but that this disparity has very real impact on the health, wellbeing and prosperity of our residents and our borough.

↑ 19%

The population of Islington is estimated to be 216,767 in 2022. **This is an increase of approximately 19% (39,189 people) since 2011.**

16,699 people

1km²

Islington is the most densely populated local authority area in England and Wales, with 16,699 people per square km. This is almost triple the London average and more than 38 times the national average.

3rd

Islington is the third smallest borough in London covering 15km squared.



Only 13% of the borough's land is green space, the second lowest proportion of any local authority in the country.

24th → 53rd

Islington has moved from the 24th most deprived local authority in England in 2015 to the 53rd most deprived in 2019 (out of 317 local authorities). **Islington is now the 6th most deprived local authority in London (it was 5th in 2015).**



2.7%

It is estimated that the population of Islington will grow by 2.7% (6,600 people) between 2022 and 2032. **The biggest population increases are expected in those over 65 years.**



33% of Islington's residents are from a Black, Asian and Minority Ethnic group.



Socially rented properties make up 35% of the borough – 25,400 rented by the Council and 16,500 by housing associations.



The pattern of deprivation differs to other London boroughs, with affluent areas being immediately next to deprived areas. This is displayed below in the map of social housing estates which are scattered throughout the borough.

♂ 9.8 years fewer

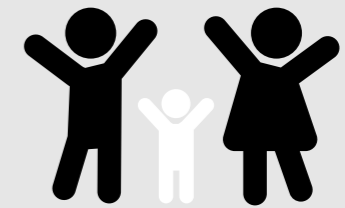
Men living in the most deprived areas in the borough are expected to live 9.8 years less than those who are the least deprived in Islington. This is higher compared to London (7.2 years).

↑ 80%

There is 80% higher death rate from avoidable causes amongst the most deprived in Islington. Black communities are more likely to die prematurely of cardiovascular disease.



34% of adults aged 60 or over are living in income deprived households – more than double the average for England (14%) and 11% of Islington households experience fuel poverty.



Young people as a group are more likely to live in deprivation than the rest of the population. **28% of children aged under 16 live in income deprived families** – the highest percentage in London and 10th highest in England.

£ 70%

On average, rent accounts for about 70% of gross earnings in Islington.

9,800

Islington had had the highest proportion of working age population claiming sickness and disability benefits (approx. 9,800 people) in London in February 2020 – the main reason being mental ill health.

Nationally and globally, we are facing tough times – an economic downturn and a cost of living crisis which are likely to push many more of our residents into poverty. National research has shown that the cost of living crisis is likely to continue to drive inequality – as the Runnymede Trust has revealed, people from Black, Asian and Minority Ethnic backgrounds are 2.2 times more likely to be in deep poverty than White people, and drilling down, Bangladeshi people are more than 3 times more likely.

The picture is stark, but we need to understand what we are up against. This is the moment when strong leadership is most important. We are committed to standing with our communities and using all of the power and resources at our disposal to help them through these challenging times.

Listening to our community.

In September 2021 we published a refreshed strategic plan: **“Islington Together: For a More Equal Future”**, outlining our vision, key priorities and principles for the coming years.

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This launched an ambitious programme of community engagement, Let's Talk Islington. The programme was all about using innovative approaches to seek thoughts and ideas from our diverse communities about what inequality means to them and how they want us to work together to build a more equal future for Islington.

Twelve years on from the pioneering Fairness Commission, our understanding of inequality is more nuanced, shaped by the racial, health, and gender inequalities that Covid-19 revealed in a stark light. Let's Talk Islington embraced an intersectional approach to inequality: recognising that economic circumstances intersect with social or identity factors to produce different outcomes for different groups such as inequality of access to public services, inequality of health outcomes, and inequality of access to green space.

To make this approach as effective as possible, we wanted to hear from those who don't usually engage with the council, building a broader base of engaged residents which improves our understanding of the borough and avoids 'engagement fatigue' from those people we may work with more often.



The range and depth of what we heard from people in Islington is extremely rich. Across the piece, the message has been loud and clear in several areas:

- Perceptions of inequality within and beyond Islington was widespread. Adults predominantly spoke about **disparities in income and wealth** affecting access to opportunities and services. Children and young people also mentioned differences in access, but their concept of inequality was much more interpersonal, giving examples of how people are treated differently.
- **Housing and safety were top priorities** according to feedback in our VCS workshops and in the open survey across gender, ethnic groups and disability status. Housing was a clear priority in the survey, whereas there was much more variation in VCS workshops. Residents highlighted the **interconnections** across priority areas and importance of joined up work.
- Students spoke about a broad range of aspirations. When asked about Islington in 10 years' time, adults most frequently wrote about a greener and cleaner borough, despite this being a lower priority for action.

Residents also raised a wide range of other issues affecting their lives including their:

- Pride in Islington's **inclusiveness and diversity**, although some raised concerns about divisions and exclusion.
- Concern that Islington is increasingly **unaffordable**.
- Desire for more **meaningful dialogue, engagement and action** and **more responsive council services**.
- Concerns and aspirations related to health and wellbeing, employment and education.

Residents of all ages offered ideas on how to tackle inequality and improve the borough, including repurposing existing buildings, progressive taxation, civic education, easy read signage, community energy hubs, specific services and support, and more opportunities for people of different ages and backgrounds to interact.

Snapshot of lived experiences.

To explore these projects in full, please go to our [website](#) where you can listen to and watch more resident stories.

Growing Up in Islington

Pupils aged 11-16 from The Bridge Secondary School, a school providing support for children with particular special educational needs and disabilities (SEND), worked with Little Angel Theatre to explore life in Islington through puppetry. Each young person created their own puppet character and narrated their experiences in a short film, touching upon housing, financial circumstances, parks, safety and mental health.



Celebrating Ageing in Islington

London Metropolitan University researchers ran a project in collaboration with Hornsey Lane Estate Community Association, a community centre in a deprived area of the borough. Researchers worked with eleven older people (aged over 55) in a social lunch-club setting to share stories of their lives in Islington and experiences interacting with the council. Participants spoke about a wide range of issues including the importance of community infrastructure, resilience, and supporting young people through intergenerational conversations. Participants used a personal memento to share their story and had their personal portraits taken.

"I think the centres is absolutely amazing. That is the best thing they've done to have all these centres, especially for the elderly and for young, young people as well. At least, you have nowhere to go, you know you're going to meet your peers. You know you're going to meet people of the same level as you. I mean, I love all of these community centres."

Hannah



Proud Islington

London Metropolitan University and local filmmakers coordinated a project which trained nine LGBTQ+ people in documentary filmmaking techniques as a medium to express their experience of being LGBTQ+ in Islington. This visual research methodology is called 'videovoice'. Participants wrote and recorded short films capturing what it is like to be LGBTQ+ in Islington, from the impact of homophobic attacks to an aspirational look at how Islington could be 'the gayest borough in the galaxy'.

"...listening to people's experiences, I realised that there's something bigger and important happening. We have been all affected in one way or another. The cost of living is up, businesses are struggling... I tried to collect as much as I could to represent this issue, but also capture local initiatives to fight back and create a safe space for us, the LGBTQ+ community. This is just the beginning and out there are so many projects and spaces that we do not know. It's time to get together, even more, and create /consolidate those spaces to coexist and find our community."

Antonio, participant

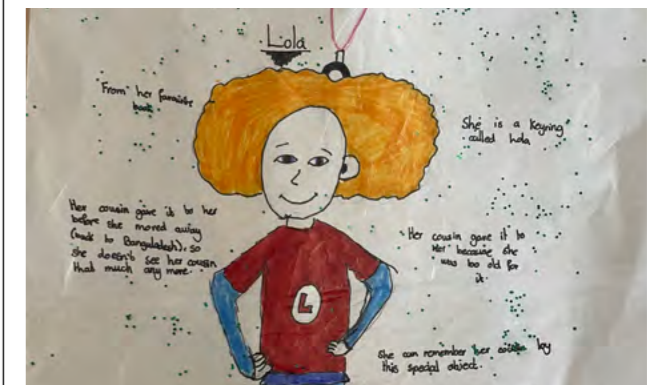


Anthropology By Children

Anthropology By Children (ABC) is a series of images created by children in Year 6 (aged 10-12 years old) to describe experiences of school and life in London. Techniques such as sketched field notation, proxemic mapping, live improvised narration and photo-voice techniques enabled the children – whether born in London, recently arrived as asylum-seekers, native sign language users or children who use English as a second language (if at all) – to communicate their perspectives, ambitions and concerns about their futures.

"Let's Talk has been a really exciting and innovative initiative and the ABC project in primary schools has been a key example of this. Year 6 Islington students across several schools have been given the opportunity to learn and use visual ethnographic techniques such as photography and drawing to tell their stories of living in the borough... These approaches have meant that those who have less facility with English have not been counted out and have even taken leading roles in presenting their class's work. Their perspectives, not often gathered in research efforts, have been insightful, practical and in some cases, immediately actionable"

Dr. Kelly Fagan-Robinson, ABC lead



For more information on all of these projects – and to listen to and watch some of the recordings and videos – please visit our [website](#)

You said...



Perceptions of inequality within and beyond Islington was widespread. Adults predominantly spoke about **disparities in income and wealth affecting opportunities and services**, but students also mentioned differences in access. There is a concern that Islington is **increasingly unaffordable**.

...we did

Declared a **cost of living emergency** and announced a £2.6 million support scheme to help households facing hardship and are supporting **warm community spaces** for those faced with unmanageable energy costs at home. Our **Income Maximisation team** has supported low-income households to access over £5m pa they otherwise wouldn't have in the last year.

Opened a **new youth centre on the Andover Estate** which gives young people aged 11 to 14 access to a broad range of activities and a hot meal.

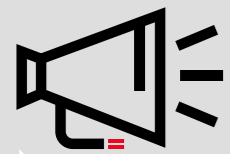
Launched our pioneering strategy to create new **affordable workspaces**. We have already delivered over £1.24 million equivalent of social value output up to March 2022.

...we will

Launch three **Access Islington Hubs** in 2023 which will be a local place for local people of all ages to access the support, information and connections they need to thrive in Islington.

Double the number of accredited living wage employers in Islington to 600 by 2024 to **make Islington a Living Wage place**.

As well as continuing to provide **free school meals for every child** we are also supporting the delivery of the refreshed **Islington Food Strategy 2023-28**, coordinated by the Islington Food Partnership, equivalent of social value output up to March 2022.



Housing and safety were top priorities for people from a range of different backgrounds in terms of gender, ethnicity and disability status.

...we did

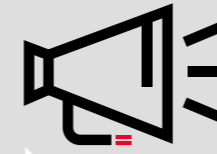
We are committed to the biggest **new build programme** in Islington for a generation, including the delivery of over 800 new genuinely affordable homes for local people.

Launched our **Thriving Neighbourhoods programme** which gives local people the opportunity to shape improvements on our estates.

...we will

Continue to support new homes which are being built across the borough, for example, the City of London Corporation will build **91 new affordable homes** on its York Way Estate.

We're growing the number of **Safe Havens** in our borough - adding to the network of 120 places which serve as safe spaces for anyone who is in danger, feels threatened or in need of help.



When asked about Islington in 10 years' time, adults most frequently wrote about a **greener and cleaner borough**.

...we did

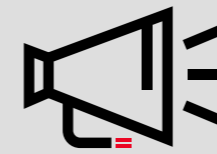
Started delivering on our targets through the **Net Zero Carbon Programme** which will ensure a net zero carbon borough by 2030.

Launched our **Parks for Health** programme which aims to ensure our communities can spend more time enjoying our parks and green spaces for the benefit of their health and wellbeing.

...we will

Support 38 community projects to flourish in 2023 through **Islington Greener Together** invites residents, businesses, and community groups to help shape a greener future, by bringing their ideas to life.

Work with Derwent and other partners to establish **Moorfields Life Sciences Hub**, a new economic sector in our borough, creating opportunities for the residents and businesses of Bunhill and beyond.



There is pride in Islington's **inclusiveness and diversity**, although some raised concerns about divisions and exclusion. There is also a desire for **more meaningful dialogue, engagement** and action and more responsive council services.

...we did

Started delivering on our targets through Launched our **Challenging Inequality Programme** in 2021 which tackles racism, inequity and injustice. We have already acted on the recommendations from our Let's Talk Videovoice project with LGBTQ+ residents as part of this to **create gender neutral toilet facilities** within council buildings.

Local Wellbeing Networks have come together throughout the borough and consist of statutory service providers, charities, community groups and residents committed to taking a more active role in their local community.

Our new **Bright Lives Coaching Service** launched in 2022 to work with adults who need additional help to thrive, supporting them through the challenges they face and strengthen their resilience and independence.

...we will

We have received funding of £1.6 million to lead the **Elevating Young Black Men and Mental Health Programme** for the next 3 years. This is a pioneering programme designed to improve life opportunities for young Black boys and men in Islington.

Deliver on our commitment to create a **Black Community & Cultural Centre**. A site is currently being reviewed with a plan to launch in 2023.

Review the **strategy for carers, people with dementia and people with autism** to drive up the quality of services for these groups. We are also developing a **locality based mental health** offer to ensure high quality, accessible mental health care for all.

The Inequality Task Force.

As part of the Let's Talk Islington engagement, we established an Inequality Task Force to explore the question **"how should Islington Council and partners work with communities over the next decade to create a more equal borough?"**.

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We convened the task force (see appendix b) to draw on a diversity of expertise and perspectives when formulating our strategic plan. While insight from the community gave us a rich understanding of what needs to change, the question of how we can create this change would remain unanswered without deep and critical thinking, given the complexity of the subject of inequality. We knew that if we continue to do the same things to tackle community issues we would get the same results, and so we brought together the task force to help us consider how we can work very differently to produce different ones.

The taskforce discussions started by exploring why inequality is so hard to tackle and what the biggest barriers are to tackling it. They then went on to explore what the most impactful way may be to tackle inequality based on these difficulties and challenges. Importantly, the taskforce highlighted that the responsibility for tackling inequality does not lie with one individual or institution, and that our powers as a local authority are limited in certain areas. Therefore, the taskforce emphasised that there

needs to be a collective commitment and a shared focus on how to tackle inequality in our borough working together with partners and communities invested in the future of the borough.

The taskforce also recommended that we take a broader understanding of inequality. While we know that wealth and income disparities are central to the reality of inequality in Islington – which we have heard clearly from our communities – it would be unwise to see the issue only through a financial lens. Instead, we should acknowledge the "vicious cycle of inequality" where income inequality interacts with different aspects of people's lives to affect their experience of having access, opportunity and being able to live the life they want in the borough.

"This broader understanding makes clear that inequality goes well beyond a simple inability of the poorest to buy necessities – it is a situation that deeply and negatively affects the identity, well-being and dignity of a large portion of our fellow citizens and Islington residents."

- Taskforce on Inequality



The task force highlighted that in order to truly break the cycle of inequality, there is a need to focus on growing the level of influence that people have over their own lives in Islington's communities. This could be on an individual level, for example about their family circumstances or job prospects, or it could be on a community level, about decisions made in their neighbourhood. To do this, the taskforce offered a set of practical steps which suggest that we need to:

- Continue to **hold a dialogue** with relevant communities in **locality-based areas**.
- Draw on our experiences from projects such as We Are Cally and **hold conversations that are open and honest** with communities to find solutions together and use deliberative techniques.
- Invest in staff capacity to be able to do this effectively and make sure we have the **right skill sets** to initiate and develop these conversations.
- Ensure that we build in robust ways to **measure our impact and share learning** from the beginning, weaving in qualitative as well as quantitative methods to do so, so that **citizen voice continues to be at the heart of decision making**.

For the full set of practical steps please see the report [here](#).

Inequality in Islington.

A complex interaction between three key factors.

The data on stark disparities in outcomes that we shared above, the insights from our residents through Let's Talk Islington and our conversations with the Inequality Task Force all highlight the way that income inequality interacts in complex ways with gender, race, sexual orientation, faith, disability and other factors, to prevent people from being able to realise their full potential.

Inequality in Islington is about power as well as money – it is about dignity, wellbeing and identity. It might be about being excluded from everyday activities such as leisure and cultural opportunities, not just due to money but also discrimination, a sense of shame and low self-esteem. It could mean hostility, being over policed and treated with a lack of dignity and respect. It might be not having control over where you live or who you live next to, or where your kids go to school.

Based on what we have learnt we have identified three ways in which inequality interconnects to affect the lives of our residents:

- 1. Poverty and affordability.** The data is clear about high levels of poverty in our borough. Residents told us they were deeply concerned about affordability of life in Islington, including food, leisure opportunities, clothing for their children and most notably, housing.
- 2. Quality of life.** Closely linked to poverty, inequality affects the conditions in which people live and work. Residents told us that their perception of their neighbourhood and particularly the feeling of being unsafe in their neighbourhood was a massive issue impacting on their quality of life. We heard about the importance of anti-social behaviour in disrupting a sense of wellbeing and exacerbating social isolation.
- 3. Power and agency.** Fundamentally, this is about the way inequality limits the ability of some people in our community to exercise power and agency over their lives and to make the sorts of choices that many of us take for granted. Residents told us about how they felt dismissed by services and institutions, not listened to or treated with respect when they spoke up, overpoliced and underappreciated by those that were supposed to serve, care for and protect them.

Each of these elements of inequality interlink to form a complex cycle of inequality that is unique to each individual but with many common threads. The choices and opportunities afforded to you in life are profoundly shaped by identity, and the intersections between different aspects of identity such as your ethnicity, your class background or whether you are disabled or not, which is evidenced in the data. For example, the disproportionately high rates of school exclusions among Black boys has a hugely damaging impact on their chances for the future. Exclusions do not only damage their education outcomes, but often irreparably harm self-esteem and the view of what is possible in life. Another example comes from resident feedback, where disabled residents have explained how they are often shut out from even the most basic opportunities, like being able to access information, leisure activities or employment.



Case study: evidence from Healthwatch Islington

There is a wealth of knowledge and expertise that exists within our local voluntary and community sector and communities. Alongside our Let's Talk Islington community engagement programme we opened a call for evidence to draw some of this into this process.

Some of the evidence that Healthwatch Islington provided supports this focus on putting power in people's hands to be able to have influence over the things that matter:

“Residents have consistently told Healthwatch throughout the years that they want to look after their own health. A number of barriers make this harder; income, number of hours spent working/caring, lack of information and personal knowledge about what's on offer. Health promotion work needs to factor highly in the wider programmes of work within the borough, supporting residents and families to understand their health and how to best support good health outcomes. This needs to be contextualised for residents' financial and practical circumstances. Residents have consistently told us that health information workshops are helpful, where they can ask questions to healthcare professionals and others with lived experience, to help understand and manage their health and well-being.”



SECTION 2

**Creating a
more equal
future: our
2030 missions.**

A more equal future for Islington.

Our ambition for 2030 is to create a more equal future for Islington, where everyone is able to thrive.

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We recognise the constraints within which we operate as a local authority – both national and global. Many of the factors that generate inequality in our borough lie outside of our control. However, we still have huge potential to change lives.

The key lesson we learned from the Inequality Task Force is that we can have greatest impact by working in partnership with our community to ensure that everyone in Islington is able to make and influence decisions about their own lives, to chart their own course and thrive on their own terms.



We want to create a 2030 where:

- all children and young people feel safe, belong, lead change and are able to thrive, leading to fulfilling lives.
- everyone who needs extra help can access the right support for them at the right time and in the right place.
- people are able to live healthy, sustainable and independent lives and enjoy London's greenest, cleanest and healthiest neighbourhoods.
- Islington is a safe, decent and genuinely affordable place to call home for all local people.
- wealth is shared fairly and residents and businesses feel they have a stake in their community.

This will require a clear and relentless focus on tackling inequality in everything we do.

In the words of our children and young people who submitted their own creative projects on their hopes for a future Islington...

"Mine is about animals, not normal animals but rainbow animals. Everyone is important in their own way."

Daniel, Age 8

"A forest, a tree, a jungle because at school we have been learning about deforestation. This is important because the animals are losing their homes. I think everyone should have a home in Islington."

Mekai, Age 7

"We are all different but we all matter and have rights. Unity is our friend."

Meryem & Kaia, Age 8

"Everyone is equal, I drew scales that move and everyone is balanced. There are houses and green spaces and schools. People who are equal and have access to opportunity."

Freya, Age 7

"If we have a fair community the world will be kind"

Sachie, Age 6

Our Challenging Inequality Programme launched in the aftermath of the global reckoning that followed the murder of George Floyd. In 2020 a spotlight was put on issues of inequality, racism and injustice which has led to a different type of dialogue, increased understanding and targeted action across the borough. Through this Islington Together 2030 plan, we want to mainstream this work so it permeates everything we do; all of our

priority programmes will maintain a lens of challenging inequality as the heart of the change we want to see. However, at the same time, we also want to keep a specific programme of activity to ensure continued and long-term commitment to eliminating structural inequity and discrimination in Islington. As part of our 2030 plan, our Challenging Inequality Programme will continue to drive these specific actions.

Our ambition for 2030 is to create a more equal Islington where everyone is able to thrive.

In tackling inequality, we will focus on:

Poverty and affordability

Making sure everyone has the financial means to access what they need for a good life.

Quality of life

Making sure everyone has the resources to live, learn, work and spend time in nurturing environments.

Power and influence

Making sure everyone has a real say over decisions that affect them and their communities.

To realise this ambition, we have... **Five missions.**

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<p>Mission</p>	<p>Child Friendly Islington</p>	<p>Fairer Together</p>	<p>Safe Place to Call Home</p>	<p>Community Wealth Building</p>	<p>Greener, Healthier Islington</p>
<p>We are determined to ensure that by 2030...</p>	<p>Islington is a place where all children and young people are rooted in a community where they feel safe, can thrive and are able to be part of and lead change.</p>	<p>Everyone in Islington who needs extra help can access the right support for them at the right time and in the right place.</p>	<p>Everyone in Islington has a safe, decent and genuinely affordable place to call home.</p>	<p>There is a sustainable, inclusive, and locally-rooted economy in Islington, where wealth is fairly-shared and residents and businesses feel they have a stake in their community.</p>	<p>People in Islington can live healthy and independent lives and enjoy London's greenest, cleanest and healthiest neighbourhoods.</p>
<p>Some of our key programmes are:</p>	<p>Making Islington a Child Friendly Place. Education Plan. Progression to adulthood.</p>	<p>Access Islington Hubs to improve access to help and support. Engaging our community through Let's Talk Islington. Fairer Together Locality Networks.</p>	<p>Building 750 new council homes by 2027. Thriving Neighbourhoods. Improving our response to anti-social behaviour.</p>	<p>Responding to the Cost of Living Crisis. Apprenticeship Academy. Islington Anchor Institution Network.</p>	<p>Net Zero Carbon. Integrated Health and Care Teams. Parks for Health.</p>



Mission one

Child-friendly Islington.

Our 2030 commitment

We are determined to ensure that by 2030, Islington is a place where all children and young people are rooted in a community where they feel safe, can thrive and are able to be part of and lead change.

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We, with partners, will put in place the building blocks for our children and families to build resilience. Our children will start well from conception, thrive by five, and develop and progress to adulthood well, to be life-ready by 21 within safe, healthy, nurturing and families. We will develop a child-friendly borough for our children to live and grow up in.

We will do this by working with partners and communities to design and deliver approaches that equip our children and families with the tools they need to grow. We will make sure the way we design and deliver services gives support to those who need it the most and in doing so, tackles inequality.



What will Islington look or feel like for residents?

- Children will feel safe in the community, will keep physically active and eat healthily which will all promote good mental health.
- Every child (including the most disadvantaged), whatever their background and ability, will have the same opportunities and ambitions beginning in early years to reach their educational potential in a good Islington school.
- All children and young people who attend our education settings will be well-equipped and empowered with the necessary learning and skills for life for their future in the world of work.
- Children, adolescents, and young people are kept safe across Islington through effective safeguarding, including preventative and violence reduction arrangements which respond to both familial and extra-familial harm. There will also be a focus on early identification and escalation of concerns.
- Young adults, particularly those we are corporate parents for and those with disabilities, transition well to and/or live healthy, independent, and fulfilled lives with strong networks.

What are we doing to get there?

1. Making Islington a Child Friendly Place to live and grow

We will change the way we approach place, by promoting play across our open and green spaces, investing in physical activity (cycling, scooting), and tackling obesity through healthy eating, all of which will contribute to good mental health. We will promote an alliance of leaders and partnerships to collaborate and invest in children starting and developing well, and to empower children, young people, and families to design the place they live in.

2. Putting children first with an inclusive and sustainable education system

We will drive educational excellence through inclusive and sustainable schools and settings that enable children to thrive, supporting early identification of need that triggers the right support. Our schools will encourage local activism, growing our future change makers in tackling climate change and investing in a greener future. We will develop a borough wide response with partners and businesses to employment and training for all young people, with a focus and commitment to our SEND and more vulnerable cohorts.

3 Supporting families through an enhanced Family Help offer

We will further develop our Bright Start, early help and family help support offer. This will be underpinned by collective responsibility through our one Supporting Families vision, strategy and outcomes framework. Our partnership by default approach wraps the relevant services around the child and family and puts the family voice at the centre. This also allows us to flex to the needs of our diverse communities.

We will better integrate the support around families with children aged 0 – 19 (25 for those with Special Educational Needs and Disabilities), and the use of social and physical community assets, through a family hub model to solve whole family issues, so children and young people are starting well, growing up well and progressing to adulthood well.

4. Supporting progression to adulthood

We, with our partners, will develop an integrated system that ensures the best experience through transition to adulthood, and empowers young people to become as independent, self-reliant, confident, and ready for life and the world of work as possible. Through this new approach we will work with adolescents and support them to see the psychological and social changes they experience as opportunities for personal growth, and in doing so, minimise the risk of negative outcomes as they transition into adulthood. This includes our commitments to lifelong corporate parenting for our care-experienced young people.



Child friendly Islington: testing new approaches

Family Hubs and Start for Life

We will join up and enhance services delivered through family hubs, ensuring all parents and carers can access the support they need when they need it. We will move to a family hub model, improve the universal Start for Life offer and transform family help and support around families with children aged 0 – 19 (25 for those with Special Educational Needs and Disabilities).

Child Friendly place

Together with other organisations in Islington, we will put in place the characteristics and framework to create a child and youth friendly Islington where the voices, needs, priorities and the rights of children play an integral part in public policies and programmes, as well as being involved in the decision-making process.

Progression to Adulthood

We will develop an integrated system that ensures the best experience through transition to adulthood, and empowers young people to become independent, self-reliant, confident, and ready for life and the world of work. We will embed lifelong corporate parenting and redesign integrated support for adolescents with multiple/complex needs.

Education Plan

We will implement our Education Plan to:

1. Ensure all our pupils, how we think of places exam results are in the top 25% in London
2. Create a sense of belonging so that every pupil wants to attend school and does
3. Ensure we have a good local school place for all children
4. Work in partnership with schools and settings so that we make the best use of good practice and do more of it
5. Use our data to target support to children and young people who are not doing as well as they should
6. Ensure no child feels discriminated against in any school or setting
7. Increase the number of two-year olds in free early education
8. Reduce the number of suspensions and permanent exclusions from school
9. Ensure every young person has the option of going on to further education, an apprenticeship, or work when they leave school
10. Ensure we take full advantage of Islington's unique access to digital, cultural and music organisations
11. Ensure every child quickly gets any extra support they need

Mission two

Fairer Together.

Fairer Together is our approach to working with the community to tackle inequality through high quality early intervention and prevention.

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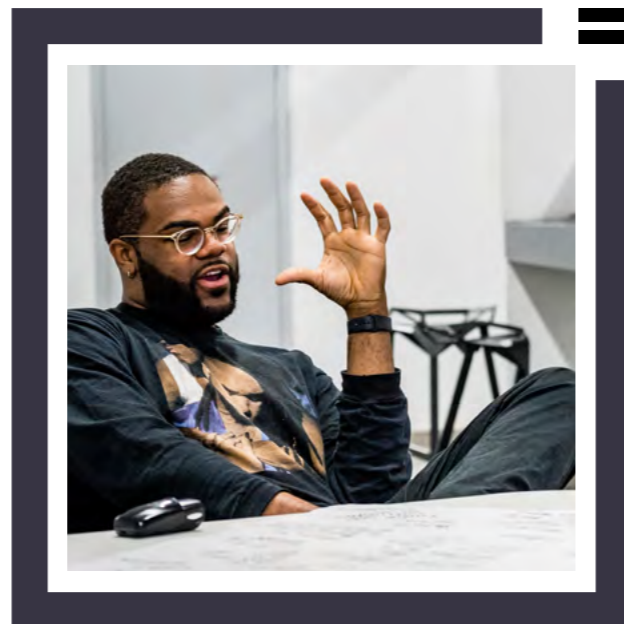
Our 2030 commitment

We are determined to ensure that by 2030, everyone in Islington who needs extra help can access the right support for them at the right time and in the right place.

To achieve this goal, we will need to make a series of radical shifts in the way we work.

1. We will work in partnership with empowered communities to tackle issues that are important for them
2. Our community is able to access support that they feel meets their needs
3. Our practice uses relationships as the key driver to generate sustained positive change
4. Our approach is consistent and shared across the whole borough and is understood by all
5. We are committed to understanding the impact we have and to a system which is learning led and continually improving

In each instance, we are aware of positive examples of where these principles are being demonstrated in action. However, by 2030, we need to see greater consistency to make the Fairer Together way of working the rule not the exception. This is how we will achieve a step change in the way we work with communities to deliver help and support to Islington residents.



What will Islington look or feel like for residents?

- Families face issues together with the support from their communities, access affordable, enriching activities and access support without judgment
- Help and support is accessible, culturally competent and anti-racist and tailored to the needs of our diverse communities
- People are in control of their own lives, set their own goals, have a single point of contact in the council who they know is available and cares about them, feel their experiences are validated and are able to live independently
- Communities – including the local community groups and organisations – are connected and mobilised around localities to deliver change in local areas, making the best use of shared spaces and assets such as community centres and libraries
- People of all ages and backgrounds access cultural and creative opportunities, build connections to local heritage, people and places and develop skills, knowledge and practices to thrive

What are we doing to get there?

1. Empowering strong and supportive communities

We will take action to create strong and nurturing communities and cultivate a sense of security and belonging. We will work with and support local voluntary and community groups and organisations. We will encourage local giving of time and resources, supporting people to help each other. We will support opportunities for communities to come together to celebrate culture and heritage, connect with local people and places and benefit from the joy of creativity.

We will put communities in the driving seat in terms of making change in their local area. We will explore new ways of engaging communities to identify local priorities, drawing on the learning from Let's Talk Islington and giving them tools and mechanisms to make decisions on how best to use local resources to respond to local need.

We will create new Access Islington Hubs at the heart of a network of places and spaces, including libraries, children's centres and parks and green spaces, where people can go to access help and support. This will be complemented by enhancing our online and digital offer.

2. Delivering high quality early intervention and prevention services

We will continue to deliver and strengthen early intervention and prevention services for children, families, working age adults and older people ensuring a greater focus on reaching out and tailoring support to marginalised communities to close inequality gaps.

We will establish and grow a new Bright Lives Alliance. The alliance is a programme designed to change the way we deliver community mental health and wellbeing services. The focus is on developing our early help offer for adults in the borough that need additional help and support, working closely with voluntary and community sector and community mental health partners.

3. Driving system change that supports more effective, joined up early intervention and prevention

We will use Fairer Together Locality Networks to bring services and practitioners together across the three localities, North, South and Central Islington, to create more joined up responses to residents in need. We will provide training and learning opportunities as well as multi-agency case consultation and advice to strengthen support and draw in specialist services as needed.

We will test new approaches to tailoring support to the needs of our diverse communities to ensure everyone is supported and empowered to create change in their lives and determine their own trajectories.



Fairer Together: testing new approaches

Access Islington Hubs

We will deliver three Access Islington Hubs, one per locality, as one stop shops for early intervention and prevention for people in Islington. Access Islington Hubs will be flagship sites for residents in Islington to access a multifaceted and diverse menu of advice and support services, including to raise any concerns about safety in their homes and neighbourhoods. The key dimensions of support to be available at and through the Access Islington Hubs are work; money; food; home; family; wellbeing; safety.

Access Islington Hubs will also offer a programme of learning and development for staff in each locality to support high quality early intervention and prevention practice and strong and supportive working relationships

Young Black Men and Mental Health

Our Young Black Men and Mental Health programme is a vital element of our Fairer Together early intervention and prevention strategy. It aims to transform the way the system works to achieve more equitable opportunities and better life chances for young Black boys and men living in Islington.

We have been successful in receiving investment funding of £1.6 million to lead a pioneering programme designed to tackle mental health inequalities which will help to create a better future for young Black boys and men and demonstrate Fairer Together in action. This three-year programme will see a much more holistic approach to addressing mental health issues among young Black boys and men in Islington, with the aims of improving personal mental health and wellbeing, aspirations, and life chances.

Mission three

A safe place to call home.

Our 2030 commitment

We are determined to ensure that by 2030, everyone in Islington has a safe, decent and genuinely affordable place to call home.

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What will Islington look or feel for residents?

- Families will aspire to live in our estates and our homes on residential streets across the borough, feeling the care taken in their homes and neighbourhoods
- Our residents will have a sense of trust with their landlord, and know that we will support them to live well and thrive
- Our residents' voices are important, and we will engage with and be accountable to them in the way we manage their homes and estates
- Residents experiencing, or at risk of homelessness, will feel well cared for and supported throughout
- Residents affected by all forms of Violence Against Women and Girls receive excellent support that is trauma informed, connected to their experience and that helps them to feel heard and protected
- New Homes will be places to be proud of, net zero carbon, high quality, easy to maintain and providing a positive environment to live, learn and work within

- Communities will see the investment in their homes, maintaining a sense of pride in where they live
- Residents feel safer in their neighbourhoods, parks and town centre and appreciate that the root-causes of anti-social behaviour in public spaces are routinely and actively tackled and managed by landlords, the council and police. They are also empowered and confident to contribute to resolving ASB issues.



What are we doing to get there?

1. Building new homes and investing in the safety of our current stock

750 new council homes will be under construction by 2027. We will invest in our core infrastructure, renewing lifts and building elements. We will provide reassurance to residents in tall buildings that they meet expected standards. We will work with health, social care and other housing partners to make sure we take the right action to respond to damp and mould. We will invest in the 'golden thread' to manage risks through regular checks and investment in the safety of our homes, working closely with the London Fire Brigade to direct our work.

2. Ensuring trusted landlord services

We will build trusted professional relationships with households and sustain tenancies and income for investment by supporting tenants to maintain rent accounts and foster financial resilience. We will maintain high levels of satisfaction with our repairs service.

We will ensure effective estate management meaning residents can enjoy a clean and peaceful environment. We know that the appearance of the local environment positively impacts the quality of life within communities and on the wellbeing of residents and will be investing in amenities through our Thriving Neighbourhoods programme. Estate Champions will work on our estates as a single point of contact for residents where we need to work harder.

We will also adopt a clear tenants' charter affirming our commitment to stand up for private renters. We will work with private landlords and residents to maintain and improve standards.

3. Making our communities safer

We will work together with police and other partners to improve safety and provide early identification of crime and anti-social behaviour (ASB) hotspot locations. We will refresh our approach to ASB, communicating a clear definition and developing easier pathways for people to report incidents. We will develop a clear and integrated approach across agencies and will work together to address the behaviours which cause residents the most concern (including visible, street-based ASB and noise and nuisance). We will also work across the council to understand and address the root causes of ASB, including through early intervention and prevention.

We will continue to develop and deliver on our strategies on youth safety, violence reduction, Violence Against Women and Girls (VAWG), and hate crime. These strategies have been co-produced with service users to ensure they capture, reflect and respond to lived experience and therefore make meaningful change. Islington has a zero-tolerance approach to the mistreatment, abuse and violation of women and girls. We are building capacity in our specialist VAWG services and developed the Domestic Abuse Daily Safeguarding Meeting to increase support to survivors and their families and increase actions to rehabilitate and make perpetrators accountable for their behaviours.

We will work to prevent knife harm and (serious youth) violence affecting young people, which has dropped significantly in our borough but should not be happening at all. This is also applicable to the exploitation of our young people through harmful practices such as county lines and drug dealing and 'running'. 3,000 weapons have been handed in through our knife surrender bins, representing 3,000 positive choices.

Community Safety will continue to make our borough safer for all residents. Through our recent Safe Spaces consultation, we have learnt where people feel safe and unsafe in Islington and how this varies for different groups. We are now acting on the lessons from the consultation to create safer spaces for residents, as well as trebling the number of Safe Haven sites across the borough from 100 to 300.



4. Preventing rough sleeping

We will prevent rough sleeping wherever possible and, where it cannot be prevented, make sure it is a rare, brief and non-recurring experience. In practice this means that we want to see more effective support to prevent rough sleeping from happening in the first place, and a tailored offer of support where it does, so people can build an independent life off the streets. Through the "Built for Zero" project, we will collaborate with the national homelessness charity Crisis to work towards ending homelessness and rough sleeping in Islington.

We will use the Stacey Street service to support rough sleepers in the borough and continue acquisition of one bed properties for rough sleepers or people threatened with homelessness. We will develop a multi-skilled team within Community Safety to deliver estate and street-based outreach services to those rough sleeping in the borough.

A safe place to call home: testing new approaches

Tenants Charter

The Islington Council Tenants Charter is focused on strengthening the relationship between residents and Islington Council and embodies all the great work happening across Islington to create positive relationships with customers. It also challenges Islington Council to go further – presenting an opportunity for us to take the lead in accountability and customer oversight.

By adopting this charter, Islington Council commits to:

- Stronger relationships – Islington Council will treat all residents with respect in all our interactions.
- Delivering excellent customer services and experiences – We will be easy to deal with, resolve your enquiries and keep to our promises.
- Effective communication – Residents will receive clear, accessible, and timely information from Islington Council on the issues that matter to them.
- Listening to and truly understanding your priorities – We will be prepared to change our services to meet your specific needs and take your feedback and suggestions for improvement seriously.
- Voice and influence – Views from residents will be sought and valued and this information will be used to inform decisions and working practices.

Thriving Neighbourhoods

Thriving Neighbourhoods is a £10 million investment programme that allows local people to help shape the transformation of shared spaces on estates across the borough.

The programme will:

- Improve play areas/multi use games areas on estates, creating active and healthy environments for residents
- Provide storage solutions to overcome overcrowding/fire safety issues in communal areas .
- Align with the Islington Greener Together Programme to improve the estate environment through landscaping and designing out crime .
- Revitalise estate-based housing community centres, ensuring that they are attractive, well-managed spaces, valued by the local community.
- Ensure residents feel safe in their local communities.
- Empower residents to shape their areas and be involved in local decision making and improving the community, estate and area in which they live in
- Help reduce any disparities amongst our estates .
- Be inclusive and fair, enabling disabled residents and the whole community to contribute to improving the community where they live.

Mission four

Community Wealth Building.

Islington has a strong and dynamic economy, many parts of which continue to thrive. However, our economy does not work for everyone, too many local people experience poverty and disadvantage and too many local businesses struggle to overcome barriers to growth. Without action, Islington's gap between the haves and have nots will increase.

Community Wealth Building is a way of tackling economic inequality and creating an economy that works for everyone. It is about maximising the role of the Council as an economic agent (as well as other key local organisations), taking advantage of our collective employment and purchasing power, as well as the local physical asset base. Building economic resilience and shared prosperity through Community Wealth Building is key to the Council's objectives to tackle inequality and improve life chances.



Our 2030 commitment

We are determined to ensure that by 2030, there is a sustainable, inclusive, and locally-rooted economy in Islington, where wealth is fairly-shared and residents and businesses feel they have a stake in their community.

For us, this means a place where people are supported into, and progress in well-paid, secure jobs. A place where local businesses prosper, and where our purchasing spend and social and economic infrastructure across the borough support and enable us to deliver these ambitions.

In each instance, we are aware of positive examples of where these principles are being demonstrated in action. However, by 2030, we need to see greater consistency to make the Fairer Together way of working the rule not the exception. This is how we will achieve a step change in the way we work with communities to deliver help and support to Islington residents.

What will Islington look or feel like for residents?

- More residents will be financially resilient and able to meet the cost of living
- More residents, particularly those who face the most disadvantage, will be in good jobs that pay a decent wage and have prospects to improve their economic wellbeing

- Islington will have a thriving, diverse and inclusive local economy, where people from all backgrounds are able to succeed in business, and where we support businesses to grow sustainably and operate safely
- Our residents and local businesses will have experienced a just transition to the green economy
- More council spend will be through local businesses, locking wealth into our local economy and delivering benefits for residents and communities through social value commitments
- Our buildings, schools and community assets will be modern, sustainable, safe and inclusive
- The Local Plan will have delivered key benefits around affordable housing, affordable workspaces, promoting an inclusive economy, and supporting delivery of Net Zero Carbon.

Community Wealth Building in practice: a case study

Encouraging innovation and enterprise in Islington

SPACE4 Tech Space in Fonthill Road is managed by Outlandish; a digital worker co-operative, owned by its members. It uses the money it makes to develop new projects for social change.

Specialising in technology that makes the world a fairer, better place, Outlandish produces web apps, data dashboards and monitoring tools that aid the discovery of new insights from complex data, to mass-impact campaigns and websites that promote causes and mobilise key audiences.

Outlandish and Founders and Coders adapted quickly to the challenge of COVID and lockdown, with many of their courses made available on line. This meant they've continued to achieve excellent social value outcomes.

In July 2020 SPACE4 reopened, with new health and safety measures in place to make everyone as safe and comfortable as possible. All measures were consulted and designed with members of the space. One of the developers who uses the space created a track and trace programme (some months before the government) so that they could keep people in the loop if anyone got symptoms.

With the space re-opened, members have returned in significant numbers. This has included a successful new partnership with Adult Community Learning (ACL), which offers digital and coding boot camps, funded by the GLA, to local residents.

Social Value Output:

£1.1m

Regular Workspace

Users:

46

Hours of expert
business advice
for local people:

932

Weeks of
apprenticeship
training:

74

What are we doing to get there?

Key to delivering our vision will be four programmes of work which will collectively contribute to tacking the cycle of inequality and improving outcomes for our residents, businesses and communities:

1. Promoting economic wellbeing

This is about empowering residents to build financial resilience, future proofed skills, and secure and retain good quality jobs. We will achieve this through key pieces of work such as a comprehensive package of support to help residents and businesses struggling with the rising cost of living. This will include immediate short-term support to get through the crisis, and longer-term support to improve economic wellbeing. We will continue data-led campaigns to maximise take up of key benefits and other financial support, and to identify and work with those households struggling with debt.

We will develop clear pathways into employment, including giving young people experience of the world of work, and actively promoting and creating apprenticeships and volunteering opportunities as a means of building the skills and confidence for work. We'll also work with our Anchor Institutions to increase job opportunities for local people and to improve diversity at all levels within our collective workforce. This will include providing targeted employment support through the Islington Working Partnership, as well as commissioning research on barriers to work for specific groups. Through learning from this research, we will be able to develop and deliver effective support, which will help tackle the inequalities faced by different sections of our community.

We will further promote good and sustainable jobs; it's not only getting people into work but ensuring jobs are well paid, and people are supported to remain and progress in work. This includes a New Deal for Workers - working with local employers to promote London Living Wage, fair terms and conditions, and the benefits of trade union membership. We will also work to harness opportunities from the Net Zero Carbon agenda to deliver skills provision and jobs for local residents in the green economy.

2. Creating an inclusive economy

This is about strengthening the local economy by supporting the development of key sectors, providing active stewardship of local economic places, and championing local businesses. Key to achieving this will be maximising opportunities for local businesses and jobs in key sectors of our local economy, including using the collective purchasing power of our Anchor Institution Network to purchase more goods and services through the local economy.

We will champion and increase diversity in business, including supporting entrepreneurs and start-ups from under-represented groups and challenging inequality in business including in specific sectors. We will harness the opportunities that key local growth sectors such as the green economy, life sciences and technology provide for local businesses and jobs. Using our programme of Affordable Workspaces, we will build and nurture socially conscious entrepreneurs and businesses who believe in delivering social value and fair practice.

3. Progressive procurement

We will leverage our spending power to not only deliver high quality outcomes and value for money, but also to maximise social value delivery for local residents and businesses through council commissioning of goods and services and working with partners across our Anchor Institution Network.

We will build social value commitments into our contracts and ensure that they are delivered. At the same time, we will work with other anchor institutions to identify opportunities for joint procurement, and to identify how we can use our influence to shape the market and encourage more providers to be fair and ethical and to deliver social value. We will also support local businesses and voluntary and community sector organisations to successfully bid for council and anchor institution procurement opportunities.

4. Social and economic infrastructure

We will use Islington’s asset base, planning powers and place-shaping influence to deliver genuinely affordable homes and workspaces and enhanced education and community facilities. This social and economic infrastructure provides key enablers for local wealth generation and the delivery of an inclusive economy, as well as supporting net zero carbon and community safety priorities.

We will adopt and implement Islington’s new Local Plan which supports our community wealth building ambitions, and use of Article 4 Directions to protect businesses, jobs and high streets. We are committed to ongoing delivery of affordable council homes and affordable workspaces programmes. We will maximise social value, Section 106 and Community Infrastructure Levy contributions to deliver real benefits to local residents, businesses and communities. We will involve residents, local communities and businesses in thinking creatively and ambitiously about how assets can support local wealth generation and provide greater agency and capacity. Another key priority will be to use planning policy to ensure all development is connected and inclusive, creating buildings and spaces that are safe and easily navigated and that promote social cohesion and community safety.



Community Wealth Building: testing new approaches

Green Economy Action Plan

Through our action plan, we will ensure our residents and local businesses benefit from a just transition to a green economy. Being just is about delivering necessary skills, opportunities, funding and support so local people can navigate changing industries and take part in a transformed economy that works for them.

Apprenticeship Academy

Subject to business case, this project aims to build an engine room to deliver the Council’s apprentice manifesto target. We will ensure that residents young and old are able to take advantage of new pathways into secure jobs (with a likely focus on the green economy), as well as potentially opening-up a new income stream.

Moorfields Life Sciences Hub

We will work with Derwent and other partners to establish a new economic sector in our borough, creating opportunities for the residents and businesses of Bunhill and beyond.

Islington Anchor Institution Network:

We have launched the Islington Anchor Institution Network to maximise opportunities and benefits for local residents and businesses by leveraging our collective employment and purchasing power and asset base.

Mission five Greener, healthier Islington.

Our 2030 commitment

We are determined to ensure that by 2030, people in Islington can live healthy and independent lives and enjoy London's greenest, cleanest and healthiest neighbourhoods.

What will Islington look or feel like for residents?

- Islington's neighbourhoods and estates will look and feel greener, attractive, cleaner, people friendly and less dominated by busy roads. They will be inviting for residents and business to enjoy and take care of, having been created by communities for communities.
- Islington will be a proud low carbon, low waste, low energy borough created by a shared endeavour between the council, residents, community organisations, large and small businesses and borough partners.
- Healthy neighbourhoods will mean that more residents will be more physically active, more often, confident to walk and cycle, actively enjoy local parks and make use of local and accessible leisure facilities.
- People feel safe, connected and included when requesting advice and support from health and care services.
- Health and care services will be accessible and meet the needs of our diverse communities.
- Access to information and support both online and in person will be far more efficient and accessible than ever before.
- Residents are passionate and proud about actively participating in making Islington's neighbourhoods the greenest and most sustainable in London.
- Residents and organisations bring to life local public spaces with local events, children's activities and community celebrations.

The delivery plan

1. Delivering Net Zero Carbon by 2030

Tackling the climate emergency is critical to securing the health and sustainability of our communities and neighbourhoods. We are investing in a flagship Net Zero Carbon Programme in response to climate change which aims to deliver a net zero carbon borough by 2030. This is set against a baseline of 610,000 tonnes of Carbon (2020).

As part of this programme, we are decarbonising all buildings including retrofitting all of the Council's housing stock and improving energy efficiency of the council's offices and facilities. We are also increasing capacity for solar energy on council buildings and housing stock to increase the use of renewable energy sources through heat and energy networks that can deliver zero carbon heat to communal buildings.

We will continue to develop People Friendly Neighbourhoods throughout the borough and embed these alongside further implementation of school streets and cycling infrastructure to promote an active and healthy borough. The council will support this with the reduction of emissions from the council fleet by reducing and moving to 100% electric vehicles by 2030.

We will also support businesses and partners to have access to green skills, services and products they need and support the local labour force to be skilled and resilient. A further aim is to use planning policies to support net zero carbon development which will be further strengthened by a Net Zero Carbon Supplementary Planning Guidance.

We have set ourselves the goal to reduce, reuse and recycle waste, with an ambition to achieve 40% resident and 75% business recycling by 2030 focusing on reducing food waste and improving recycling on our estates.

This also includes our Greening Together programme which will work alongside the People Friendly Neighbourhoods programme to deliver up to 1,000 or 1.5 hectares of new green spaces by 2030.

This will initially be a initially as 3-year programme of resident and community led greening and gardening projects to support better climate resilience including sustainable drainage and air quality and boost tree cover biodiversity.

2. Integrating Health and Care to provide seamless support for those who need it

We will establish integrated teams that will work together, in local spaces, to support residents with longer term vulnerabilities - including social, emotional, learning disabilities, sensory impairments, physical and mental health - and their Carers in their community. At the same time, we will manage risk and promote independence within three agreed geographic areas in Islington.

We will develop and implement strategies, including for: Family Carers, People living with dementia, autism and accommodation options for people with different levels of need. We will develop our strategies working with residents and partners to ensure we focus on the most important problems to solve and deliver the greatest impact for residents.

Greener, healthier Islington: testing new approaches

Parks for Health Programme

This programme aims to ensure our communities spend more time enjoying our parks and green spaces – leading to improved health and wellbeing and reduced health inequalities and that our parks are recognised as exemplar spaces for health and mental well-being. The objectives are to invest in our parks and workforce and working with VCS and health partners and residents.

A key part of the new service is innovation and how we use innovative technologies. Over the past year we have worked with Brain in Hand who provide a self-management support system for people with mental health and learning disability needs and we will be introducing a new range of technology to support residents to lead independent lives, in their own home, whilst supporting our NHS colleagues with early discharge.

Shared Lives

Shared Lives is a service that offers residents who have care and support needs the opportunity to live in the community and can be an alternative to residential care. The scheme matches people, often with a learning disability, who need care and support, with an approved carer in the community who will share their home, family, and community life to provide ongoing support. Shared Lives has been operational in Islington for some time and is a well-established service. Over the last year we have worked hard to expand this service:

- We have developed a targeted media campaign to tell people about the excellent work the scheme has delivered and types of support it provides.
- We implemented a digital platform that helps us attract more carers called Shared Lives Plus.

We have seen the number of new carers double over the last year, which allows us to support more people. We have also started using Shared Lives in more creative ways, as an alternative to day opportunities, working with residents aged 16+. We aim to expand the team so that we can start to support older residents and people with mental health needs.

Assistive Technology

Within Adult Social Care we have been working closely with colleagues from across the council to review and transform the current telecare offer with the aim of:

- Enhancing the quality of life for people with care and support needs.
- Delaying, reducing, or preventing the need for care and support and reducing hospital admissions through the provision of assistive technology.
- Ensuring residents have a positive experience of Assistive Technology.
- Using Assistive Technology to help safeguard and protect adults from harm.

Since going live in January 2022, the Assistive Technology (AT) service has seen record numbers of activity. Between January 2022 – November 2022 we received a record number of referrals into the service (807), installed technology into 476 resident's homes, and supported 90 residents with a safe hospital discharge.





SECTION 3

**Making it
happen:
changing the
way we work.**

To deliver the missions we have set ourselves and achieve our ambition of a more equal future, we will need to make some fundamental shifts in the way we work as an organisation and a wider system. These shifts are:

1. **Putting communities at the heart of everything we do**
2. **Embracing innovation and disrupting the status quo**
3. **Enabling dynamic leadership and governance**
4. **Using communication and storytelling to connect with our residents**
5. **Investing in a high performing workforce**
6. **Ensuring impact for local people**

1. Putting communities at the heart of everything we do.

Let's Talk Islington is only the start of a new dialogue. Following our extensive programme of engagement, we want to continue to put community voice at the heart of everything we do.

Regular, ongoing engagement is essential to keeping resident experiences at the forefront during decision making. Some will say that we already know what the issues are, and that there should be less talking and more action. To this we say that talking is not transactional or just about knowing "the answer" – it's about developing a deep understanding of experiences, the nuances of the situation and building trust and empathy between communities and the council. This is fundamental to be able to move forwards together.

As we adapt and deliver our programmes to reach our 2030 vision, we will need to keep up to date with changing views and emerging evidence to ensure our responses continue to make sense for all local people. That means offering a variety of opportunities to get involved which meet different interests and needs and having a presence across the borough as part of the community of people who live, work and study here.

We will publish a Community Power Framework later in 2023 which will ensure that our commitment to hearing from and working with communities is embedded consistently across our services. As part of this we will roll out a model of ongoing community conversations so that we continue to have a finger on the

pulse of what people are thinking, feeling and worrying about in our borough. This model will be shaped by some core principles.

Our model will:

- **be rooted in community and meet people where they are.**
- **be representative and inclusive of marginalised voices.**
- **include a diverse range of approaches to maximise reach.**
- **enable and empower residents to make their impact on the most important strategic issues and programmes**
- **link in to and amplify any existing mechanisms for citizen voice in Islington to make them as clear and easy to access for residents**

In line with these principles, we will trial different engagement methods to find a model that works for Islington. This may include regular drop-ins to gather thoughts in community locations, getting involved through our new digital engagement platform or taking part in creative, participatory projects on key themes from different services.

2. Embracing innovation and change.

The purpose of this strategy is ultimately to drive change across the organisation, and in turn the borough. Having a clear vision about where we're going is just one element, we will need to work differently to create the impact we want to see.

This means spotting and investing in opportunities to innovate, test and learn from new approaches in all we do to better meet resident needs, from how we encourage leadership and development to how we manage and support projects and share learning.

We will take a number of steps to trial and embed new ways of working to drive forward our missions and shape the conditions for local people to thrive. For example, in 2022 we kicked off the Islington Design Challenge which brought together community groups, residents and stakeholders to consider a "wicked issue" – in this instance, how to support adults who need help to thrive with early intervention in a community-based setting. Over the next year we will take emerging opportunities from across our priority areas through a series of workshops to design and test new approaches to creating a more equal Islington. Crucially, design and decision-making will take place working together with representatives from the council, statutory partners, thought leaders, community groups and residents as part of a community-powered approach.

We will use an Appreciative Inquiry method which involves thinking about what we do well in these areas, dreaming big about the change we want to see in the future and mapping out a blueprint to make that change happen. We'll be focused on learning from the evidence, directly bringing in insight from local people and stakeholders as well as drawing from national and international data and examples.

We believe that having the people with direct experience of the issues we are trying to address involved in designing solutions is, in itself an important part of creating more equal and just systems which empower local people. On top of that, working together with diverse stakeholders from across our community gives us the chance to ground new approaches in the lived experiences of the people who call the borough home. By embracing innovation and change we can maximise opportunities that come our way and create an organisation that can adapt to new contexts, to continue to ensure outcomes reached are what work best with and for local people.

3. Enabling dynamic leadership and governance.

Through initiatives such as our Inequality Task Force we have seen the value of bringing together diverse voices to influence the ways we work, the ways we think and the decisions we make. We want to continue to have regular spaces for leaders in the borough to come together, reflect and share new ideas around strategic objectives.

Our focus will be on creating places outside of day-to-day activities to think about the big issues that affect people, services and organisations across the system. We want to bring leaders invested in Islington who rarely sit in the same room together to share expertise and innovation from their own areas, whether that's local business, school governors or trade unions. Through a set of leadership forums, we'll be able to reflect on the overall direction of the council as well as dig deep into emerging trends, cases of success and failure.

It'll not only be about challenge from different sectors but casting a wide net to connect with community leaders at different levels and nurture aspiring leaders who share our vision. This might be, for example, through supporting and engaging the borough's young leaders and student unions. Our leaderships forums should be as varied and dynamic as the borough we live in, moving beyond hierarchies to give a platform to fresh ideas and capacity building for the future.

While we create these new spaces to inspire thinking, we will not lose sight of our duty to monitor the progress of the work set out in this plan. Our refreshed leadership model will also include governance structures which allow us

to closely review and evaluate our strategic programmes, outputs and outcomes. This will include:

Islington Together Leaders Group: a space for leaders across the borough (public sector partners, the local VCS, business leaders) to share new ideas and challenge each other on progress. This will support the Council to set the strategic direction and ensure we are staying on track and doing right by the citizens we all serve. This group meets quarterly and is chaired by the Leader of Islington Council.

Partnership governance: a set of strategic boards aligned to each our five missions to steer and track impact. These will meet at least quarterly and be co-chaired by senior officers of the Council as well as Executive Members of the Council to ensure both accountability and grip.

Community of practice: an open space with a rolling programme of activities to inspire thinking, explore new trends and encourage deliberation and learning across the Council and partners as well as residents. This will be an opportunity for leadership and development for colleagues at different levels while inputting into critical strategic plans.

4. Using communication and storytelling to connect with our residents

Our mission to create a more equal future for Islington and drive change will only be possible if we continue to modernise and open up the way we communicate with our residents, putting strategic communications and campaigning at the heart of what we do, and using these to create a movement for change.

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That will mean telling a clearer story to our residents, businesses, staff and stakeholders through all of our channels, and investing in fewer, but more effective strategic campaigns that are driven by the priorities set out in this plan.

It will mean launching new channels and thinking more creatively about how we reach those we hear from less often – in the physical and digital spaces they use – rather than expecting them to come to us. It will mean thinking about how we can engage in a way that's creative, fun and accessible for residents with different interests, including linking into the specific culture, art and heritage opportunities each local area offers. It will mean investing in new citizen engagement techniques and public affairs tools to ensure that the authentic voices of our residents are heard in the national and regional policy debate. It will mean changing the way our communications function works and recruiting more local and diverse voices, so that the stories we tell are authentically Islington and reflect residents' experiences. And it will mean better use of data, insight and evaluating where we have impact, so that we can put our limited resources in the places that best serve our residents.

Crucially, we must also open ourselves up, co-creating our campaigns and content with the people we are trying to reach, and the subject matter experts in the council and our partners. Systemic barriers, historic mistrust and a world of increasing populism, mean that the council will often not be the best message carrier to those who we most need to reach to tackle inequality. It will be essential to work with community groups and trusted community leaders to ensure sustainable messaging that lands.

We will publish a new Communications and Campaigns Plan later this year that will set out in detail the work we will do to accelerate this change, building on existing successes and responding directly to what residents told us through our Let's Talk Islington programme.

We will know if we are successful if – in a world where disinformation is easily spread and confidence in public institutions is decreasing – our residents feel informed about and involved in Council priorities and decisions, are satisfied with our services and trust us to work on their behalf.

5. Investing in a high performing workforce

We have a relentless focus on our residents – everything we do, everything we build, has to be of benefit to the communities we serve. Our staff feedback tells us that most people feel either a direct or indirect resident impact in the work they do.

They feel supported within their respective teams and they feel they belong. They also believe there are lots of reasons to be proud in Islington and there is a palpable sense of a momentum building. A momentum driven by a drive, passion and dedication to making a difference to residents' lives.

Investing in a high performing workforce is essential if we are to deliver on our ambitions set out in this strategy. We recognise that in order to create a high performing culture across the Council it will require a significant shift in how we develop the organisation. As we empower our communities, we must also empower our staff. We must become more entrepreneurial and comfortable with the idea of change. We must also make sure that challenging inequality remains deep at the heart of our evolution as a workforce.

Our investment in creating a high performing workforce starts with our new approach to performance development for every one of our colleagues. A new approach which drives open and honest conversations about great performance and areas for improvement, allows staff to know exactly what great

performance looks like in their role. It will also allow our colleagues to be rewarded and recognised for high performance in a fair and inclusive way. We must be transparent about our expectations so that everyone knows how important it is to do their job well, meet their objectives and live the council's values and ambitions to tackle inequality.

We will shortly be publishing our refreshed Workforce Strategy which will set out what we will do to make our ambitious plans a reality through enabling our current staff to fully utilise their potential.

We will enrich our workforce by attracting new staff, especially from our own borough, who share our values and have the ability and motivation to achieve our vision.

We will know we are successful through monitoring workforce data, staff engagement and evaluation. We will also know we've achieved our ambitions by how our workforce talks about Islington as an employer, what it feels like to work here and most of all by the positive impact our workforce has had on our community.

6. Ensuring impact for local people

Driving change effectively is not only about understanding where we are going and how we will get there but where we are and what impact we have made. In order to achieve the goals we have set ourselves, we need to be more intentional, disciplined and sophisticated about measuring impact for residents.

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While we want to know that our services are well run and operate effectively, we will focus on being transparent about the difference we have made. In doing so, we can enable local people to understand our ambitions and easily hold us to account. We can learn, adapt and stay focused on the things that really matter to the people who live here. Meaningful measures support us to answer this question and drive forward our ambition to break the cycle of inequality.

A core element of our new approach will be to establish a new Wellbeing Index to help us measure the wellbeing of our borough. This is a tool which will bring together different social, economic and environmental data to provide a picture of what Islington is like as a place to live and work. This tool will support the organisation to assess long-term impact on what matters to us most, to see how different parts of people's lives are getting better or worse to continue to inform the response set out in this plan. It's about understanding someone's ability to do what they want to do and be who they want to be.

In line with the Inequality Task Force recommendations, we will take a plural approach to measurement and evaluation, drawing on the insight and lived experience of communities. This will include looking at how

we incorporate citizen voice to strengthen the picture we paint of the borough, making sure that our data has depth and soul which reflects the full colour of experiences across our community.

Our new way of working recognises the importance of continuously testing and learning as we go to build on what's working, understand what's not and improve our innovations. We're not always going to get it right first time and taking an agile approach to reviewing progress will allow us to learn and shape what can be improved as early as possible.

We will report on the progress of this plan overall annually and build in consistent opportunities to work collaboratively and iteratively on our key programmes to drive change. We will continue to hold community conversations throughout the year to stay on the pulse with what local people are thinking and feeling, but we will also establish an annual Islington Together 2030 Conference. The conference will bring together local people and partners to collectively reflect on progress and plot out steps for the year ahead.

We will use this plan, alongside the wellbeing index as a guide.





SECTION 4

Getting involved.

At the heart of our plans set out in this document is community voice and participation. We have developed our commitments and missions from all that we have heard through Let's Talk Islington, but it is essential that local people continue to play a role in the delivery of this plan and continue to provide challenge and share experiences to steer its way.

There are a multitude of opportunities to get involved through many of our transformational programmes and we encourage you to come along to the annual Islington Together 2030 Conference, to discuss our progress and what's ahead – details of the first one will be available on our [webpage](#) in due course.

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In the meantime, if you have any ideas or would like to get involved in any way, please get in touch with us by emailing engagement@islington.gov.uk.

This is a collective endeavour and everyone has something to contribute. Whatever happens, we promise we will be on your side, and together, we will create a more equal future for everyone who calls this borough home.



Appendix A

Our engagement approach.

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We designed a tiered engagement strategy, aspiring for a mix of mass engagement' (large-scale, light-touch methods to reach as many local people as possible), and targeted approaches to engage with different communities across socio-economic status, ethnicity, sexuality, gender, age, faith, and disability.

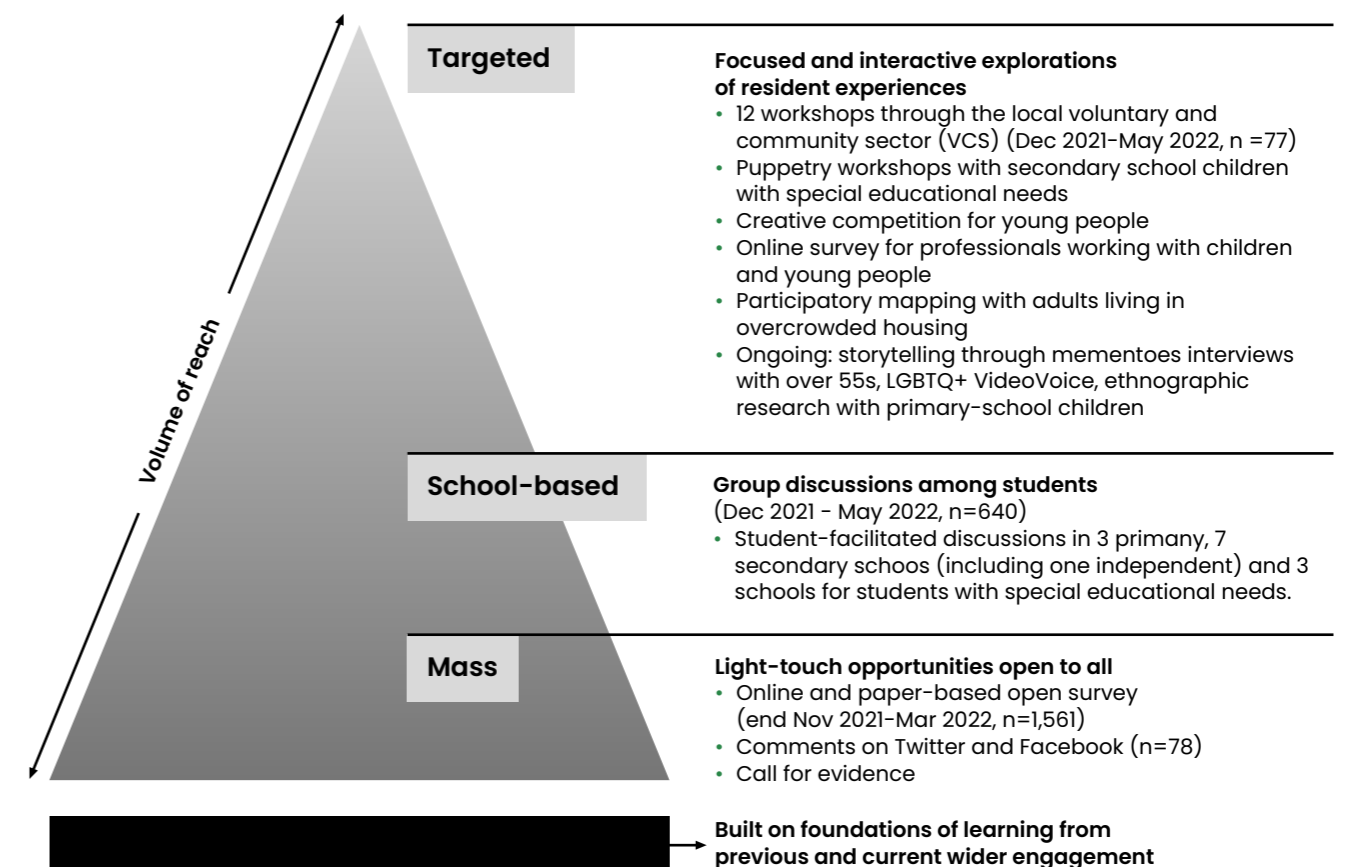
We deliberately used different touchpoints for reaching out to hear from new voices through our local voluntary and community sector (VCS) organisations or through our existing champions and co-production networks.

We went into a range of community spaces across the borough to carry out survey engagement – mosques, parks, playgrounds, markets, leisure centres, libraries, community centres, voluntary organisations, and outside tube stations. By going to spaces where the community gathers, but which aren't (or at least aren't obviously) run by the council, we were able to hear the views of people who may never or only rarely come into contact with the council. We also tried to make our engagement as inclusive as possible; for example, we created easy-read documents for our sessions with a learning disability advocacy charity and translated surveys into different widely spoken community languages such as Arabic, Somali and Turkish.

By having our staff carry-out this engagement ourselves (rather than commissioning a provider), we also provided opportunities for staff to build expertise in carrying out participation and engagement, including specialist engagement (e.g. for people with different types of disability). In the long-term, staff can therefore return to these spaces to keep building relationships and trust, both personally and on an institutional level.

Engagement and participation workstreams

This pyramid shows the breadth and depth of engagement between November 2021–August 2022. These activities aimed to provide a range of opportunities and formats for residents to share their perspectives and priorities. Our targeted engagement sought to better understand the experiences of residents who are more likely to be living in poverty (young people, older people), for whom we have less local evidence (LGBTQ+ residents, overcrowded tenants) and those with complex needs.



We invested heavily in qualitative approaches that builds trust and provide for mutual exchange in the form of knowledge, skills or new experiences. These projects were:

- Map-making of the local community and walking tours with adults living in overcrowded housing
- Storytelling with over 55s accessing a community lunch-club in a deprived area of the borough
- Documentary film-making workshops – videovoice – with the LGBTQ+ community
- Puppetry with children from a school for children with special educational needs and disabilities
- ‘Anthropology By Children’ (ABC) – anthropology classes with year 6 school pupils in schools to teach ethnographic methods
- Research on “Being Black in Islington” with our diverse Black community
- Hotspot mapping on feelings of safety across the borough as part of our safer spaces campaign
- Qualitative research on unemployed Black and Minority Ethnic communities’ access to employment support

Takeaways from our engagement approach What worked well...

- In traditional research (e.g. an interview), the researcher controls the questions and can have underlying assumptions which determines what is discussed. We wanted to give people with lived experience more control over their stories and give them the opportunity to share what they thought was important. We believe that by doing this you get a more authentic picture of people’s experiences.

- Using creative methodologies allowed people to have fun and learn new skills through the process of engagement – the engagement process itself can be an enriching and empowering experience.
- Going into local community spaces, rather than asking people to come to the town hall or other council spaces proved to be essential. Council officers spent time in over 25 locations such as libraries and leisure centres over a period of six months, and were able to hear from thousands of residents who otherwise may not have come forward.
- Our focus was on taking the time to listen. Rather than rigidly structured conversations, we created opportunities for people to share their thoughts through community workshops and the creative projects, without there being a fixed agenda steering the conversation.
- Collaborating with diverse council services and VCS organisations from across the borough was essential to our success in reaching thousands of people from a range of different communities. Using data to construct our tiered approach to engagement to then work out early who the key VCS groups were supported effective outreach. The process of working together with different people internally also created a lot of momentum, excitement, and collaboration.
- Including council officers as researchers provided a great opportunity for staff who might not always have a day-to-day presence in the borough to get out and about, to hear people’s stories first-hand, rather than through case studies or data. It was also beneficial for residents to see council workers as part of the picture of communities, building trust especially with those who have little contact with the council.

Even better if...

- You rarely do anything perfectly on the first try. There were some spaces, including businesses, that were scoped within our original plans but weren’t included in our community locations, as we didn’t have the existing relationships needed to get them on board early. In future, we should aim to look for, and start to build trust with, less traditional places for engagement in communities to get different kinds of people involved, such as barbershops and sports centres. This also means reviewing our communications approach to improve how we inform people where we are and what we’re doing.
- A common challenge is finding the people whose voices need to be heard the most, but who have the least amount of time to get involved. This might be because they are balancing caring responsibilities with work, juggling multiple jobs in poor conditions, or simply are consumed by the stress of paying bills or putting food on the table. While we developed our engagement approach to include innovative and creative research with and for people who are typically not included in these kinds of conversations, we could do more to explore opportunities meaningful engage with these residents, for example by exploring peer research.

To make sure that this kind of community engagement becomes an integral part of council business, we need to develop our workforce for the future. We will support our staff – especially those who interact with residents every day – to ensure we have the right skills so we can constantly listen and understand the lived experiences of our residents. This should also include a consistent

support offer for our staff in the event that conversations can be triggering or unsettling. We will develop our offer through our upcoming work to establish a council-wide engagement and participation framework. The local VCS have been an incredible source of knowledge, networks and support throughout Let’s Talk Islington – from advising on targeted approaches, to providing space to facilitating conversations with service users – and we are extremely grateful. Nevertheless, we can continue to work even more closely from the outset with residents and VCS organisations to plan engagement together. In having a clear plan of collaboration from the beginning, we can ensure there is clear rationale for the work and that most importantly, feedback is then provided to all those involved about how their involvement has been used. To go even further, we will consider how we can take a locality-based approach by working with grassroots organisations to develop our understanding of very specific, local community issues.

Appendix B

Task Force Members.

Councillor Nurullah Turan (Taskforce Chair)
Executive Member for Health and Social Care
and Ward Councillor for Laycock Ward

Councillor Jilani Chowdhury
Ward Councillor for Barnsbury Ward

Dr Miatta Fahnbulleh
Chief Executive Officer of the New Economics
Foundation, an organisation committed to
transforming the economy so it works for
people and the planet

Clenton Farquharson MBE
Chair of the Think Local, Act Personal
Partnership Board, SCIE trustee, member of the
Coalition for Personalised Care, and the Social
Care Sector COVID-19 Stakeholder Group.

Sam Gurney
London, East and Southeast Regional Secretary
for the Trades Union Congress (TUC) which
brings together more than 5.5 million working
people who are members of 48-member
trade unions

Professor Donna Hall CBE
Chair of New Local, Chair of Bolton NHS
Foundation Trust and Integrated Care System
advisor to NHS England. Former Chief Executive
of Wigan Council (2011-2019) where she
developed 'The Wigan Deal'.

Councillor Gary Heather
Ward Councillor for Finsbury Park Ward

Annabelle Kapoor
Head of School at Drayton Park Primary School,
located in Highbury which is one half of the
Edventure Collaborative, a federation of two
community schools in the borough

Navinder Kaur
Chief Executive of Voluntary Action Islington
(VAI), which aims to lead and support a
resilient local voluntary sector that actively
collaborates to support residents and the
community.

Dr Torange Khonsari
Researcher and Course Leader at London
Metropolitan University in the field of Cultural
and Civic Commons

Dr John McGrath
GP Registrar at Amwell Group Practice in
Clerkenwell

Former Councillor Angela Picknell
Former Ward Councillor for St Mary's Ward

Dr Kelly Fagan Robinson
Leverhulme and Isaac Newton Trust ECR Fellow
and Research Fellow and Postgraduate Tutor
in the Department of Social Anthropology at
Clare Hall, University of Cambridge

Dr Ben Smith
GP Partner at Killick Street Health Centre in
Barnsbury, Chair of the Islington GP Federation

Neil Tester
Former Director of the Richmond Group of
Charities, a coalition of leading health and
social care organisations in the voluntary
sector and Former Deputy Director of
Healthwatch England



**ISLINGTON
TOGETHER**
2030 PLAN



ISLINGTON TOGETHER
THE ISLINGTON PROMISE



ISLINGTON

 For a more equal future

The Islington Promise.



Inequality in Islington is not new. While we have made progress in the past decade, Brexit, the pandemic, the current cost of living crisis and other national and local challenges mean our communities are facing new hardships.

We are living in an increasingly uncertain world and far too many in our communities are not only struggling to put food on the table today but are dealing with the intense stress and anxiety about what tomorrow will bring.

These are tough times, but we promise, whatever happens, we will be on your side.

In order to understand what life is like for people who live here, we need to invest time in talking to our diverse communities, listening to their hopes and fears and their ideas for change. We hear parents telling us they are worried about their children growing up and feeling safe in their neighbourhoods, and young people who are anxious about being able to afford to buy or even rent a home in the borough where they have grown up. For a borough so rich in culture and enterprise, far too many local people are locked out of the opportunity to benefit from what is on their doorstep because of financial and other barriers.

We are determined to confront these challenges together.

We will continue to listen, to fight your corner on the national stage, but also work side by side with you to take meaningful action to create a more equal future together. We know we will only succeed if we work together to pool our collective resources – our creativity, our relationships, our connections – to become more than the sum of our parts. This plan sets out a bold vision for working together with our diverse communities to create a more equal future for our borough by 2030 and the five key missions we have set ourselves in order to achieve this. We want Islington to be a place where people know their children will get the very best start in life, where people can access help and support when they need it and where wealth is created and enjoyed locally. A place where people can live sustainable, happy and healthy lives.

We have set ourselves **five missions** in order to create a **more equal future** for Islington in 2030:

Child-friendly Islington:

By 2030, Islington is a place where all children and young people are rooted in a community where they feel safe, can thrive and are able to be part of and lead change.

Fairer Together:

By 2030, everyone in Islington who needs extra help and support can access the right support for them at the right time and in the right place.

A Safe Place to Call Home:

By 2030, everyone in Islington has a safe, decent and genuinely affordable place to call home.

Community Wealth Building:

By 2030, there is a sustainable, inclusive, and locally-rooted economy in Islington, where wealth is shared fairly and residents and businesses feel they have a stake in their community.

Greener, Healthier Islington:

By 2030, communities in Islington can access, and enjoy London's greenest, cleanest and healthiest neighbourhoods and are able to live healthy, fulfilling and independent lives.

For each of these missions, we will keep challenging ourselves to do better with and for our residents. For example, we've launched the Thriving Neighbourhoods programme, investing £10m to ensure everyone has a safe place to call home. Through Fairer Together, we will ensure anyone who needs extra help has access to a new Access Islington Hub in their local area offering support on money, work, food, family, safety, housing and wellbeing. And our Community Wealth Building programme is providing affordable workspaces for local businesses such as SPACE4 in Finsbury Park, which since opening in 2019 has had 46 regular workspace users. To deliver on our Net Zero Carbon ambitions, we have established Liveable Neighbourhoods and through the Greening Together programme will deliver up to 1.5 hectares of new green spaces by 2030.

Achieving our shared ambition for a more equal future is not just about what we do, but how we do it. We can only bring about the change we all care so deeply about through a collective endeavour with local businesses, other public services, residents and community organisations. Our communities tell us that they want to be much more involved in identifying and addressing local issues. We know they are the experts on their lives and the challenges they are facing and they need to be in the driving seat in terms of coming up with the solutions that will make the biggest difference. It is only by working **together that we can create a more equal future in Islington.**

Our Islington Promise sets out what local people can expect from us, and also what we are asking from them. No one knows exactly what the future holds, but we can promise that we will confront it together.

The Islington Promise.

Creating a more equal Islington is a collective endeavour.

We promise to:

Relentlessly tackle inequality by enshrining this value in everything we do – from waste collection to social work to community events

Always be on your side by putting our residents first, listening and working together to make a tangible difference to lives and livelihoods in Islington

Be bolder and more innovative by testing new service models that help to break down barriers and create new opportunities beyond what has always been done

Provide accessible help and support which works for all – and where it doesn't, we will make changes so that no one ever faces barriers in accessing what they need

Invest in the local economy by supporting local businesses to flourish and brokering jobs and opportunities for the good of local people

In return, we ask that you:

Get involved by participating and playing an active role in your community, whatever that means to you

Speak up by challenging inequality in your community and networks

Be part of the solution by helping us design and shape local schemes and projects, telling us when we get it right and, importantly, how we might improve

Invest in Islington by shopping and spending locally to support small businesses

Be proud of our borough by helping us look after this borough we all call home – keeping our streets clean and reporting problems where you see them

Our ambition for 2030 is to create a more equal Islington where everyone is able to thrive.

In tackling inequality, we will focus on:

Poverty and affordability
 Making sure everyone has the financial means to access what they need for a good life.

Quality of life
 Making sure everyone has the resources to live, learn, work and spend time in nurturing environments.

Power and influence
 Making sure everyone has a real say over decisions that affect them and their communities.

To realise this ambition, we have... **Five missions.**

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Mission	Child Friendly Islington	Fairer Together	Safe Place to Call Home	Community Wealth Building	Greener, Healthier Islington
We are determined to ensure that by 2030...	Islington is a place where all children and young people are rooted in a community where they feel safe, can thrive and are able to be part of and lead change.	Everyone in Islington who needs extra help can access the right support for them at the right time and in the right place.	Everyone in Islington has a safe, decent and genuinely affordable place to call home.	There is a sustainable, inclusive, and locally-rooted economy in Islington, where wealth is fairly-shared and residents and businesses feel they have a stake in their community.	People in Islington can live healthy and independent lives and enjoy London's greenest, cleanest and healthiest neighbourhoods.
Some of our key programmes are:	<ul style="list-style-type: none"> Making Islington a Child Friendly Place. Education Plan. Progression to adulthood. 	<ul style="list-style-type: none"> Access Islington Hubs to improve access to help and support. Engaging our community through Let's Talk Islington. Fairer Together Locality Networks. 	<ul style="list-style-type: none"> Building 750 new council homes by 2027. Thriving Neighbourhoods. Improving our response to anti-social behaviour. 	<ul style="list-style-type: none"> Responding to the Cost of Living Crisis. Apprenticeship Academy. Islington Anchor Institution Network. 	<ul style="list-style-type: none"> Net Zero Carbon. Integrated Health and Care Teams. Parks for Health.



Listening to our community.

In September 2021 we published a refreshed strategic plan: **“Islington Together: For a More Equal Future”**, outlining our vision, key priorities and principles for the coming years.

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This launched an ambitious programme of community engagement, Let's Talk Islington. The programme was all about using innovative approaches to seek thoughts and ideas from our diverse communities about what inequality means to them and how they want us to work together to build a more equal future for Islington.



The range and depth of what we heard from people in Islington is extremely rich. Across the piece, the message has been loud and clear in several areas:

- Perceptions of inequality within and beyond Islington was widespread. Adults predominantly spoke about **disparities in income and wealth** affecting access to opportunities and services. Children and young people also mentioned differences in access, but their concept of inequality was much more interpersonal, giving examples of how people are treated differently.
- **Housing and safety were top priorities** according to feedback in our VCS workshops and in the open survey across gender, ethnic groups and disability status. Housing was a clear priority in the survey, whereas there was much more variation in VCS workshops. Residents highlighted the **interconnections** across priority areas and importance of joined up work.
- Students spoke about a broad range of aspirations. When asked about Islington in 10 years' time, adults most frequently wrote about a greener and cleaner borough, despite this being a lower priority for action.

Residents also raised a wide range of other issues affecting their lives including their:

- Pride in Islington's **inclusiveness and diversity**, although some raised concerns about divisions and exclusion.
- Concern that Islington is increasingly **unaffordable**.
- Desire for more **meaningful dialogue, engagement and action** and **more responsive council services**.
- Concerns and aspirations related to health and wellbeing, employment and education.



Snapshot of lived experiences.

To explore these projects in full, please go to our website where you can listen to and watch more resident stories.

Celebrating Ageing in Islington

London Metropolitan University researchers ran a project in collaboration with Hornsey Lane Estate Community Association, a community centre in a deprived area of the borough. Researchers worked with eleven older people (aged over 55) in a social lunch-club setting to share stories of their lives in Islington and experiences interacting with the council. Participants spoke about a wide range of issues including the importance of community infrastructure, resilience, and supporting young people through intergenerational conversations. Participants used a personal memento to share their story and had their personal portraits taken.

"I think the centres is absolutely amazing. That is the best thing they've done to have all these centres, especially for the elderly and for young, young people as well. At least, you have nowhere to go, you know you're going to meet your peers. You know you're going to meet people of the same level as you. I mean, I love all of these community centres."

Hannah



Proud Islington

London Metropolitan University and local filmmakers coordinated a project which trained nine LGBTQ+ people in documentary filmmaking techniques as a medium to express their experience of being LGBTQ+ in Islington. This visual research methodology is called 'videovoice'. Participants wrote and recorded short films capturing what it is like to be LGBTQ+ in Islington, from the impact of homophobic attacks to an aspirational look at how Islington could be 'the gayest borough in the galaxy'.

"...listening to people's experiences, I realised that there's something bigger and important happening. We have been all affected in one way or another. The cost of living is up, businesses are struggling... I tried to collect as much as I could to represent this issue, but also capture local initiatives to fight back and create a safe space for us, the LGBTQ+ community. This is just the beginning and out there are so many projects and spaces that we do not know. It's time to get together, even more, and create /consolidate those spaces to coexist and find our community."

Antonio, participant



For more information on all of these projects – and to listen to and watch some of the recordings and videos – please visit our [website](#)

Getting involved.

At the heart of our plans is community voice and participation. We have developed our commitments and missions from all that we have heard through Let's Talk Islington, but it is essential that local people continue to play a role in the delivery of this plan and continue to provide challenge and share experiences to steer its way.

There are a multitude of opportunities to get involved through many of our transformational programmes and we encourage you to come along to the annual Islington Together 2030 Conference, to discuss our progress and what's ahead – details of the first one will be available on our webpage in due course. In the meantime, if you have any ideas or would like to get involved in any way, please get in touch with us by emailing engagement@islington.gov.uk.

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**ISLINGTON
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2030 PLAN

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**ISLINGTON TOGETHER
LET'S TALK ISLINGTON SUMMARY**



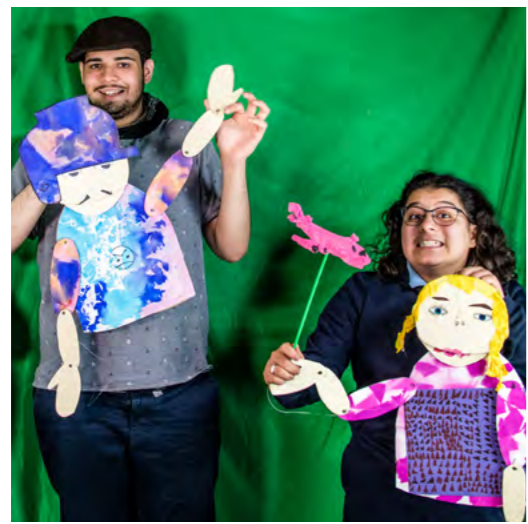
ISLINGTON

For a more equal future

Let's Talk Islington.

Inequality in Islington is, sadly, not new. And although we've made great strides in tackling inequality, national and global challenges – a decade of austerity, the Covid-19 pandemic, and now a devastating cost-of-living crisis – mean there is still so much more to do. That's why we have committed to working with our diverse communities to create a more equal future for our borough by 2030.

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In order to create a more equal Islington, we have to understand what this looks like to local people. So in December 2021, we launched Let's Talk Islington, our biggest ever programme of public engagement into inequality. We wanted everyone who lives, works, studies and accesses services in Islington to tell us about the inequality they experience in their everyday lives and their aspirations for our borough's future.

Through Let's Talk, we wanted to do something fundamentally different in how we engage with you. We wanted to empower voices we don't normally hear from; people who don't know how to engage with the council, who feel marginalised, who lack trust in public services. We wanted to reach as many of our diverse communities as possible, avoiding 'engagement fatigue' and creating a much richer picture of what inequality looks like locally.

With this in mind, from November 2021 – August 2022, we went out and about across Islington, hearing from over 6,000 people about the challenges in your day-to-day lives and how you think we can work together to build a more equal future.

You shared your experiences with us on social media alongside survey consultations online and in spaces across the borough, such as parks, libraries and leisure centres. Many of you also engaged in interactive workshops with 12 voluntary and community sector (VCS) organisations. Almost 700 schoolchildren participated in student-facilitated sessions across 13 schools, while professionals working with young people fed back in an online survey.

We also worked with local partners to deliver fun, creative, and resident-led engagement opportunities including: map-making of the local community and walking tours with adults living in overcrowded housing, storytelling with over 55s accessing a community lunch-club in a deprived area of the borough, documentary film-making workshops with the LGBTQ+ community, puppetry workshops for children with Special Educational Needs (SEN), and anthropology classes with year 6 school pupils in Islington schools.

This report provides a summary analysis of all the Let's Talk Islington findings and outlines the methodology of our approach, including how we developed the creative projects. We hope you find it informative and inspiring.

Please feel free to use the rich data and insight in this report, including quotes from adults and children. For a full breakdown of detailed findings and demographics on every theme, please refer to our [data evidence pack](#).

For any questions, please email engagement@islington.gov.uk.

How we did it

Methodology.

Inequality is complex and can look very different for different groups. We approached inequality with an **intersectional** lens: class, gender, ethnicity, sexuality, religion, and other social or identity factors all interact with each other and with financial conditions to produce unique outcomes for individuals, depending on their circumstances. But we also recognised that **poverty** is the common thread linking many inequalities, including health, housing, and access to green space or public services.

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This framing underpinned how we researched and designed our 3-strand engagement approach, which we will explore in further detail in the rest of this report:

- Mass engagement: large-scale opportunities for local people of all ages to share their perspectives and priorities, both in-person and online.
- Schools: medium-scale engagement with primary and secondary pupils across a range of schools in Islington

- Targeted engagement: smaller, selective engagement with groups we know are more likely to be living in poverty (young people, older people), groups affected by identity-based inequality or who have complex needs, and groups we know experience inequality but for whom we have little local data (LGBTQ+ residents, overcrowded tenants).

We deliberately used different touchpoints for reaching out to hear from new voices through our local VCS organisations or through our existing champions and co-production networks.

Let's Talk staff also made a real effort to go out into a range of community spaces across the borough to carry out survey engagement, rather than expect communities to come to

us. By going to spaces where the community gathers, but which aren't (or at least aren't obviously) run by the council, we were able to hear the views of people who may never or only rarely encounter council staff.

Methods for each project are outlined in the rest of this report.

Demographics

These overall findings are based on two kinds of data samples: **convenience** (people who heard about or saw our engagement activities and chose to take part) and **purposive** (specific groups we intentionally reached out to in order to capture particular perspectives). The data therefore **cannot be generalised** to the borough population as a whole, but nonetheless provides very useful insight into the views of thousands of people in Islington. We did not collect demographic data for all of

our engagement activities but strived to reach as many diverse communities as possible. You can read about the different communities we engaged with in the rest of the report.

Our main demographic data collection was through our open survey, which had almost 1,600 responses. We asked every survey respondent to optionally fill out information about their demographic data but not everyone chose to provide this, meaning we were missing demographic information for 28-54% of survey respondents, depending on the question. Overall, men, residents of White and Mixed ethnic backgrounds and those under 45 are underrepresented relative to the total Islington population. You can see all the demographic characteristics of survey respondents below.

Characteristics of survey respondents

Gender

- Female: 43%
- Male*: 28%
- Non-binary: 1%
- Prefer to self-describe: 0.1%
- Prefer not to say/missing: 28%

Trans

- No: 69%
- Yes: 1%
- Prefer not to say/missing: 30%

Sexual orientation

- Heterosexual: 51%
- Gay/Lesbian: 5%
- Bisexual: 3%
- Prefer not to say/missing: 40%

Annual household income

- Less than £20K: 13%
- £20-39K: 11%
- £40-59K: 9%
- £60-99K: 8%
- £100K+: 6%
- Prefer not to say/missing: 54%

Index of multiple deprivation

- 1 (most deprived): 11%
- 2: 20%
- 3: 24%
- 4: 9%
- 5 (least deprived): 0.2%
- Prefer not to say/missing: 35%

Ethnicity

- White*: 42%
- Black: 8%
- Asian: 5%
- Mixed*: 5%
- Other: 4%
- Prefer not to say/missing: 35%

Age group

- Under 16: 2%
- 16-24*: 4%
- 25-44*: 26%
- 45-64: 27%
- 65+: 13%
- Prefer not to say/missing: 27%

Disability status

- No disability: 45%
- Any disability: 24%
- Prefer not to say/missing: 31%

* Underrepresented relative to the overall LBI population, excluding prefer not to say respondents

What we heard

Across all of the Let's Talk engagement, perceptions of inequality within and beyond Islington were widespread. Adults predominantly spoke about **disparities in income and wealth** affecting opportunities and services. Students also mentioned differences in access, but their concept of inequality was much more **interpersonal**, giving examples of how people are treated differently.

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Housing and safety were top priorities in VCS workshops and in the open survey across gender, ethnic groups and disability status, though there were some differences by income group which you can explore in more detail in our **evidence pack**. Residents highlighted the **interconnections of inequality** across priority areas and importance of joined up work.

Students spoke about a broad range of **aspirations**. When asked about Islington in 10 years' time, adults most frequently wrote about a greener and cleaner borough, despite this being a lower priority for action.

Residents also raised a **wide range of other issues** affecting their lives including their:

- Pride in Islington's **inclusiveness and diversity**, although some raised concerns about divisions and exclusion
- Concern that Islington is increasingly **unaffordable**
- Desire for **more meaningful dialogue, engagement and action and more responsive council services**, and frustration that they do not feel like they are being heard, particularly those opposed to low traffic neighbourhoods

- Concerns and aspirations related to health and wellbeing, employment and education, although these themes were raised less often

Residents of all ages offered **ideas** on how to tackle inequality and improve the borough, including repurposing existing buildings, progressive taxation, civic education, easy read signage, community energy hubs, specific services and support, and more opportunities for people of different ages and backgrounds to interact.

In the following pages, we will explore themes from each of our engagement approaches. For free text responses from the surveys and group discussions, we have highlighted prominent themes and any notable similarities and differences across respondents. In some cases, residents made directly opposing comments. It is therefore important to remember that 'resident voice' is not uniform and that continuing an open dialogue with the full breadth of our diverse communities is essential to understand the range of lived experiences and progress together to a more equal future.

Open survey

Our main survey ran from November 2021 – March 2022, prior to heightened public attention to the cost-of-living crisis. The survey ran online and was supplemented with paper survey responses gathered at the local venues listed below. Relative to the borough population, males, under 45s and people of white and mixed ethnicities are

underrepresented. We received 1,561 valid responses (some responses were nonsensical e.g. "dhhhdh" so we excluded those from our final count).

"Let's Talk About...The Future of Islington – open survey"

In 10 years' time, what kind of place would you like Islington to be?

Why do you (dis)agree that Islington is a fair and equal place for all?

In your experience, to what extent do you agree or disagree that Islington is a fair and equal place for all who live here? (5-point scale: strongly agree to strongly disagree)

All of us in Islington have to decide how we can improve life in our borough – for now, and in the future. What do you think we can do to improve life in Islington, together?

Tell us your priorities below.

- Affordable, decent, secure homes
- Well-paid jobs with prospects
- Initiatives to support people's mental health
- Initiatives and opportunities for young people
- Multi-cultural community events and spaces
- Reduced rates of anti-social behaviour
- Cleaner streets and greener spaces
- Initiatives to tackle the climate emergency locally

As well as online submissions, the project team ran pop up outreach activities to speak directly and administer paper surveys to local people at the following places:

- Andover Estate
- Andover Community Centre
- Chapel Market
- Finsbury Library
- Archway Library
- Archway Market
- Central Library
- Fortune Street Park
- St. Luke's Community Centre
- Highbury Fields Playground
- Whittington Park
- Finsbury Park Mosque
- Sobell Leisure Centre
- Brickworks Community Centre
- Highbury Station
- N4 Library
- Iron Monger Row Baths

Key findings:

Just under half (47%) of survey respondents disagreed or strongly disagreed that Islington was a fair and equal place, compared to 29% who agreed or strongly agreed. The top reasons for this were disparity, particularly in income and wealth, noted by residents across the income spectrum.

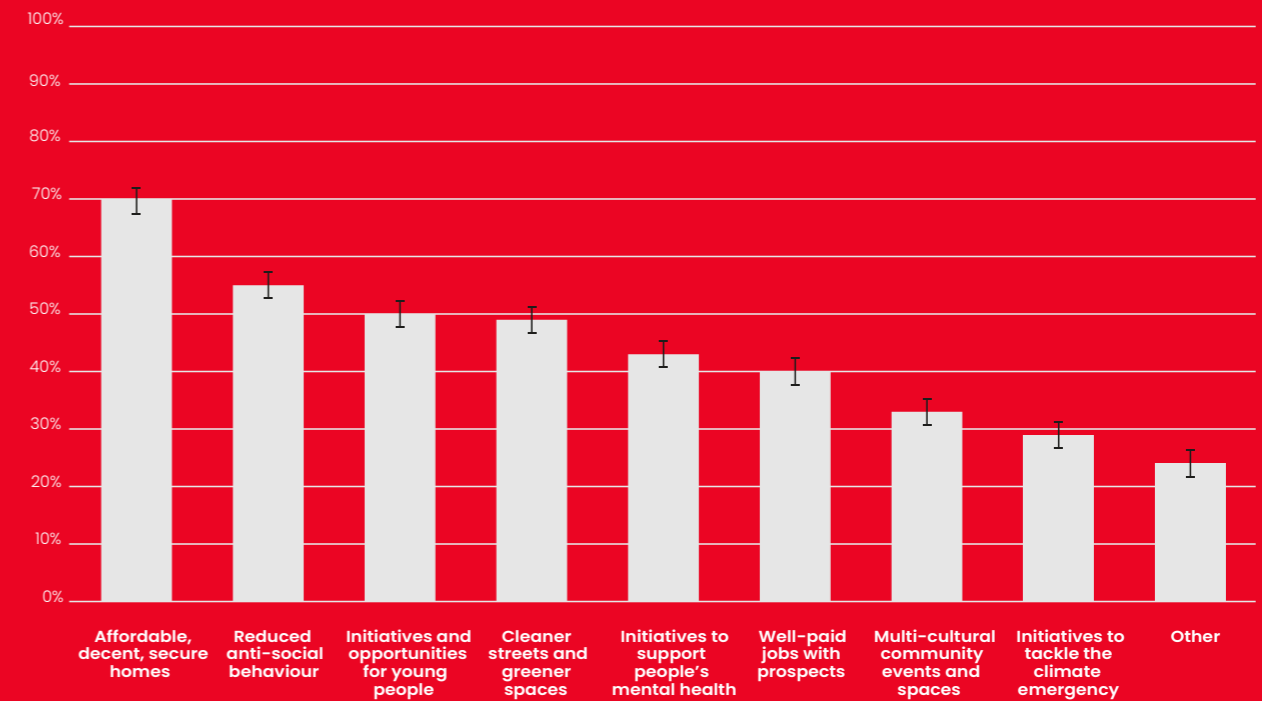
- “There are **huge discrepancies in income and wealth** in the Borough and those with less income don’t have **access to all the opportunities and activities** of those with high incomes.” (Female, 65+, White other, £20-39K)
- “There is one extreme to another in regards to **poverty, income and housing.**” (Female, 25-44, Black/Black British, £40-59K)

Survey respondents most prominently aspired for a greener and cleaner Islington in 10 years’ time, as well as a stronger and safe community with affordable housing.

- “A **safe, organically diverse, affordable, welcoming** place to live.” (Black Caribbean female, 45-64, £40-59K)
- “**More greenery, more community** events for families to get together. **Good quality housing** for people where people don’t notice the difference between council and private rented properties.” (Asian female, 65+ £20-39K)
- “**Greener**, with more people able to access green spaces for physical and mental health, more pocket parks outside schools and cafes **where people can meet**, chat and rest. More benches to encourage more walking. More recycling on estates. More trees. Less traffic. Carbon neutral.” (Female, 65+)
- **Housing** was by far the top priority for how we can improve life in Islington (70%), rated highest across all ethnic groups, gender and disability status. This was followed by **tackling ASB** (55%), though a higher proportion of older residents prioritised this compared to younger residents. Around 50% of respondents prioritised more initiatives for young people and cleaner streets and greener spaces.
- “Islington housing is **no longer affordable for “normal” people**. It’s become ridiculously expensive and only affordable to the elite” (no demographic data)
- More **community safety** measures. Feeling safe; there is a lot of crime and anti-social behaviour. Better communication between council/police and residents.” (Pakistani female, 45-64)
- “The **streets are dirty** [...] I love Islington but there are too many dirty streets which is bad for our health.” (Female, mixed ethnicity)



Priorities for improving life in Islington



Housing was by far the top priority (70%), rated highest across all ethnic groups, gender and disability status.

Other priorities/comments, related to:

- How the council operates and interacts with residents
- Quality of services
- LTNs
- Concerns around finance
- Safety
- Education

Student-led discussions in schools

From December 2021 – May 2022, students facilitated small group discussions among their peers and younger students, sometimes with the support of school and/or Islington Council staff. These took place in different settings including School Council sessions, form time, 'Philosophy 4 Children' (enquiry-based learning) or specially-arranged

discussion sessions. Students and teachers were provided with a workshop structure and briefed on Let's Talk; however, the way in which questions were framed and discussions were facilitated likely varied across groups. We did not collect demographic data for this group.

"Inequality in Islington – student discussions"

What does inequality mean to you?

Can you give an example of when you've seen inequality in your area? What could be done to help the situation?

What could be done to make Islington a fairer and more equal place?

If you were the Leader of Islington Council, what is the most important change you would make to improve life in Islington for young people?

How can you show fairness and equality today?

Schools were selected to reflect a range of income levels based on the proportion of students eligible for the Deprivation Pupil Premium (DPP), i.e. the percentage of pupils who qualify for free school meals, which ranged from 34% to 82%.

Primary: Drayton Park Primary School, Pakeman, Montem

Secondary: Beacon High, City and Islington College*, Elizabeth Garrett Anderson school, St Mary Magdelene Academy Sixth Form, London Screen Academy Sixth Form*, Stoke Newington School and Sixth form*

Independent: Northbridge Senior School*

Special educational needs (SEN): Samuel Rhodes, The Bridge School, Richard Cloudesley

* DPP not available

Key findings:

Inequality was largely seen by students as the **unfair or unkind treatment of others**, often related to **protected** characteristics. When students spoke about specific subgroups, they mentioned **race and ethnicity, disability and gender** most often. There was also the understanding that inequality involved different levels of access between groups: resources, opportunities and rights. Inequality was seen by young participants as something **beyond people's control**, the result of a wider social system. Across ages and school types, there was widespread awareness of social and economic inequalities and a desire for more equal access to opportunities.

- "When you look at someone/**treat someone differently** because of their race, religion, gender, sexuality, disability, intellect, social status/job or age." (Secondary school student)

The most common examples of inequality students raised were: unkind treatment of others, homelessness, gender inequality and stereotypes, lack of access and services for people with disabilities, and racism.

- "**Some people can't get houses and others do. Some people can afford food and some people can't.** There are **not enough facilities for people with disabilities** to mix and have fun." (SEN secondary school student)
- "[There is] lots of **homelessness**...and shops are **increasing their prices**. Some areas people do not care for so they are not nice to go, they are **scary and dangerous** with **unkind people**. Some jobs **women get paid less than men**." (SEN secondary school students)

Students raised a range of ideas for making Islington a fairer and more equal place to live across housing, accessibility, the environment, ASB, education, and youth services.

- "[I] **want lots of jobs that are interesting**, and we can all do. **Houses that are cheap that I can afford to live in.** I want it to be safe place where there are no gangs or knife crime." (Secondary school student)
- "Making sure we all **look after the environment** and investing in things like solar power" (Primary school student)



VCS workshops

From December – May 2022, LBI and VCS staff facilitated small group discussions of 2-14 people online, in person and using a hybrid

approach. The host organisation recruited people to take part. We did not collect demographic data for this group.

“Inequality in Islington – VCS workshops”

12 workshops involving 77 people in total

What do you like about working or studying in Islington?

What could make it better?

From the following list of 10 topics, which are the 3 most important to you?

- Air pollution and noise
- Green spaces and parks
- Crime and safety
- Inequality based on who you are
- Opportunities for young people
- Local employment opportunities
- Housing
- Community activities and social networks
- Good quality services for residents
- Mental health

How do these issues make you or your community feel? What are the effects on your life?

What are the 3 most important changes we could make to reduce inequality in Islington?

Why? What difference would these changes make to your life or the lives of people in your community?

Profile of participating organisations

We held workshops with residents in partnership with the following groups:

- Prospex Youth Centre (*youth hub and activities for young people*)
- You Lead (*Targeted Youth Support and Youth Offending Service service – user group*)
- Bright Start parent champions (*parent volunteers*)
- Elfrida Society Power and Control group (*charity service supporting people with learning disabilities*)
- Elfrida Society Parent Support Group
- Adult Community Learning (*free education courses for adults*)
- Eagle Recovery (*support group for adults in recovery from substance abuse*)
- Outlook (*resource centre for adults with physical disabilities, sight and hearing impairments*)
- Hornsey Lane Estate Community Centre (*community centre for children and adults*)
- Holloway Neighbourhood Group (*community centre for adults*)
- Manor Gardens Welfare Trust x 2 (*charity providing health and wellbeing services*)

Key findings:

There was **substantial variation in what areas were considered most important**, both across groups as well as among participants in the same workshop, who shared a common characteristic (i.e. youth, parents, disability type), who lived in the same neighbourhood or who were receiving services from the same organisation. Of the 10 areas they collectively rated as priorities, the following were the most frequent and ranked highest: crime and safety, housing, and mental health and wellbeing.

In half of the discussions, residents spoke about the **interconnections** across key areas – the influence of ASB, homelessness, unemployment, community activities and green space on mental health, effects of overcrowded housing on education, health and family relationships.

- “I cannot afford to buy a house, neither do I qualify for housing from the council so eventually **I will have to end up moving because rents are too high.**” (Resident, Manor Gardens)
- “There is a long-term impact of experiencing **antisocial behaviour. It reduces you to vulnerability** and a feeling of not being safe in your home.” (Resident, Holloway Neighbourhood Group)
- “**More spaces** for all and **mental health** support. It’s important to support those who are lonely and suffering from mental health, especially after Covid and how much people have gone through.” (Member, Elfrida Power and Control Group)

Participants offered a range of suggestions to reduce inequality including:

- **Improved communication** about activities, benefits and eligibility requirements
- Translating information into other languages and providing access to interpreters
- Improve coordination across council teams, between council and resident groups
- Conduct greater oversight of private landlords, improve tenant protection, create higher standards for housing inspections
- More accessible facilities and events including in hospitals, GPs and shops: easy read signs and menus, accessible seating, maintained disabled toilets



Participatory mapping and walking tours with overcrowded housing tenants

We know that overcrowded accommodation is a significant challenge facing many families in Islington. There is well-developed evidence that overcrowding negatively impacts both mental and physical health. In London, 7% of houses are overcrowded (both in the private rental sector and in socially rented accommodation).¹

We recruited a small number of participants who self-identified as living in overcrowded accommodation, defined as “A home where more than 3 people need to sleep in the same room, or where someone needs to sleep in the living room or another shared space”.

Participatory mapping is a technique that enables people to share experiences related to physical space. Through this process of describing their lives in the borough, 3 residents living in overcrowded housing highlighted the trade-offs they are making in their choice of where to live and how to spend limited financial resources.

Many of the key themes overlap with those in the open survey, including the relationship between housing, safety, community, transportation and the environment.

What makes a good home?

- **Safety:** physical safety, but also cultural security (e.g. safety wearing a head scarf, the relationship between Black youth and police) and access to safe outdoor and community spaces (including play space)
- Good neighbours and a **community** feel – gentrification was generally described as disruptive.
- **Good transport** routes including accessible bus access, cycle routes, step-free pedestrian routes, and well-lit streets
- **Quality and usability of home** was more important than size, but space must be at least adequate.

Choosing where to live

- Islington is seen as a borough with good support services.
- Families are **willing to live in very poor-quality housing within the borough to be able to access Islington services.**
- Social housing is seen as a blessing.
- Access to **community activities** and groups is incredibly important.
- Knife crime makes certain areas unsafe.
- Access to **culture-specific hubs and communities** important for maintaining identity (e.g. Jamaican restaurants; Chinese supermarket).

Housing Affordability

- Families are **making daily choices to make living in Islington affordable.** These include foregoing children’s activities and grocery shopping outside of borough.
- **Private rental is seen as unaffordable** and financially risky.
- There is **no hope of being able to purchase property in Islington.**
- Families in council housing **do not see possibilities for adult children to continue living in-borough** due to cost.
- Good quality private rentals will not accept housing benefit.



Anthropology By Children (ABC)

Children are one of the demographics most affected by inequality and deprivation in Islington. 28% of children under 16 live in low-income households, making Islington the 10th highest for child poverty in the country.

In summer 2022, Dr. Kelly Fagan Robinson, an anthropologist from Cambridge University, developed the ‘Anthropology By Children’ (ABC) pilot for Islington. Over a series of lunchtime clubs, Robinson taught qualitative research methods to year 6 children in five local schools, including state independent sector schools, and schools for children who have Special Educational Needs (SEN). 60% of the children on average across the schools used English as a second language, with an average of 46% of children on free school meals.

Children learned *ethnographic methods – ethnography* literally meaning ‘life charting’ – documenting their experiences using photography, drawing, and writing. As pupils learned and employed these approaches to communicate their experiences inside and outside school, they also learnt how to listen and be listened to, reinforcing the value of their own voices.

The visual mediums the children learned during the ABC clubs encouraged those students less likely to talk in class to present their experiences in visual ways, encouraging them to feel more comfortable presenting in public and taking on leadership roles – not only in class, but on film and live onstage in school assemblies.

Children learnt the following methods:

1. **Proxemic mapping** – looking at space between people to explore relationships and dynamics
2. **Interviewing** – interviewing using personal objects, active listening
3. **Voicing for the other (surrogate voicing)** – listening to somebody else’s story and articulating for them
4. **Photovoice** – using photography and photos to express self and articulate views
5. **Fieldnotes and bias** – taking notes on a situation and understanding how bias impacts people’s interpretation of behaviour and events

Proud Islington – LGBTQ+ Videovoice

As part of our process for scoping which communities we needed to hear from, the Let’s Talk team identified that, nationally, LGBTQ+ people experience a range of inequalities compared to heterosexual people. However, other than hate crime statistics, we lacked data on our local LGBTQ+ community. We therefore decided to ‘deep dive’ with a small cohort, creating space for **open, honest dialogue** in which we could meaningfully explore the nuance of personal experience.

We partnered with London Metropolitan University and local filmmakers, led by Met academic Donna Jones, who coordinated a project which trained nine LGBTQ+ people in documentary filmmaking techniques as a medium to express their local experience of being LGBTQ+. This visual research methodology is called **videovoice**.

Videovoice involves bringing a group of people with lived experience together to reflect upon and document salient issues via the power of film; the approach is part of a wider body of participatory action research (PAR) methods which emphasise community-led research and action.

Due to the sensitivity of sharing each personal lived experience, it was important to create a space where people felt comfortable to listen and share with each other. We didn’t want orchestrated conversations or for participants to feel pressured to speak to an agenda. The videovoice methodology itself, led by London Met, was crucial in facilitating this: the group had ongoing discussions about researcher-participant power dynamics while participants freely explored whatever themes they wanted within their films. Additionally, all those directly involved in the workshops identified as LGBTQ+, creating a safe space wherein everyone felt safe to discuss personal experiences.

Participants were recruited via a short expression of interest form sent out widely to local and London LGBTQ+ organisations, services and activities. We were mindful that gay white men can be overrepresented in LGBTQ+ public representation, so we actively tried to recruit a diverse cohort across ethnicity and gender identity by reaching out

¹ Eastop C., Overcrowding: health implications and possible interventions paper

to groups representing black, minority ethnic, and trans+ people (trans+ refers to trans, gender fluid or non-binary individuals) Over the course of 5 workshops, participants wrote and recorded short films capturing what it is like to be LGBTQ+ in Islington, from the impact of homophobic attacks to an aspirational look at how Islington could be 'the gayest borough in the galaxy'.

Participants stressed that Islington should be a strong, loud voice for LGBTQ+ rights – an 'LGBTQ+ Champion Borough' – as expressed by the following key themes:

Community and Connection

- More opportunities such as Videovoice to continue meaningful, open dialogue with LGBTQ+ communities – safe, welcoming and sober spaces for LGBTQ+ people to reflect, connect with each other, and share information about LGBTQ+ activities and services.

Labels and Definitions

- Ensuring trans, non-binary, gender-fluid and gender-queer people are able to express their gender identity and be addressed by their gender preference in all council communications and administration. At a minimum, this would mean ensuring legal and preferred names are included on all forms and communications.
- Ensuring LGBTQ+ people and lived experiences actively contribute towards decision-making. Ongoing educational programmes around diverse identities and use of pronouns.

Visibility

- Creating physical, central, social and safe spaces for LGBTQ+ people to connect and support each other.
- Increasing the visibility of gender-neutral toilets.
- Increasing the visibility of LGBTQ+ role models within the council.

Celebrating Ageing in Islington

London Metropolitan University researchers ran a project in collaboration with Hornsey Lane Estate Community Association, a community centre in a deprived area of the borough. Researchers worked with eleven older people (aged over 55) through two social lunch-club settings and in personal interviews to share stories of their lives in Islington and experiences interacting with the council. Participants used a personal memento to share their story and had their personal portraits taken.

Trust and a desire for personal interaction were the overarching narratives which underpinned the older people's stories and reflections on interacting with the council.

Community

- For older people, their community is a sacred space in which they can find mutual support, belonging, and solace, to which they attach a strong sense of local identity.
- **Community spaces** (such as local bookshops, hair salons, and parks) were highlighted as crucial hubs for the community, acting as intergenerational meeting points vital for retaining community memory and cohesion.
- **Community centres** were praised for encouraging social cohesion and wellbeing, especially providing a social space for isolated older people. Older people, particularly those who lived alone, appreciated being included in community activities and being listened to in a non-judgmental way. These spaces could be enhanced with improved access to healthcare information and financial advice.
- **Maintaining existing spaces** – there is a sense of some community spaces being left to decline. Although new centres are appreciated, older people are familiar and feel invested in existing spaces and do not want them to be neglected. Some older people felt that regeneration was not allocated fairly.
- More **intergenerational conversations** – older people felt there was a real gap in communication between themselves and young people. Older people could become mentors for young people lacking support systems.

Interaction with the Council

- There is an assumption from the council that people will be able to navigate online systems, but there is no 'human' help to do so for those who cannot. The older people generally felt it was difficult to access resources in an accessible and straightforward way. They wanted to speak with a 'real person', not a system.

This lack of personal interaction from the council has resulted in a feeling of 'distance' and lack of trust.

Growing Up in Islington

Children with Special Educational Needs (SEN) and disabilities experience stark inequalities compared to non-SEN children, including in education and access to services. SEN children and their families were adversely affected by COVID-19, with education, mental health and social care services often downgraded.

We recognised that SEN children face particularly significant barriers and that we wanted to platform their voices as part of Let's Talk.

We partnered with Little Angel Theatre, a local puppetry theatre company, to run a creative, fun engagement process with The Bridge Secondary School, a school providing support for children with special educational needs (SEN) and disabilities.

Ten pupils aged 11-16 worked with council and Little Angel Theatre staff to explore life in Islington over a series of 6 workshops. The pupils engaged in relaxed participatory conversations about their lives in Islington, which were recorded. Each young person then learned about the art of puppetry, creating their own puppet character and using it to narrate their recorded experiences in a short film.

The young people spoke about a range of topics, many of which mirrored the themes which emerged from the main resident survey:

- **Affordability of housing** and the general **cost of living rising** in the borough – young people reflected on the high costs of rent and the increasing cost of bills for energy and electricity
- **Safety and anti-social behaviour**
- **Environment**—with positive statements about their surroundings, in particular **parks**
- A desire for more **services**, such as **youth clubs**, especially for young people with SEN

"The prices of the houses are very expensive. I think they can encourage people to lower the prices, so people can buy more houses and live in London more."

"It could change a lot. The bills are very high now. The internet cut off a little bit a few weeks ago, but it's fine."

"I would love to see more [youth] clubs and theatres as well."

"There's a few murder[s] happening in Islington."



Carrying on the Conversation

Thank you to the thousands of local people who got involved with Let's Talk Islington, sharing your lived experience of inequality and priorities for the borough's future.

Your voice has directly shaped the development of our Islington Together 2030 Plan, which sets out how we will respond to your needs and priorities over the next decade through our 5 missions:

- **Child-friendly Islington:** By 2030, Islington is a place where all children and young people are rooted in a community where they feel safe, can thrive and are able to be part of and lead change.
- **Fairer Together:** By 2030, everyone in Islington who needs extra help and support can access the right support for them at the right time and in the right place.
- **A Safe Place to Call Home:** By 2030, everyone in Islington has a safe, decent and genuinely affordable place to call home.
- **Community Wealth Building:** By 2030, there is a sustainable, inclusive, and locally-rooted economy in Islington, where wealth is shared fairly and residents and businesses feel they have a stake in their community
- **Greener, Healthier Islington:** By 2030, communities in Islington can access, and enjoy London's greenest, cleanest and healthiest neighbourhoods and are able to live healthy, fulfilling and independent lives.

At the heart of our plans set out in this document is community voice and participation. It is essential that you continue to play a role in the delivery of this plan, providing challenge and sharing lived experiences to steer its way.

We have recently launched a new digital engagement platform called **Let's Talk Islington**, where you can find about all of Islington Council's upcoming engagement events and share your ideas for the borough.

You can also get involved in scrutinising council decisions by attending council meetings, which you can find on our [website](#).

In the meantime, if you have any ideas or would like to get involved in any way, please get in touch with us by emailing engagement@islington.gov.uk.



**ISLINGTON
TOGETHER**
2030 PLAN

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Report of: Executive Member for Finance, Planning and Performance
Meeting of: Council
Dates: 2 March 2023
Ward(s): All

Budget Proposals 2023/24 and Medium-Term Financial Strategy

1. Synopsis

- 1.1. The principal purpose of this report is for the Council to agree the proposals in respect of the council's 2023/24 budget, the level of council tax and the medium-term financial position, which have been recommended onward by the Executive on 9 February 2023.
- 1.2. The budget setting process for the 2023/24 financial year has been particularly challenging due to the national cost-of-living and energy crisis, and great economic and political uncertainty. The long-term economic impact of COVID-19 and the Ukraine War, has contributed towards the current cost-of-living crisis with inflation, as measured by the Consumer Prices Index (CPI), at 10.7% in November 2022, a level not seen for around 40 years.
- 1.3. The cost-of-living crisis is having a significant impact on Islington residents and businesses, and the council. High inflation has resulted in significant budget pressures in respect of energy and fuel costs, pay inflation and high contract inflation for key service areas.
- 1.4. Significant demand pressures have been evident in the 2022/23 budget monitoring reports, including demographic pressures within key services such as Adult Social Care and Children's Services. These pressures are expected to continue over the medium term.
- 1.5. Inflationary and demand pressures alongside real-terms cuts to our central government funding meant that the 2023/24 and medium-term budget setting process started with a very significant funding gap to close. To set a balanced budget in 2023/24, the council is proposing savings of £10.995m in 2023/24. A further £8m of savings are planned over 2024/25 to 2025/26 towards the medium-term gap.
- 1.6. Investment continues in the frontline services that residents and businesses rely on, and in the council's key priorities for a more equal borough. This includes protection of free school meals for every primary school pupil, keeping our libraries open, maintaining weekly recycling and rubbish collections and a regular street sweeping programme.
- 1.7. Alongside continuing to protect vital council services, the 2023/24 budget enables the delivery of the principles and priorities set out in the council's Strategic Plan – [Islington Together for a More Equal Future](#). Budget proposals include growth to support manifesto commitments and continued transformation funding to put strategic principles into practice.
- 1.8. The government has assumed in its local government funding calculations that in 2023/24 the council will increase core council tax by the maximum amount (2.99%) and will apply

a further 2% Adult Social Care (ASC) precept. This is reflected in the 2023/24 budget proposals.

- 1.9. For the average (Band D) property, the proposed 4.99% increase in the basic 2023/24 Islington council tax (excluding the GLA precept) equates to an increase of around £1.26 per week for full council taxpayers. Working aged recipients of full council tax support living in a Band D property will pay an increase of around 6 pence per week.
- 1.10. The Mayor of London published the final GLA consolidated budget, capital spending plan and provisional council tax precept for 2023/24 for its meeting on 23 February 2023.
- 1.11. The Policy and Performance Scrutiny Committee reviewed the budget proposals on 26 January 2023 and its comments have been considered in finalising the budget proposals and proposed level of council tax.
- 1.12. The council invited comments from business rates payers (and representatives) in Islington on the draft 2023/24 budget proposals set out in this report. The consultation period ran from 5 January 2023 to 25 January 2023.
- 1.13. The contents of the report are summarised below:
 - **Section 2** sets out the recommendations.
 - **Section 3** summarises the assumptions within the General Fund (GF) Medium-Term Financial Strategy (MTFS) and sets out the 2023/24 net revenue budget, fees and charges and estimated reserves.
 - **Section 4** covers the Housing Revenue Account (HRA) and includes HRA savings, rents, service charges and other fees and charges.
 - **Section 5** summarises the 2023/24 to 2025/26 capital programme and funding, and the latest indicative programme up until 2032/33. This also includes the Capital Strategy, Treasury Management Strategy, Minimum Revenue Provision (MRP) Policy Statement and Investment Strategy.
 - **Section 6** includes the detailed, statutory council tax calculations and matters relating to retained business rates.
 - **Section 7** details the further matters to formally consider in setting the final budget, namely the comments of the Section 151 Officer and the Monitoring Officer, a cumulative Equality Impact Assessment (EQIA) of the budget proposals, budget consultation to business rate payers, the annual review of compliance against the CIPFA Financial Management Code, the Annual Pay Policy Statement for 2023/24 and the Retail Relief Scheme for 2023/24.

2. Recommendations

The General Fund Budget 2023/24 and MTFS (Section 3)

- 2.1. To agree, as recommended by the Executive, the MTFS and balanced 2023/24 budget, including the underlying MTFS principles, in-year monitoring position (to date) and the budget assumptions. (**Paragraphs 3.1-3.46, Table 1, and Appendix A**)
- 2.2. To agree, as recommended by the Executive, the proposed 2023/24 net budgets by directorate. (**Paragraph 3.3, Table 2, and Appendix A**)
- 2.3. To agree, as recommended by the Executive, that centrally held demographic growth be allocated to service budgets in-year once a more evidenced assessment is available and has been approved by the Section 151 Officer. (**Paragraph 3.18**)

- 2.4. To note that the 2023/24 budget incorporates budget provision for manifesto commitments and provide additional support to residents in the current cost-of-living crisis. **(Paragraph 3.26-3.36)**
- 2.5. To agree, as recommended by the Executive, a one-off £1m Hardship Fund to support residents focussing on working households, with low incomes, who are facing large rent rises, for launch in advance of the 2023/24 financial year. **(Paragraph 3.28-3.32)**
- 2.6. To agree, as recommended by the Executive, the annual budget for the London Councils Grants Committee, following consideration by the London Councils Leaders' Committee on 13 December 2022, and to note that this will be reported to the Voluntary and Community Sector (VCS) Committee on 20 March 2023 for noting. **(Paragraph 3.39-3.40)**
- 2.7. To agree, as recommended by the Executive, the 2023/24 savings and note that individual savings may be subject to individual consultation before they can be implemented. Further, to note the draft savings proposals for 2024/25 and 2025/26. **(Paragraphs 3.42-3.46, Table 4, and Appendix B)**
- 2.8. To note the funding assumptions following the announcement of the Provisional Local Government Settlement on 19 December 2022. **(Paragraphs 3.47-3.74)**
- 2.9. To note that the fees and charges policy and the General Fund fees and charges for 2023/24 have been agreed by Executive on 24 November 2022 and to note the amendment to the fees and charges schedule in respect of GLL activities and memberships as agreed by Executive on 9 February 2022. **(Paragraphs 3.75-3.79)**
- 2.10. To agree, as recommended by the Executive, the policy on General Fund contingency and reserves and agree the movements to/from earmarked reserves assumed as part of the 2023/24 revenue budget. **(Paragraphs 3.80-3.90 and Table 7)**
- 2.11. To agree, as recommended by the Executive, that the Section 151 Officer is delegated responsibility for any technical adjustments required for the 2023/24 budget (in line with the council's financial regulations).

The HRA Budget and MTFs (Section 4)

- 2.12. To agree, as recommended by the Executive, the balanced HRA 2023/24 budget and note the latest estimates over the 3-year MTFs period. **(Paragraphs 4.1-4.3, Table 8, and Appendix C1)**
- 2.13. To agree, as recommended by the Executive, the 2023/24 savings and note that individual savings may be subject to individual consultation before they can be implemented. **(Table 9, and Appendix C3)**
- 2.14. To note the HRA rents and other HRA fees and charges for 2023/24 agreed by the Executive on 12 January 2023. **(Paragraphs 4.4-4.39, Tables 10-12, and Appendix C2)**
- 2.15. To note that the HRA 30-year business plan is currently being updated to reflect latest government policy **(Paragraph 4.2)**

Capital Investment and Treasury and Investment Management (Section 5)

- 2.16. To agree, as recommended by the Executive, the proposed 2023/24 to 2025/26 capital programme and note the indicative capital programme for 2026/27 to 2032/33. **(Paragraphs 5.3-5.6, Table 13, and Appendices D1 to D2)**
- 2.17. To note the estimated funding of the 2023/24 to 2025/26 capital programme and to delegate authority to the Section 151 Officer, where necessary, to apply capital resources

to fund the capital programme in the most cost-effective way for the council. (**Paragraph 5.10 and Table 14**)

- 2.18. To note the estimated borrowing levels for the General Fund and HRA in relation to the 2023/24 to 2025/26 capital programme (**Paragraph 5.13 and Tables 15-16**)
- 2.19. To agree, as recommended by the Executive, the Capital Strategy, Investment Strategy, Minimum Revenue Provision (MRP) Policy Statement and Treasury Management Strategy. (**Paragraph 5.14 and Appendices E1-E4**)

Council Tax and Retained Business Rates (Section 6)

- 2.20. To agree, as recommended by the Executive, the calculations required for the determination of the 2023/24 council tax requirement and the level of council tax as detailed in **Section 6** and summarised below.
 1. The 2023/24 council tax requirement of **£113,039,838.03** (**Paragraph 6.7 and Table 19**)
 2. The relevant basic amount of Islington Band D council tax of £1,380.52, a 4.99% increase compared to 2022/23 (comprising 2% specifically for expenditure on adult social care and 2.99% for all expenditure), and that this is not 'excessive' in accordance with the council tax referendum principles for 2023/24. (**Paragraph 6.9 and Table 20**)
 3. The basic amount of Islington Band D council tax for dwellings to which no special item relates (i.e. outside of the Lloyd Square Garden Committee area) of £1,380.25. (**Paragraph 6.11 and Table 22**)
 4. The amount of 2023/24 council tax (excluding the GLA precept) for each valuation band over each of the council's areas. (**Paragraph 6.11 and Table 21 and Table 22**)
 5. The total amount of 2023/24 council tax (including the GLA precept) for each valuation band over each of the council's areas. (**Paragraph 6.13 and Table 24 and Table 25**)
- 2.21. To note the council's estimated retained business rates funding in 2023/24, as per the 2023/24 NNDR1 return estimate. (**Paragraph 6.15 and Table 26**)
- 2.22. To note the council's forecast NNDR surplus/(deficit) for 2022/23. (**Paragraph 6.16 and Table 27**)

Further Matters to Consider in Setting the Budget (Section 7)

- 2.23. To have regard to the Section 151 Officer's report on the robustness of the estimates included in the budget and the adequacy of the proposed financial reserves when making decisions about the budget and the level of council tax, as required under Section 25(2) of the Local Government Act 2003. (**Paragraphs 7.1-7.7**)
- 2.24. To note the Monitoring Officer comments. (**Paragraphs 7.8-7.12**)
- 2.25. To note the Equality Impact Assessment (**Paragraphs 7.13-7.15 and Appendix F**) and to take fully account of it in approving the overall budget and related proposals.
- 2.26. To note the assessment of compliance against the CIPFA Financial Management Code and that this will be re-visited at least annually as part of the budget process, with any actions or recommendations implemented on an ongoing basis. (**Paragraphs 7.16-7.17 and Appendix G**)
- 2.27. To note that the council invited business rate payers or representatives of business rate payers in Islington to comment on the 2023/24 budget proposals in this report, as required under Section 65 of the Local Government Finance Act 1992. (**Paragraphs 7.18-7.20**)

2.28. To agree, as recommended by the Executive, the Annual Pay Policy Statement 2023/24. **(Paragraph 7.21 and Appendix H)**

2.29. To agree, as recommended by the Executive, the Retail Relief Scheme for 2023/24 **(Appendix I and Paragraph 7.22)**

3. General Fund MTFS and 2023/24 Revenue Budget

Summary of MTFS 2023/24 to 2025/26

3.1. The latest assumed budget position in 2023/24 and over the medium term is summarised in **Table 1** and detailed at **Appendix A**. There was an estimated gross budget gap of £28m in 2023/24 (balanced in full by the proposals in this report) and £64m over the medium term. There is a remaining estimated 3-year gap of nearly £27m after the proposals and underlying assumptions in this report. This is before any decisions around council tax in respect of the financial years 2024/25 and 2025/26.

Table 1 – Summary Budget Gap 2023/24 to 2025/26

	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Pay and pension inflation	20.884	6.200	6.200	33.284
Non-pay/contract inflation	14.129	4.350	3.879	22.358
Demographic growth	8.315	8.000	8.000	24.315
Base budget adjustments/growth	(5.703)	(2.802)	(1.650)	(10.155)
Corporate items (e.g., levies/contingency)	4.297	9.654	5.315	19.266
Government funding	(13.727)	(9.172)	0.000	(22.899)
Gross Budget Gap	28.195	16.230	21.744	66.169
Proposed savings	(10.995)	(5.069)	(2.818)	(18.882)
Business rates inflation funding	(9.587)	(0.443)	0.000	(10.030)
Assumed council tax base increase	(2.241)	(0.565)	(0.596)	(3.402)
Budget Gap (Before Council Tax Increases)	5.372	10.153	18.330	33.856
Assumed Council Tax Increase 2023/24 (2.99%)	(3.219)			
Assumed ASC precept increase 2023/24 (2%)	(2.153)			
Remaining Budget Gap to Close	0.000	10.153	18.330	28.483

MTFS Principles

3.2. The proposed 2023/24 budget is underpinned by the following key principles.

- Compliance with the CIPFA Financial Management Code.
- Setting a balanced budget for the year ahead and working up robust estimates and funding scenarios over a 3-year period, as well as longer-term horizon scanning.
- Fully budgeting for ongoing budget pressures, and not applying one-off funding to bridge ongoing funding gaps.
- Reflecting the ongoing revenue cost of the capital programme (both the cost of interest and prudently setting aside enough to repay debt principal) in the revenue budget and considering the potential for interest rate volatility.
- Not assuming additional funding from central government until it is confirmed and developing exit plans for specific funding streams ending at short notice.
- Increasing the level of council tax in line with the government's expectations in local government finance settlements to avoid an ongoing shortfall in the base budget.

- Setting a sufficient contingency budget for in-year budget risks and using available one-off funding to strengthen financial resilience in reserves for hardening budget risks over the medium term.
- Maintaining a minimum balance in the Core Funding Reserve to mitigate against a potential fall in retained business rates funding to the government safety net level.

Summary Net Revenue Budget 2023/24

3.3. **Table 2** summarises the 2023/24 net revenue budget by directorate. A breakdown of the movement between the 2022/23 and 2023/24 budget is shown in **Appendix A**.

Table 2 – Net Revenue Budget 2023/24

	2022/23 Net Budget £m	Changes £m	2023/24 Net Budget £m
Adult Social Services	56.769	(4.537)	52.232
Chief Executive's Directorate	1.228	0.099	1.327
Children's Services	84.966	2.628	87.594
Community Wealth Building	16.627	4.686	21.312
Environment	5.389	(4.893)	0.496
Fairer Together	7.112	1.452	8.563
Homes and Neighbourhoods	6.354	1.534	7.888
Public Health (net nil as wholly grant funded)	0.000	0.000	0.000
Resources Directorate	28.258	6.888	35.146
Central Costs	20.956	8.988	29.944
Net Cost of Services	227.659	16.843	244.502
General Contingency	5.000	0.000	5.000
Inflation, Energy and Demand Contingency	0.000	5.000	5.000
Transfer to/(from) Earmarked Reserves	(15.913)	29.431	13.518
Un-ringfenced Grants	(8.298)	4.768	(3.530)
Net Budget Requirement	208.448	56.042	264.490
Settlement Funding Assessment	(110.601)	(6.366)	(116.967)
Business Rates Growth	(15.183)	(9.587)	(24.770)
Collection Fund (Surplus)/Deficit	22.761	(32.475)	(9.714)
Council Tax Requirement	105.425	7.614	113.039

Budget Monitoring Position 2022/23

3.4. The estimated outturn position for the current financial year (2022/23) is reported through the Council's Executive at regular intervals throughout the financial year and to the Policy and Performance Scrutiny Committee. The estimated financial position for the current financial year incorporates known and emerging budget variances and details any known residual risks, both at directorate level and corporately. The financial position reports on the council's General Fund, HRA and the capital programme, analysing financial data and the performance monitoring context within which the financial data sits. Where there are significant variances to the financial position, management actions are identified and detailed within the report, with the intention of bringing the anticipated year-end position back to target. Any ongoing impact on budgets beyond the current financial year, remaining after management actions have been implemented, is considered within the budget planning process for the forthcoming financial year and over the medium term.

- 3.5. The financial context of high inflation (with a significant knock-on impact in terms of higher than estimated service costs) and the continued recovery from the pandemic has created a very uncertain backdrop to the 2022/23 financial year. When combined with significant demand pressures within services and the ongoing effect of a decade of central government under-funding of council services, the 2022/23 financial position presents a challenge to keep in balance.
- 3.6. Key variances reported in the mid-year budget monitoring position, considered alongside the January budget report to the Executive, included the following:
- Adult Social Care: Demographic pressures of c£2.3m at month 6 2022/23. The ongoing budget impact of demographic pressures is incorporated in the MTFs for 2023/24.
 - Children's Services: Significant pressures in relation to the placements budget of c£2.5m at month 6 2022/23. The 2023/24 budget incorporates the ongoing impact of additional demand for services.
 - Corporate: The agreed local government pay award equates to an approximate 6% increase in the council's pay bill and a significant pressure on the council's GF budget for 2022/23 and the base pay budget over the medium term. The ongoing, additional cost is reflected in the 2023/24 base budget position going forward
 - Energy: Rising energy prices, driven particularly by the war in Ukraine, have had an impact across the council's budgets in 2022/23. This has been most keenly felt across corporate landlord services, leisure, street lighting, housing-related landlord supplies/community centres and housing-related electricity/heating supplies. The 2023/24 budget includes an additional £4.805m of energy contingency provision to offset anticipated 2023/24 energy pressures.
- 3.7. Maintaining sufficient reserves for future budgetary pressures and risks is a key component of a council's overall financial resilience. Reserves can only be used once. They cannot sustainably be used to fund recurrent expenditure. The council has experienced significant budget pressures since the approval of the balanced 2022/23 budget, as detailed above. For the first time in several years, we are unexpectedly having to draw upon our reserves to help balance the in-year position. This is only possible because of the prudent contributions we have made to reserves in previous years. Overall, the GF financial position at month 6 2022/23 assumed the application of the following corporate resources:
- Corporate Energy Provision/Energy and Inflation Smoothing Reserve
 - Social Care Reserve
 - General Contingency
- 3.8. Taking forward the strategic implications of the in-year budget monitoring position into the medium-term budget planning process is a crucial aspect of the overall budget monitoring process. This can take the form of:
- Ensuring that ongoing budget implications are fully reflected in base budgets.
 - Reviewing base savings proposals for deliverability in-year and over the medium term.
 - Working up new savings proposals in the context of financial and performance monitoring data analysed within the in-year budget monitoring process.
 - Reviewing reserve positions in light of any drawdown in-year to ensure that there are sufficient reserves to provide financial resilience going forward.

Economic Forecasts

- 3.9. The Office for Budget Responsibility's (OBR) published economic forecasts alongside the Autumn Statement 2022. The OBR has stated that the UK economy is expected to enter a recession from the third quarter of 2022, and it is expected to last just over a year. The OBR flagged the combined impact of Russia's invasion of Ukraine on food and energy supply, the ongoing recovery from the pandemic, high inflation, and interest rates as contributing factors.
- 3.10. Annual Gross Domestic Product (GDP) is expected to grow by 4.2% in 2022 (0.4% higher than forecast in March 2022). GDP is expected to fall by 1.4% in 2023 and to rise again by 1.3% in 2024. Output is expected to return to pre-pandemic levels by end of 2024.
- 3.11. Inflation (CPI) is forecast to peak in the current quarter at a 40-year high of 11.1%. Inflation is expected to fall slightly in 2023 then sharply over 2024-2026 before returning to its 2% target in 2027. Unemployment is likely to rise from 3.5% to a peak of 4.9% in 2024, then down to 4.1% in 2025.
- 3.12. Borrowing is forecast at £177bn (7.1% of GDP) in the current year (a sharp rise from £133bn) and is expected to fall to £69bn (2.4% of GDP) in 2027/28. Interest rate rises have increased the cost of servicing debt, leaving public finances vulnerable to market shocks. Higher borrowing pushes public sector net debt up sharply, from 84.3% of GDP last year to a 63-year high of 97.6% in 2025/26. Public sector net debt is expected to stabilise in 2026/27 and fall by 0.3% in 2027/28.
- 3.13. The OBR has flagged the economic and fiscal risks of cliff-edges in energy related support, the planned increase to the fuel duty rate in March 2023, the use of repeated one-off support measures and inflationary pressures on departmental budgets.
- 3.14. The Real Household Disposable Income (RHDI) measure of living standards is estimated to fall by 4.3% in 2022/23 and by 2.8% in 2023/24. This would be the largest fall on record, taking the measure of living standards per person to its lowest level since 2013/14.

Key Revenue Budget Cost Pressures

- 3.15. The MTFS assumes a 6.5% per annum pay award in 2023/24 and then 3% over the remainder of the medium term. As the 2022/23 budget assumed a 2% pay award (in line with government expectations at the time), the 2023/24 budget effectively must make additional provision for the 2022/23 pay award (equating to an additional £6.5m). Every 1% increase in pay equates to approximately £1.9m for the General Fund. There is a risk that pay settlements could be higher than the MTFS forecasts from 2023/24 onwards.
- 3.16. Following the 2022 triennial pension fund valuation, adjustments have been made in respect of employer pension contributions. The future service rate is expected to increase from 14.6% to 18.3%.
- 3.17. The MTFS provides for contract and non-pay inflation that cannot be managed within existing budgets:
- This includes the significant impact on Adult Social Care contracts of the National Living Wage (from £9.50 to £10.42 per hour), London Living Wage (from £11.05 to £11.95 per hour).
 - It also includes provision for the estimated impact of rising energy costs.

Demography

- 3.18. A further, significant cost pressure for the council is the increasing quantum and complexity of demand for council services. Based on latest estimates, the MTFs assumes demographic budget growth of £8.315m in 2023/24 and then £8m in 2024/25, and a further £8m in 2025/26. This is the net growth requirement after planned management actions to mitigate cost increases. There is considerable uncertainty around these estimates, due to the unknown lasting impact of the pandemic on demand. It is recommended that demographic growth is held centrally and allocated to service budgets in-year once a more evidenced assessment is available and has been approved by the Section 151 Officer.
- 3.19. The number of residents requiring adult social care has risen over the past number of years. This demand is driven by:
- An ageing population with people living longer with multiple of complex needs requiring social care.
 - Increased prevalence of learning disabilities or physical or mental illness among working-age adults over recent years.
 - Significant backlogs and longer waits in the NHS have exacerbated demand.
- 3.20. The demographic growth for Adult Social Services is split into the following client groups:
- Memory, Cognition, and Physical Support – It is estimated that approximately 9% of Islington’s population is aged over 65. Between 2022 and 2031 the Islington population aged over 65 is projected to rise by 27%.
 - Mental Health, Learning Disabilities and Physical Disabilities - People are living longer but are developing long-term conditions earlier in life. There are also a growing number of frail older family carers. Planning is necessary to meet the needs of an increasing number of people with profound and multiple disabilities and manage the resulting pressure on resources.
- 3.21. The demographic growth for Children’s Services relates to the following service areas:
- Demand pressures in relation to Children’s Social Care – Bed night activity has continued to increase during 2022/23 and is projected to increase further in-line with the increasing 13-17 population (the age range at which most children come into care) and increasing levels of family poverty in the borough. Alongside this we are seeing increased numbers of care leavers as increasing numbers of children in care turn 18.
 - Increased provision of short breaks and home to school transport as the numbers of pupils with special educational needs and disabilities continues to increase.
 - An increase in provision of school uniform grants and Post-16 bursaries as the eligibility for free school meals continues to increase.

Energy

- 3.22. Energy prices are likely to continue to be a significant and highly volatile cost pressure in 2023/24. The rise in energy prices is largely driven by global supply chain issues and the economic consequences of the continued war in Ukraine.
- 3.23. Energy costs in 2022/23 have been mitigated by the Government’s Energy Bill Relief Scheme (EBRS). A review of the EBRS for non-domestic energy consumers, excluding public sector organisations, will determine support beyond 31 March 2023. The overall

scale of support will be much lower and targeted at those consumers that are most impacted.

- 3.24. Work has been undertaken to reduce the council's energy usage (including schools) which has reduced demand across the council by around 5% in 2022/23. In addition, the council has introduced a new energy purchasing strategy which has procured 70-80% of the energy for 2023/24. This strategy has reduced the level of risk in the 2023/24 position and provided security for energy costs. However, this still leaves 20-30% of energy demand at risk of volatile markets. The 20-30% risk element is within the allocated 2023/24 budget.
- 3.25. The 2023/24 budget includes an additional £4.805m of energy provision to offset anticipated 2023/24 energy pressures.

Additional Support for Residents

- 3.26. The 2023/24 budget provides funding for manifesto commitments such as ensuring every Islington child has access to a laptop or tablet as they move into secondary school and providing free swimming lessons for families in some school breaks, building on the current summer offer by 2026.
- 3.27. Residents and businesses are being impacted by the cost-of-living crisis. The 2023/24 budget makes provision to provide support to those most vulnerable and to ensure services can continue effectively, including:

Creation of a Hardship Fund

- 3.28. Considerable support will remain in place for low income and financial vulnerable households into 2023/24, helping mitigate the impact of raising rents to the 7% cap and a proposed 4.99% overall Islington council tax increase.
- 3.29. Islington Council already has in place a generous council tax support scheme that provides extra support for disabled people and families. There is also additional relief for pensioners, foster carers, shared lives, and care leavers. Lowest income pensioners on pension credit will receive 100% council tax support so will not be impacted by the council tax increase and working age households on lowest incomes receive 95% support.
- 3.30. The Resident Support Scheme (including discretionary housing payments) will continue to assist with cases of hardship. The Autumn Statement confirmed ongoing cost of living payments in 2023/24 of £900 for low-income benefits, £300 for pensioners, and £150 for disability benefits. The Household Support fund will continue into 2023/24, likely to provide £4.4m across the full year.
- 3.31. However, even with all this support, it is recognised that raising rents by 7% will add to the financial pressures of the council's tenants, with residents in the private rented sector also facing rising rents. The 2023/24 budget includes a one-off Hardship Fund of £1m focusing on working households, with low incomes, who are facing large rent rises, for launch in advance of the 2023/24 financial year.
- 3.32. More details of the one-off Hardship Fund will be shared in the coming months. It will start accepting applications from those in need before the end of March 2023.

Enhanced Access Islington Capacity

- 3.33. The Access Islington Service continues to see significant demand from our residents as an initial gateway for help including for key initiatives such as the energy rebate scheme, additional grant payments and other crisis support services. We expect the pressures on the service to grow as residents continue to struggle with the cost-of-living crisis.
- 3.34. With reduced capacity and increasingly complexity, call waiting times have increased, making the contact experience for residents more challenging. Following a detailed assessment of the data on call volumes, the 2023/24 budget adds nine additional members of staff at a cost of £0.337m. Once these staff are trained, they will be allocated to work on the phones in the council’s main call centre.
- 3.35. This additional staffing resource will have a number of positive benefits for both residents and staff. With more staff available when residents phone to speak to the council, wait times will significantly reduce. There will also be an anticipated reduction in abandonment, with this expected to return to pre-pandemic levels as more calls are able to be answered by our staff.
- 3.36. Alongside this immediate investment, we will:
 - Continue to ensure tight performance management and quality assurance within the service at a team and individual level.
 - Explore necessary improvements to our digital offer.
 - Enable those residents who want to complete more transactions online to do so.

Levies and Other Central Payments to External Bodies

- 3.37. The council is required to pay levies and other central payments to various external bodies, estimated to total £16m in 2023/24. The most significant are the council’s contribution to Transport for London (TfL) for the cost of concessionary fares (London Freedom Pass) and the North London Waste Authority (NLWA) levy towards the disposal of household waste in partnership with six other north London boroughs.
- 3.38. The levies and other central payments to external bodies for 2023/24 are shown in **Table 3**.

Table 3 – Levies and Other Central Payments to External Bodies 2023/24

	2022/23 Budget £m	2023/24 Estimate £m	Increase/ (Decrease) £m
Concessionary Fares	7.471	8.341	0.870
NLWA Household Levy	6.801	5.497	-1.304
London Pensions Fund Authority	1.139	1.139	0.000
Inner North London Coroner's Court	0.367	0.510	0.143
Traffic and Control Liaison Committee	0.290	0.296	0.006
Lee Valley Regional Park Authority	0.190	0.208	0.018
Environment Agency (Thames Region)	0.189	0.194	0.005
London Boroughs Grants Scheme	0.184	0.184	0.000
Total	16.631	16.369	-0.262

- 3.39. The London Boroughs Grants Committee contributes towards the funding of many London-wide organisations providing a wide range of services. These services are accessible by Islington residents and contribute towards the council’s priorities including tackling

homelessness, dealing with violence against women and girls and support people with no recourse to public funds.

3.40. The London Councils Grant Committee report was considered by the Leaders' Committee on 13 December 2022 and will be reported to the Voluntary and Community Sector (VCS) Committee on 20 March 2023 for noting. Two-thirds of boroughs need to agree the grants budget by the end of January each year. The London Councils Leaders' Committee recommended for constituent councils (including Islington) overall expenditure of £6,686,000 comprising:

Expenditure:

- Payments to Commissions – £6,173,000
- Administrative Expenditure – £453,000
- London Funders Membership Fees – £60,000

Funded By:

- Borough contributions – £6,668,000 (Islington contribution £183,779)
- Use of reserves – £18,000

Transformation Project Funding

3.41. To help protect much-needed reserves, the MTFs continues to provide £1.5m per annum for one-off corporate transformation projects.

Revenue Savings

3.42. The 2023/24 revenue budget assumes the delivery of savings totalling £10.995m in 2023/24 (**Appendix B**), with draft savings set out for the period 2024/25 to 2025/26. This is summarised by directorate in **Table 4**.

Table 4 – General Fund Budget Savings Proposals by Directorate

Directorate	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Adult Social Services	2.090	1.540	0.876	4.506
Children's Services	1.407	0.377	0.247	2.031
Cross-Cutting	2.940	0.000	0.000	2.940
Community Wealth Building	0.991	1.123	0.069	2.183
Environment	1.793	1.472	0.505	3.770
Fairer Together	0.300	0.000	0.150	0.450
Homes and Neighbourhoods	0.374	0.407	0.511	1.292
Public Health	0.500	0.000	0.060	0.560
Resources	0.600	0.150	0.400	1.150
Total	10.995	5.069	2.818	18.882

3.43. It should be noted that individual savings may be subject to individual consultation before they can be implemented. If any savings do not proceed as planned following consultation, any in-year pressure would need to be funded from the corporate contingency budget and the ongoing implications considered as part of the next budget process.

3.44. The identification and delivery of savings gets more challenging every year. This is particularly the case for cross-cutting savings that are still to be worked up in more detail.

3.45. To support the review of street cleaning and enforcement operations proposed saving, it is proposed that £0.100m one-off budget will be provided in 2023/24 to allow the service

to respond to any short-term operational issues, such as during the leafing period. The service will also commission specialist technical analysis of litter monitoring data to map levels of deterioration and inform the operational changes. This will minimise the impact on performance and visual appearance of the borough's streets.

- 3.46. Updates on the delivery of the 2023/24 budget savings will be provided as part of the 2023/24 budget monitoring process, reported up through the Executive and scrutinised by the Policy and Performance Scrutiny Committee.

Funding Announcements (Provisional Local Government Finance Settlement)

- 3.47. The Provisional Local Government Finance Settlement for 2023/24 was announced on 19 December 2022. The final settlement is due to be announced in early February 2023.
- 3.48. The settlement is in line with expectations following the Autumn Statement 2022 and the balanced draft budget position for 2023/24.
- 3.49. Whilst it was a one-year settlement for 2023/24 only, the government policy statement released earlier in December suggested that the same principles will also apply in 2024/25.
- 3.50. The MTFs does not currently assume any additional government grant funding beyond 2024/25 as this is beyond the current Government Spending Review Period.
- 3.51. Based on the government's methodology, Islington's Core Spending Power will increase by 9.8% in 2023/24 in cash terms. Within this, it is assumed that the council will raise council tax by the maximum amount (2.99% referendum limit and 2% ASC precept). This represents a real-terms funding cut that does not address historical funding shortfalls and requires a significant proportion of additional funding to be raised locally through council tax.
- 3.52. Any funding reforms or changes in funding distribution (e.g., the Fair Funding Review and business rates baseline reset) will not be implemented until 2025/26 at the earliest.

Settlement Funding Assessment

- 3.53. Islington's Settlement Funding Assessment, or core government funding, is made up of a Baseline Funding Level under the partial (30%) business rates retention system (comprising a business rates baseline amount and a 'top-up' grant) and Revenue Support Grant. This is summarised in **Table 5** below.

Table 5 – Settlement Funding Assessment*

	2022/23 £m	2023/24 £m	Change £m	Change %
Business Rates Baseline	82.456	79.160	-3.296	-4.00%
Top-Up Grant	2.798	9.284	6.486	231.81%
Baseline Funding Level	85.254	88.444	3.190	3.74%
Revenue Support Grant	25.347	28.523	3.176	12.53%
Settlement Funding Assessment	110.601	116.967	6.366	5.76%

*The composition of Baseline Funding Level between Business Rates Baseline and Top-Up Grant has been updated to reflect Business Rates Revaluation 2023 that will take effect on 1 April 2023. The decrease in Business Rates Baseline is due to an overall decrease in rateable value in Islington following the revaluation. The revaluation is neutral overall for the council's funding as there is an offsetting increase in Top-Up Grant.

- 3.54. Revenue Support Grant will increase in 2023/24 in line with the September 2021 to September 2022 change in the Consumer Price Index (CPI, 10.1%). Other small changes to Revenue Support Grant include the rolling in of the following specific grants:
- Local Council Tax Support Administration Subsidy grants
 - Additional funding for food safety and standards enforcement (Natasha's Law)
- 3.55. All business rates retention related income, including retained growth above the funding baseline, will be uplifted by 10.1% in 2023/24. Of this, 3.7% will be received through the Baseline Funding Level with the remaining 6.4% received separately as Section 31 grant.
- 3.56. It is expected that business rates retention income and Revenue Support Grant will increase in 2024/25 in line with the September 2022 to September 2023 change in the Consumer Price Index.

Council Tax

- 3.57. The settlement confirmed the council tax referendum threshold at 4.99% (2.99% core threshold and 2% Adult Social Care Precept) as expected following Autumn Statement 2022. The government have clarified that the same referendum principles as in 2023/24 will apply in 2024/25.

Business Rates

- 3.58. In the Autumn Statement 2022, the Chancellor made the following key announcements around business rates, now confirmed in the settlement:
- Although the business rates multiplier (the rate in the £ annual increase) is 'frozen' (49.9p in the £), the settlement includes an offset to reflect overall increases in rateable values of the 2023 national revaluation and a balancing uplift for inflation (3.74%).
 - Transitional Relief – bill increases capped at 5-15% (depending on the size of the business) to support properties impacted by the 2023 business rates revaluation.
 - Support for eligible retail, hospitality and leisure businesses is extended and increased from 50% to 75% business rates relief in 2023/24, up to £110,000 per business.
 - The council will be fully compensated for the impact of these changes on its retained business rates income and will receive new burdens funding for administrative/IT costs.
- 3.59. The impact of the announcements and business rates revaluation on businesses in borough will vary between sectors and individual businesses.

Other Grants

Social Care Funding

- 3.60. The Autumn Statement 2022 announced additional social care funding at a national level. The council's social care funding allocations for 2023/24 are summarised at **Table 6**. The additional funding is fully committed towards funding the significant inflation and demand pressures on the council's social care budgets.

Table 6 – Social Care Funding

	2022/23 £m	2023/24 £m	Change £m
Improved Better Care Fund	14.502	14.502	0.000
Social Care Grant	14.558	23.690	9.132
Independent Living Fund	1.182	0.000	(1.182)*
Adult Social Care Discharge Fund	0.000	2.033	2.033
Market Sustainability and Improvement Fund	0.868	3.011	2.143
Total	31.110	43.236	12.126
*The Independent Living Fund grant has been rolled into the Social Care Grant in 2023/24.			

- 3.61. The Improved Better Care Fund will remain at the same level in 2023/24 as in 2022/23. The grant will continue to be required to be pooled as part of the Better Care Fund.
- 3.62. The Social Care Grant (ring-fenced for both Children’s and Adults Social Care purposes) has been increased by £1.506bn nationally in 2023/24. This due to £1.265bn repurposed funding previously allocated for the now delayed adult social care charging reforms, £162m ‘rolling-in’ of the Independent Living Fund grant and £81m funding repurposed from elsewhere in the settlement. It is expected to increase by a further £612m nationally in 2024/25.
- 3.63. The Autumn Statement announced £600m of new grant funding for 2023/24 to support hospital discharges. Local authorities will receive £300m of this funding (increasing to £500m in 2024/25), of which Islington will receive £2.033m in 2023/24. This funding will be required to be pooled as part of the Better Care Fund.
- 3.64. The 2022/23 Market Sustainability and Fair Cost of Care grant (£162m nationally) has been re-purposed as the Market Sustainability and Improvement Fund and increased by £400m. It is expected to increase by a further £282m in 2024/25.

Services Grant 2023/24

- 3.65. The services grant will continue in 2023/24 (and 2024/25) using the same methodology for distribution as in 2022/23. Funding previously provided for the increased (now reversed) National Insurance Contributions has been clawed back. Some funding will go to increasing the funding for the supporting families programme and to pay for other parts of the settlement including increasing Revenue Support Grant. The total funding distributed will be £464m nationally, of which Islington will provisionally receive £3.448m (a decrease of £2.429m from 2022/23). This is reflected in the net revenue budget at **Table 2**.

Lower Tier Services Grant / Minimum Funding Guarantee

- 3.66. This grant has been abolished and repurposed to provide a 3% minimum funding guarantee increase in Core Spending Power to all councils. Islington does not benefit from the minimum funding guarantee because the council’s Core Spending Power increase is already higher than 3%.

New Homes Bonus

- 3.67. The settlement confirmed that the New Homes Bonus grant will continue for an additional year in 2023/24. This is the fourth one-off NHB allocation, none of which have resulted in legacy payments. Islington’s allocation, based on housing growth in the borough over the past year, is £0.082m. The government have stated that they will set out the future position of New Homes Bonus ahead of the 2024/25 local government finance settlement.

Public Health Grant

3.68. Public health grant is outwith the Core Spending Power calculation and is announced separately from the settlement itself. Spending Review 2021 had announced that the grant would increase in line with inflation.

Homelessness Prevention Grant

3.69. The Homelessness Prevention Grant allocations for 2023/24 are now available. Islington will receive £3.782m, an increase of £0.115m since 2022/23.

Dedicated Schools Grant (DSG) Funding

3.70. An additional £4.219m (3.0%) has been provided for 2023/24 in the Schools Block following an increase in per-pupil funding for primary and secondary schools of 5.8% and 5.2% respectively. The 3.0% increase in funding is after taking into account the 2.2% reduction in pupil numbers from October 2021 to October 2022. Had pupil numbers not reduced, then a further £2.875m in funding would have been received for schools. The Schools Block is the main source of funding for mainstream schools.

3.71. In addition to the growth in schools block funding an additional £5m has been allocated to mainstream schools in Islington, including academies following the government's Autumn Statement. This funding is being provided outside of the DSG through a mainstream schools additional grant.

3.72. There has been a further reduction in the historic duties element of Central Schools Services Block funding for Council services provided to mainstream schools of £0.084m (20%) in 2023/24. This follows a 20% reduction in each of the last three years, in line with the Department for Education's (DfE) plans to phase out this funding for local authorities by 2026/27. Funding for ongoing duties is reducing by £0.014m (1.3%) due to declining pupil numbers despite a 0.9% increase in the per-pupil funding rate for local authorities. The total reduction in funding is £0.099m (6.7%).

3.73. There is a year-on-year increase of £4.288m (10.3%) in High Needs Block following the provision of additional funding for high needs nationally. Increases in funding for High Needs are expected to be just 2% per annum from 2024/25, in line with guidance from the DfE. The High Needs Block provides funding for Special Schools, funding for children and young people with Special Educational Needs and Disabilities in other settings, and related local authority services.

3.74. Early Years Block funding is provided for the statutory entitlements to early education and childcare. Funding is set to provisionally increase by £0.800m (4.4%) in 2023/24. This is an initial position based on the January 2022 headcount. It will be updated by the DfE for January 2023 pupil numbers when they become available and will form part of the June / July DSG updated allocations from the DfE. The hourly funding provided to local authorities for 2-year-olds provision has increased by 9.8%, while the 3- and 4-year-old rate has increased by 3.1%. These increases include the roll-in of teachers pay and pensions grant.

Fees and Charges

3.75. Some fees and charges are prescribed by statute and are not within the council's power to vary locally, others are discretionary and set as part of the annual budget suite of papers, including the fees and charges report. The fees and charges policy considers the current level of inflation in the economy as well as the level of inflation expected to prevail over the forthcoming financial year. The most widely used measure of inflation is the Consumer Price Index (CPI).

- 3.76. The 2022/23 budget report agreed that discretionary fees be uplifted by 2% unless a variation was stated - this was the government's target inflation rate at that time and was considered a prudent assumption. Due to the high levels of inflation during 2022/23, the charges for discretionary services and the cost of providing those services were not aligned and so the cost of provision was not being fully recovered. It was agreed by Executive on 24 November 2022 that all discretionary fees and charges be increased by an average 10% (based on CPI) from 1 January 2023, unless a variation was otherwise stated.
- 3.77. Any increase in fees and charges income that has not already been included separately as part of the budget savings proposals is fully factored into the overall budget planning assumptions for the relevant services to cover corresponding inflation in costs incurred by the council.
- 3.78. Since GLL's price proposal agreed within the fees and charges report to the Executive on 24 November 2022, the inflation position and the impact of utilities has continued to escalate with utility rises impacting the sector particularly in the management of pools. A 10% rise on activity price increases was agreed by the Executive on 9 February 2023, on the basis that concession prices were also set at a maximum of 10% in line with the inflation rise on benefits. Additionally agreed, a 6% increase across Membership pricing and a 15% increase for Lessons and Courses on the basis that concessions remain at 10% on Lessons and Courses and that anyone attending Free Swimming Lessons would access discounted pricing to the paid for swim programme thereafter for 6 months. Overall, the following amendments to the fees and charges report and schedule, as originally agreed by the Executive on 24 November 2022, were agreed by the Executive on 9 February 2023:
- GLL Activities Pricing (**Appendix J1**)
 - GLL Membership Pricing (**Appendix J2**)
 - GLL Trampolines Pricing (**Appendix J3**)
- 3.79. HRA fees and charges are considered later in this report.

General Fund Contingency, Reserves and Balances

- 3.80. A fundamental element of the robustness of the council's annual budget and MTFS is the level of contingency budget, earmarked reserves, and General Fund balance, as determined by the Section 151 Officer.
- 3.81. Even prior to the pandemic, the 2020/21 budget report had noted the need for the council to strengthen its financial resilience for budget risks over the medium term.
- 3.82. In recent years external auditors have highlighted the comparatively low levels of the council's non-schools reserves and emphasised the importance of maintaining sufficient reserves. Furthermore, the significant expenditure pressures and income shortfalls incurred as a result of COVID-19 have highlighted the underlying level of risk in the council's budget.
- 3.83. The 2023/24 budget includes an ongoing corporate contingency budget of £5m per annum, unchanged from 2022/23. The contingency budget is available as a last resort for in-year contingency pressures that cannot be funded from compensating underspends elsewhere and subject to approval in line with the council's Financial Regulations. Directorates agree cash limited budget allocations and take responsibility for delivering a balanced budget unless a business case, presenting an exceptional circumstance, for contingency funding is agreed.

- 3.84. A £5m inflation, energy and demand contingency is assumed within the MTFS from 2023/24. This provides further financial resilience for these heightened risks going forward.
- 3.85. Islington's current General Fund balance (£21.7m, excluding balances held on behalf of schools) equates to just over one week of gross expenditure. It is proposed that any underspend on the General Fund and contingency budget at the end of each financial year is used to increase the General Fund balance (excluding schools balances) from the current level towards a target level of £40m over the medium to longer term. This £40m target level of General Fund balance (excluding schools balances) would be achievable by delivering a balanced budget over the next 5 years and transferring the unused contingency budget to general reserves. It is the view of the Section 151 Officer that this remains a reasonable proxy, subject to annual review, for the level of unquantifiable risk in the council's budget, and therefore the target balance needed to deal with economic shocks and insulate the council from potential compensating cuts to key services in the short term.
- 3.86. The estimated level of General Fund reserves, reflecting current known movements, over the 3-year MTFS period is shown in **Table 7** followed by a brief description of each reserve. This reflects known reserves movements and assumes that the estimated budget gap for 2024/25 and 2025/26 will be fully closed without drawing down on reserves.
- 3.87. The 2022/23 budget established a £4m per annum recurrent transfer to earmarked reserves as part of the council's efforts to strengthen financial resilience for hardening budget risks. It is prudently assumed that this £4m annual budgeted transfer to earmarked reserves will be fully offset by drawdowns against reserves commitments. However, if the MTFS can fund pressures within the annual base budget position, the budgeted transfer to reserves will help towards further strengthening the overall reserves position.
- 3.88. It is expected that additional movements to/from reserves will be brought forward for agreement once there is greater clarity on their timing and amount. This includes reserves movements related to the finalisation of the 2022/23 financial outturn after the end of the current financial year.

Table 7 – Estimated General Fund Reserves

	31/03/22 Actual £m	31/03/23 Estimate £m	31/03/24 Estimate £m	31/03/25 Estimate £m	31/03/26 Estimate £m
Earmarked Reserves					
BSF PFI Smoothing	5.769	6.299	6.803	7.293	7.293
Budget Risk and Insurance	25.675	24.266	28.266	32.266	36.266
Budget Strategy	19.586	10.445	9.945	9.445	9.445
Business Continuity	10.000	10.000	10.000	10.000	10.000
Capital Financing	3.120	3.120	3.120	3.120	3.120
Care Experience	16.000	20.000	20.000	20.000	20.000
CIL Admin	0.196	0.196	0.196	0.196	0.196
Core Funding	33.580	11.540	21.254	21.254	21.254
Dedicated Schools Grant	5.218	5.150	3.837	(2.803)	0.000
Energy and Inflation	5.509	4.000	4.000	4.000	4.000
IAH Restoration Levy	0.018	0.018	0.018	0.018	0.018
Joint Cemeteries Trading Account	1.731	1.731	1.731	1.731	1.731
Levies	2.726	2.983	2.787	2.787	2.787
Net Zero Carbon	2.481	2.481	2.481	2.481	2.481
Pooled Schools Budgets	0.828	0.828	0.000	0.000	0.000
Public Health	1.712	1.712	1.712	1.712	1.712
Social Care	8.999	0.958	0.958	0.958	0.958
Street Markets	0.138	0.138	0.138	0.138	0.138
Total	143.286	105.865	117.246	114.596	121.399
General Fund Balance					
Non Schools	21.704	21.704	21.704	21.704	21.704
Schools	8.314	3.210	(0.755)	(7.588)	(7.588)
Total	30.018	24.914	20.949	14.116	14.116

3.89. The reduction in school balances is a national issue as schools face increasing cost pressures. The main pressure on school balances is as a result of falling pupil numbers and increasing cost pressures such as energy and unfunded pay pressures. On average a primary school receives £5,500 per pupil and a secondary school £7,500 per pupil. There was a reduction in pupil numbers of 404 at primary and 44 at secondary between October 2021 and October 2022, which equates to a loss in funding of £2.875m for schools next year. 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 within three years.

3.90. Reserve narratives:

- Building Schools for the Future (BSF) PFI Smoothing reserve – The annual costs of PFI schemes fluctuate over the lifecycle of the schemes. This reserve helps to smooth the budgetary impact of PFI costs across financial years.
- Budget Risk and Insurance reserve – This reserve is set aside to mitigate budget risks, particularly the impact of delayed savings delivery, and for one-off expenditure commitments that span more than one financial year.

- Budget Strategy reserve – This reserve provides one-off funding for expenditure related to the delivery of the medium-term financial strategy (examples include transformation projects, the revenue costs of capital projects and redundancy costs).
- Business Continuity – This reserve mitigates the risk of disruption to key council services and systems, including cyber security risks.
- Capital Financing – This reserve helps to smooth the potential budgetary impact in future financial years of an increased revenue cost of financing the capital programme, in the context of rising interest rates and a very uncertain interest rate outlook.
- Care Experience – This reserve provides for the potential direct and indirect costs of the non-recent child abuse support payment scheme.
- Cemeteries reserve – The council operates a shared cemeteries service with the London Borough of Camden, and any surplus at the end of each financial year is carried forward through this reserve.
- Community Infrastructure Levy (CIL) reserve – This reserve is the balance of CIL funding earmarked for administration costs in future financial years.
- Dedicated Schools Grant – This reserve is the balance of Dedicated Schools Grant held by the council that will be spent in future financial years.
- Energy and Inflation – This reserve is earmarked to smooth the budgetary impact of dramatically increasing energy prices and record high levels of inflation.
- Islington Assembly Hall Restoration Levy – This reserve earmarks income from the Islington Assembly Hall Restoration Levy on events ticket sales towards funding restoration works in future financial years.
- Levies – This reserve mitigates the significant uncertainty around levies estimates over the medium term, particularly concessionary fares, and the North London Waste Authority levy.
- Net Zero Carbon - This reserve supports the delivery of the council's Net Zero Carbon programme.
- Core Funding – This reserve comprises the one-off financial gain from the former London Business Rates Retention Pilot Pool, and up-front government grant income that will fund Collection Fund losses that will come out of future year budgets (due to Collection Fund accounting timing differences). The remaining balance not relating to Collection Fund losses has been set aside for risks around taxation income and government funding streams.
- Pooled Schools Budgets – This reserve holds the unspent balance of pooled schools' budgets that will be spent in future financial years.
- Public Health – This reserve is the balance of ring-fenced public health grant funding carried forward to spend in future financial years.
- Social Care - This reserve mitigates significant uncertainty in social care demographic growth estimates and earmarks funding for one-off social care expenditure.
- Street Markets – The council operates three street markets at Chapel Market, Whitecross Street and Exmouth Market. Under laws governing the operation of these markets, any surplus at the end of each financial year is carried forward through this reserve for the future costs of operating the markets.

4. Housing Revenue Account

Overview

- 4.1. The HRA is a ringfenced account covering the cost of managing and maintaining council-owned housing stock, servicing both existing debts taken on as part of self-financing and new debt taken on to support the delivery of the new build programme, the funding of which comes primarily from rents and tenants' and leaseholders' service charges.
- 4.2. The HRA's indicative 30-year business plan is currently balanced over the long term and includes the agreed package of savings totalling £3.775m to 2025/26 (detailed at **Table 9** and **Appendix C3**). However, work is ongoing to update the business plan to finalise the impact of the Chancellor's recent Autumn Statement which caps the 2023/24 social housing rent increase to +7%. The underlying government rent policy as compared to the full inflationary increase of September 2022 CPI (10.1%) + 1%, the rent cap gives rise to a loss of rental income over the life of the business plan of in the region of £213m. This loss of income reduces the council's capacity within the business plan to invest in improving the condition of Council owned housing and Net Zero Carbon (NZC) technologies whilst at the same time meeting its new statutory requirements in relation to building safety.
- 4.3. The proposed HRA budget for 2023/24 and latest estimates for the medium term, including HRA reserves estimates, is set out at **Appendix C1**. The movement between the approved 2022/23 budget and the proposed 2023/24 budget is summarised in **Table 8**.

Table 8 – Summary of HRA Budget Changes 2022/23 to 2023/24

<u>Expenditure</u>	£m
Pay and pensions inflation	4.8
HRA savings proposals (See Table 7)	(1.4)
Reduction in contributions to HRA reserves	(4.7)
Contractual inflationary increases and other budgetary changes	5.6
Increase in the cost of communal gas and electricity	4.7
Increase in bad debt provision	1.0
Capital related items (borrowing, RCCO and depreciation charges)	11.3
Total Expenditure Increase	21.3
<u>Income</u>	
Rent and Tenant charges	16.9
Heating charges (Tenants and Leaseholders)	2.7
Leaseholder annual service charges	1.9
Other income net increases	0.1
Change in interest receivable on HRA balances	(0.3)
Total Income Increase	21.3

Table 9 – Summary of HRA Savings 2023/24 to 2025/26

Savings type	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Efficiency	0.300	0.530	0.150	0.980
Service reconfiguration	0.485	0.853	0.500	1.838
Income generation	0.000	0.000	0.295	0.295
Technical budget adjustments	0.602	0.060	0.000	0.662
Total	1.387	1.443	0.945	3.775

Rental Income and Other HRA Fees and Charges

- 4.4. The Welfare Reform and Work Act 2016 required local authorities to reduce the rents, in respect of all properties (excluding PFI managed properties) held in the HRA, by 1% each year for 4 consecutive years between 2016/17 and 2019/20.
- 4.5. In February 2019 the government issued a policy statement on rents for social housing effective from April 2020.
- 4.6. Compliance with this policy is effectively mandatory, for the first time the government has included local authority social housing within the remit of the Social Housing Regulator (previously the Regulator’s remit was limited to private registered providers of social housing only (i.e., housing associations). The Regulator is required by direction from the secretary of state DLUHC to have regard to the government’s policy statement referred to above and as such, the Regulator’s rent standard, first published in May 2019 and updated in December 2020, reflects the government’s policy statement.
- 4.7. The Autumn Statement 2022 limits 2023/24 rent increases for existing tenants to a maximum of plus 7%. The Autumn Statement does not specifically address target rent and rent cap increases however, the government’s 2023/24 Rent Setting Consultation and the draft 2023/24 Rents Policy Statement suggest that both will increase by Sept. 22 CPI (in full) 10.1% plus a further 1.00% for target rents and plus a further 1.5% for rent caps. The HRA budgets for 2023/24 have been set on the basis that this is the case.
- 4.8. It should be noted that, at this stage, initial new build rents in respect of first lets and general needs stock re-lets will be set at the lower of target rent or rent cap inflated in line with the government’s draft 2023/24 Rents Policy Statement.
- 4.9. Should the government’s final 2023/24 Rent Policy Statement not reflect the full September 2022 CPI increase in respect of target rents and rent caps then general needs re-let rents and initial new build lets will be set with effect from April 2023 in compliance with government policy.
- 4.10. The Social Housing Regulator has advised that all properties that are currently or that were previously managed under a private finance initiative (PFI) arrangement are exempt from the rent standard.

Islington Council Managed General Needs Properties (excluding New Build and current plus ex PFI properties)

- 4.11. **Table 10** sets out the average rent in 2023/24 for existing tenancies. The maximum 2023/24 permitted rent is the prior year 2022/23 actual rent plus 7%.
- 4.12. However, if the maximum rent exceeds the lower of the 2023/24 national rent cap (for the relevant bed size) or the property’s 2023/24 national target rent then the 2023/24 rent will be the higher of A or B:

A. The lower of 2023/24 national target rent (inflated by 11.1%) or the 2023/24 national rent cap (inflated by 11.6%) or

B. The 2022/23 actual rent plus 7%

- 4.13. All the council's general needs properties will be subject to the maximum rent increase in 2023/24 of plus 7% as their maximum rents in 2023/24 do not exceed the lower of the 2023/24 national target rents or the 2023/24 national rent caps.
- 4.14. 1% (216) of the council's general needs properties have a national target rent greater than the national rent cap.

Table 10 – Existing Tenancies Average Weekly Rent 2023/24

Average Weekly Rent 2022/23	£117.71
Increase (£)	£8.24
Increase (%)	7.00%
Average Weekly Rent 2023/24	£125.95

- 4.15. General needs properties will be re-let at the lower of the 2023-24 national rent cap (for the relevant bed size) or their 2023-24 national target rent. As 99% of Islington Council general needs properties have a national target rent below the national rent cap, it is likely that re-lets will be at national target rent.
- 4.16. In accordance with the government's 2023/24 Rents Consultation and draft 2023/24 Policy Statement 2023/24 national target rents will reflect an increase of CPI 10.1% (September 2022) plus 1% and the 2023/24 national rent caps will reflect an increase of CPI 10.1% (September 2022) plus 1.5%.
- 4.17. **Table 11** sets out the likely average rent in 2023/24 for re-let properties.

Table 11 – Re-Let Properties Likely Average Weekly Rent 2023/24

Average Weekly National Target Rent 2022/23	£123.13
Increase (£)	£13.67
Increase (%)	11.1%
Average Weekly National Target Rent 2023/24	£136.80

Islington Council Managed General Needs New Build Properties

- 4.18. 2023/24 new build existing tenants' rents will reflect an increase of 7%.
- 4.19. 2023/24 re-let and first-let new build rents will, like the LBI managed general needs stock, be based on the lower of the 2023-24 national rent cap or the 2023-24 national target rent.
- 4.20. 50% of existing new build national target rents are greater than the national rent cap (for the relevant bed size), hence these re-let rents will be set at the national rent cap.

LBI Managed Property Acquisitions used for Temporary Accommodation (TA)

(including reception centres and general needs properties assigned to TA clients)

- 4.21. Existing tenancies and re-let rents in 2023/24 will be set on the same basis as general needs properties referred to above, with the exception that for reception centres the plus 5% flexibility has been applied to the national target rent calculation.

LBI Managed Property Acquisitions - purchased using right to buy 141 receipts

- 4.22. Existing Tenancies – 2023/24 rents will be set at the lower of:

- A. The 2022/23 rent plus 7% or
- B. The lower of the relevant 2023/24 local housing allowance rate (frozen at 2022/23 rates per the Chancellor's 2022 Autumn Statement) or 80% of the relevant market rent.

4.23. Re-lets and first-lets in 2023/24 will be set at the lower of:

- A. The relevant 2023/24 local housing allowance rate (frozen at 2022/23 rates per the Chancellor's 2022 Autumn Statement) or
- B. 80% of the relevant market rent

LBI Managed Property Acquisitions - purchased using GLA grant

4.24. Existing Tenancies – 2023/24 rents will be set at the lower of:

- A. The 2022/23 rent plus 7% or
- B. The relevant 2023/24 local housing allowance rate (frozen at 2022/23 rates per the Chancellor's 2022 Autumn Statement)

4.25. Re-lets and first-lets in 2023/24 will be set at:

- A. The relevant 2023/24 local housing allowance rate (frozen at 2022/23 rates per the Chancellor's 2022 Autumn Statement)

Properties Currently Managed (PF1) and Properties Previously (Until April 2022) Managed (PF2) under a Private Finance Initiative (PFI) Contract by Partners for Islington

4.26. Properties that were previously or are currently managed under a PFI contract are exempt from the government rent setting policy and as such the 1% rent reduction relating to the period 2016-17 to 2019-20 was not applied to these property rents. The council is now seeking to align PFI rents, over time, with standard social rents as they apply to the rest of the housing stock.

4.27. To move towards achieving this alignment, existing tenants 2023/24 rents for properties that continue to be managed by Partners for Islington under the PFI (1) contract and properties that returned to Council management from 4th April 2022, that were previously managed by Partners for Islington under the PFI (2) contract will be based upon the prior year 2022/23 rent plus 7% minus 50p per week towards convergence with standard social rents.

4.28. Re-Lets will be based on the outgoing tenants' rent as set out above.

4.29. **Table 12** sets out the average rent in 2023/24 for existing tenancies and likely average rent in 2023/24 for re-lets for current PFI (1) properties and ex PFI (2) properties.

Table 12 – Existing Tenancies + Re-Lets – PFI (1) current contract and PFI (2) returned to Council management - Average Weekly Rent 2023/24

Average Weekly Rent 2022/23	£166.17
Increase (£)	£11.12
Increase (%)	6.69%
Average Weekly Rent 2023/24	£177.29

Shared Ownership Rents

4.30. Rent charged with effect from 1 April 2023 in respect of the unsold equity in relation to shared ownership properties will be capped at a maximum of the prior year rent plus 7%.

Other HRA Fees and Charges

- 4.31. Other HRA fees and charges are set out at **Appendix C2** and summarised below.
- 4.32. Caretaking/Cleaning and Estate Services - Caretaking and Estate Service Charges will increase by £1.03 (+5.4%) per week as compared to the Revised 2022/23 Charges (increased to reflect the 54% increase in electricity costs that arose during 2022/23) this £1.03 increase per week primarily reflects the net impact of; the reduction in the weekly charge for communal electricity that has come down because the recovery of costs in 2023/24 is spread over a longer time frame and the increase in staffing related costs covering the increase in the 2022/23 pay award, the estimated 2023/24 pay award and the increase in the employers pension contribution rate all off total.
- 4.33. Digital TV Maintenance - Charges have increased by 1p per week in 2023/24 to reflect the cost of the provision of this service.
- 4.34. Heating and Hot Water - Gas prices are forecast to increase by a further 14% in 2023/24 over and above the revised 2022/23 costs which increased by 106% during 2022/23. in 2022/23. Spreading the costs over a longer time frame in 2023/24 and using the remaining balance in the tenants' heat reserve limits the increase in charges to +9%. The average weekly heating and Hot Water charge in 2023/24 will be £19.33 per week. Unlike, Caretaking, Estate Service and Concierge charges, Heating and Hot Water charges are not covered by housing benefit or universal credit.
- 4.35. Concierge Service Charges - These have increased by 11.4% this increase relates primarily to the increase in staffing costs.
- 4.36. Estate based Parking and Storage Charges - Charges in respect of facilities used for vehicles i.e., Garages, parking spaces and car cages increase by 5% to reflect inflationary cost pressures whilst also acknowledging the cost-of-living pressures facing tenants and leaseholders.
- 4.37. Diesel Surcharge (Off Street) - This charge has increased by £31 per year or (+24%) in 2023/24 to align with the on-street parking surcharge.
- 4.38. Home Ownership Administration costs - Increase by 5% to reflect inflationary cost pressures whilst also acknowledging the cost-of-living pressures facing leaseholders.
- 4.39. Carpet Charges - Increase by 2% to reflect the recently re-negotiated contract price.

5. Capital Programme

- 5.1. The council takes a strategic, long-term approach to managing and enhancing our community asset base.
- 5.2. The proposed capital programme delivers the assets required to achieve this strategy and its corporate objectives. Specific factors about the Capital Programme recommended for approval are:
- Providing significant investment to support key council priorities on affordable housing and net zero carbon.
 - Expanding the non-housing capital programme to support much-needed modernisation and enhancement of a wide range of community assets.
 - Forecasting indicative capital investment needs over a longer time frame.
- 5.3. The proposed 2023/24 to 2025/26 capital programme as well as indicative estimates for 2026/27 to 2032/33 are summarised by council priority in **Table 13** and detailed at

Appendix D1. This is estimated to deliver up to £1.1bn of capital investment in the borough over the next 10 years.

- 5.4. Profiling of capital expenditure is extremely important as it affects our expected borrowing (and revenue implications) together with an impact on the services provided from those assets. In recent years there has been significant in-year reprofiling of the capital programme to later in the MTF period. This has been due to various internal and external factors such as COVID-19 restrictions, capacity constraints, the global supply chain and more recently economic uncertainty affecting project viability assessments.
- 5.5. The council has continued to increase project manager capacity as the programme grows ever larger however it is still necessary to apply a central reprofiling adjustment to consider the macro impact of the delivery risks and broadly reflecting prior performance. This has been applied recognising the further into the future, the greater the risk to delivery timing. As such, expenditure in Year 1 is assumed to slip by 35%, Year 2 by 45% and Year 3 by 55%. These adjustments are made to the bottom line of the capital programme and not a scheme-by-scheme basis. Some schemes will spend to accelerated timescales whereas others will slip.
- 5.6. There are also a series of proposed capital schemes which strategically align to the council's aims, but which require either further work on its business case, separate funding decisions or confirmation of external funding to progress to delivery. As such, in line with the Financial Regulations, these schemes are included within a 'Reserve List'. This list can be found at **Appendix D2**.

Table 13 – Capital Programme 2023/24 to 2025/26 and Indicative Programme 2026/27 to 2032/33

Area of Programme	2023/24 £m	2024/25 £m	2025/26 £m	2023/24 to 2025/26 Total £m	2026/27 to 2032/33 £m	Total 10 Year £m
CWB	32.286	39.383	8.779	80.448	20.207	100.655
Environment	27.084	20.759	9.123	56.966	81.844	138.810
Total Non-Housing	59.370	60.142	17.902	137.414	102.051	239.465
Housing - GF	19.713	43.857	56.526	120.096	371.850	491.946
Housing - HRA	130.838	142.856	139.507	413.201	751.970	1,165.171
Total Housing	150.551	186.713	196.033	533.297	1,123.820	1,657.117
Total	209.921	246.855	213.935	670.711	1,225.871	1,896.582
Slippage in	0.000	73.472	144.147	0.000	196.945	0.000
Slippage Out (35%, 45%, 55%)	(73.472)	(144.147)	(196.945)	(196.945)	(782.549)	(782.549)
Revised Budget	136.449	176.180	161.137	473.766	640.267	1,114.033

- 5.7. The capital programme over the next three years will support the council's objectives by providing funding for the following projects:

Decent and Genuinely Affordable Homes for All:

- Housing New Build Programme – the continuation of our major programme of investment in new social housing in Islington.

- Housing major works and improvements programme - ongoing investment in council homes and estates, including cyclical improvements, mechanical and electrical works, fire safety and energy efficiency improvements.
- New investment to support the redevelopment of Finsbury Leisure Centre, delivering new affordable housing, a new leisure centre and medical centre, and other significant community benefits.

Children and Young People:

- Investments in Adventure Playgrounds.
- Improving our early years, schools, youth and play provision.

A Safer Borough for All:

- Upgrade to the council's core CCTV network and investment in CCTV-enabled vehicles to increase coverage for hot spots.

A Greener and Cleaner Islington:

- Continuing investment to support the council's Net Zero Carbon strategy.
- Vehicle electrification charging infrastructure and replacement of vehicles.
- People Friendly Streets and School Streets – borough-wide programmes to reduce car trips and improve neighbourhoods for walking, cycling, and living.
- Investment in the borough's public toilets, parks, open spaces, and leisure facilities.

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

- Structural maintenance of the highway infrastructure including carriageways, footways, and drainage.
- Compliance and modernisation improvements to deal with urgent property compliance issues.
- Use of Community Infrastructure Levy and S106 payments to make targeted investment across the borough spending decisions led and managed by local ward councillors.

5.9. The capital programme also includes the council's £10m investment in its Thriving Neighbourhoods Programme. This is a capital investment programme of improvement works over a three-year period. The programme supports the council's drive to empower communities to make decisions about their local area and allows local people to put forward their ideas for improving shared spaces on estates, with the council funding and implementing the approved projects. These might include:

- Cycle storage facilities
- Improved play facilities, such as equipment for children with disabilities.
- New and improved recycling bins, with disabled access
- Outdoor gyms
- New outdoor seating areas where communities can come together
- Improved landscaping to make estates more attractive and environmentally friendly
- Improved security

- Community centre (estate based) improvements

5.10. The estimated funding of the 2022/23 to 2024/25 capital programme is summarised in **Table 14**. At the end of each financial year, the Section 151 Officer will apply resources to finance capital expenditure in the most cost-effective way for the council.

Table 14 – Estimated Funding of Capital Programme 2023/24 to 2025/26

	2023/24 £m	2024/25 £m	2025/26 £m	2023/24 to 2025/26 Total £m
General Fund				
Capital Grant	7.254	1.515	0.000	8.769
S106/ CIL	12.069	11.971	2.209	26.249
Capital Receipts	12.608	22.914	5.076	40.598
General Fund Borrowing	46.247	66.099	67.143	179.489
Revenue Contribution	0.905	1.500	0.000	2.405
Total General Fund	79.083	103.999	74.428	257.510
HRA				
Revenue Contribution	13.590	6.862	10.000	30.452
Capital Receipts	46.314	35.648	41.897	123.859
S106/CIL	6.718	4.090	2.880	13.688
Grants	0.000	0.000	0.000	0.000
Housing Revenue Account Reserves	38.872	35.593	31.959	106.424
Housing Revenue Account Borrowing	25.345	60.663	52.771	138.779
Total HRA	130.838	142.856	139.507	413.201
Total	209.921	246.855	213.935	670.711
Slippage in	0.000	73.472	144.147	0.000
Slippage Out (35%, 45%, 55%)	(73.472)	(144.147)	(196.945)	(196.945)
Total Budget	209.921	320.328	358.082	670.711
Revised Budget	136.449	176.180	161.137	473.766

5.11. It should be noted that the projected capital receipts financing is intrinsically linked with the housing new build capital programme, and that there is uncertainty around the timing and value of these receipts. To mitigate these risks the council maintains a regular review of the property market and has been prudent in its financial assumptions. Timing delays can largely be managed using HRA reserves. In the event of a decrease in projected capital receipts, the new build programme would need to be re-assessed in line with the overall available funding.

5.12. Because the slippage factor applies to all schemes the table above just shows an adjustment to the bottom line. Slippage also then affects Capital Financing. As financing decisions will be made in the most efficient way based on actual capital outlay it would not be representative to show a 'slipped' version of the capital financing summary.

5.13. It is, however, important to specifically estimate the level of borrowing which will be incurred in each year as this drives out revenue forecasts and key Treasury Management indicators. As such, separate estimates of borrowing, taking into account slippage are displayed in the following tables.

Table 15 – Estimated General Fund Borrowing 2023/24 to 2025/26

Area of Programme	2023/24 Net Budget £m	2024/25 Net Budget £m	2025/26 Net Budget £m	2023/24 to 2025/26 Total £m
CWB	19.888	20.690	6.570	47.148
Environment	19.254	17.659	9.123	46.036
Housing GF	7.105	27.750	51.450	86.305
Estimated General Fund Borrowing	46.247	66.099	67.143	179.489
Slippage in	0.000	16.186	37.029	(57.294)
Slippage out	(16.186)	(37.029)	(57.294)	
Revised Estimated General Fund Borrowing	30.060	45.257	46.877	122.195

Table 16 – Estimated Housing Revenue Account (HRA) Borrowing 2023/24 to 2025/26

Area of Programme	2023/24 Net Budget £m	2024/25 Net Budget £m	2025/26 Net Budget £m	2023/24 to 2025/26 Total £m
HRA Borrowing	25.345	60.663	52.771	138.779
Slippage in	0.000	8.871	31.290	(46.234)
Slippage out	(8.871)	(31.290)	(46.234)	
Revised HRA Borrowing	16.474	38.244	37.828	92.545

5.14. The Capital Strategy that underpins the capital programme, together with the linked documents of the Investment Strategy, Minimum Revenue Provision Statement and the Treasury Management Strategy are included at **Appendices E1 to E4**.

6. Council Tax and Retained Business Rates

Council Tax Forecast 2023/24

6.1. The latest estimated 2022/23 Collection Fund forecast for council tax, which is subject to change between now and at the end of the financial year, is a £4.350m surplus. This comprises a £0.979m in-year surplus and a prior year surplus of £3.370m brought forward from 2021/22.

6.2. The forecast in-year Collection Fund surplus of £0.979m is due to the following variances:

- Lower than budgeted single person discount and council tax support scheme costs contributing to net additional council tax income of £1.406m.
- A £0.977m improvement in forecast collection compared to assumptions around collection losses when setting the 2022/23 taxbase.
- Offset by a £1.404m payment to the council's General Fund and the GLA in relation to the forecast Collection Fund surplus as part of 2021/22 budget setting in January 2022.

6.3. The distribution of the forecast Collection Fund surplus at the end of 2022/23 in the 2023/24 budget is outlined in **Table 17** based on prescribed accounting requirements, including the three-year phasing of 2020/21 Exceptional (COVID-19) Deficits.

Table 17: Distribution of Forecast 2022/23 Council Tax (Surplus)/Deficit

			Total £m
Total Forecast (Surplus)/Deficit for the year			(0.979)
Prior Year (Surplus)/Deficit Brought Forward			(3.370)
Total (Surplus)/Deficit to be distributed in 2023/24			(4.350)
	Islington Council £m	GLA £m	Total £m
1/3 of 2020/21 Exceptional Balance (Final share of 3-year spreading)	0.478	0.130	0.608
Remainder of (Surplus)/Deficit	(3.811)	(1.147)	(4.958)
Total (Surplus)/Deficit in 2023/24 Budget	(3.333)	(1.016)	(4.350)

Council tax Base 2023/24

- 6.4. The council is required to calculate its council taxbase for the next financial year and notify precepting authorities by 31 January (2023). The council has delegated responsibility for determining the council taxbase to its Audit Committee. The Lloyd Square Garden Management Committee issues a special levy on the council to meet the expenditure involved in the maintenance of the private garden in Lloyd Square. The council separately calculates the taxbase for the Lloyd Square Garden area.
- 6.5. On 30 January 2023, the Audit Committee agreed a Band D equivalent council taxbase for 2023/24 of 81,882.2 properties for the council's whole area and 44.1 properties for the Lloyd Square Garden Committee area. The number of Band D equivalent properties is after taking into account the estimated collection rate for 2023/24 which continues to be forecast at 97.0%. This is the percentage of 2023/24 council tax bills that the council is budgeting to receive over time (as opposed to cash collection in-year).

Level of Council Tax 2023/24

- 6.6. Sections 31A and 31B of the amended Local Government Finance Act (LGFA) 1992 require the council to calculate its gross expenditure, gross income and council tax requirement. For these purposes, HRA expenditure and income is included even though it has no effect on council tax, and the gross expenditure figure includes special expenses relating to part only of the of the council's area. **Table 18** shows the council's net budget split between gross expenditure and gross income.

Table 18 – Section 31A (Amended LGFA 1992) Calculation 2023/24

	£
Aggregate of the amounts which the council estimates for items set out in Section 31A (2) (a) to (f) of the LGFA 1992 (A)	976,958,426.03
Aggregate of the amounts which the council estimates for items set out in Section 31A (3) (a) to (d) of the LGFA 1992 (B)	(863,918,588.00)
Calculation of the council tax requirement under Section 31A (4), being the amount by which the sum aggregated at (A) above exceeds aggregate at (B) above	113,039,838.03

- 6.7. The calculation of the relevant (average) 2023/24 council tax per Band D property is set out in **Table 19**.

Table 19 – Section 31B (amended LGFA) Calculation 2023/24

Council Tax Requirement	£113,039,838.03
Council Tax Base	81,882.2
2023/24 Relevant Basic Band D Council Tax	£1,380.52
Increase Compared to 2022/23 (%)	4.99%

- 6.8. Each billing authority and precepting authority must determine whether its relevant basic amount of council tax for a financial year is excessive. If an authority's relevant basic amount of council tax is excessive, a referendum must be held in relation to that amount. For 2023/24, the relevant basic amount of council tax for Islington would be excessive if it is 5% or more greater than 2022/23 (comprising 2% specifically for expenditure on adult social care, and 3% for all expenditure). Therefore, the proposed 4.99% increase in the relevant basic amount of Band D Islington council tax, which comprises 2% specifically for expenditure on adult social care and 2.99% for all expenditure, is not excessive.
- 6.9. Additional council tax calculations are required where special items relate to part only of the council's area (for Islington, the Lloyd Square Garden Committee special expense). The calculation of the 2023/24 basic amount of council tax for dwellings in Islington to which no special item relates (i.e., outside the Lloyd Square Garden Committee area) is shown in **Table 20**.

Table 20 – 2023/24 Basic Council Tax for All Other Parts of the Council's Area

Council Tax Requirement (Including special expenses)	£113,039,838.03
Less Lloyd Square Garden Committee special expense	£21,855.03
Council Tax Requirement (Excluding special expense)	£113,017,983.00
Council Tax Base	81,882.2
2023/24 Basic and D Council Tax for All Other Parts of the Council's Area	£1,380.25
Increase Compared to 2021/22 (%)	4.99%

- 6.10. The Lloyd Square Garden Committee has agreed a special expense of £21,855.03 for 2023/24, an increase of 10% since 2022/23. When this is divided by the Lloyd Square Garden Committee Band D tax base (44.1), it gives a charge of £495.58 per Band D equivalent property for 2023/24. This will be charged to Lloyd Square Garden area dwellings in addition to the basic Islington Band D council tax of £1,380.25 for all other parts of the council's area.
- 6.11. The 2023/24 basic amount of Islington council tax for each valuation band for the Lloyd Square area (**Table 21**) and all other parts of the council's area (**Table 22**) are shown below. These amounts are calculated by multiplying the Band D council tax amount per property by the proportions set out in Section 5(1) of the LGFA 1992.

Table 21 – Lloyd Square Garden Area Basic Islington Council Tax 2023/24

Valuation Band	Lloyd Square Garden Area 2022/23 (£)	Lloyd Square Garden Area 2023/24 (£)	Lloyd Square Garden Area Increase (£)
A	298.99	330.39	31.40
B	348.83	385.45	36.62
C	398.66	440.52	41.86
D	448.49	495.58	47.09
E	548.15	605.71	57.56
F	647.82	715.84	68.02
G	747.48	825.97	78.49
H	896.98	991.16	94.18

Table 22 – All Other Parts of the Council's Area Basic Islington Council Tax 2023/24

Valuation Band	All Other Parts of the Council's Area 2022/23 (£)	All Other Parts of the Council's Area 2023/24 (£)	All Other Parts of the Council's Area Increase (£)
A	876.43	920.17	43.74
B	1,022.51	1,073.53	51.02
C	1,168.58	1,226.89	58.31
D	1,314.65	1,380.25	65.60
E	1,606.79	1,686.97	80.18
F	1,898.94	1,993.70	94.76
G	2,191.08	2,300.42	109.34
H	2,629.30	2,760.50	131.20

6.12. The proposed 2023/24 GLA precept for each valuation band is shown in **Table 23**.

Table 23 – GLA Precept

Valuation Band	GLA Precept 2022/23 (£)	GLA Precept 2023/24 (£)	Increase (£)
A	263.73	289.43	25.70
B	307.68	337.66	29.98
C	351.64	385.90	34.26
D	395.59	434.14	38.55
E	483.50	530.62	47.12
F	571.41	627.09	55.68
G	659.32	723.57	64.25
H	791.18	868.28	77.10

6.13. The 2023/24 total amount of Islington council tax (including GLA precept) for each valuation band for the Lloyd Square area (**Table 24**) and all other parts of the council's area (**Table 25**).

**Table 24 – Total Islington and GLA Council Tax for the Lloyd Square Garden Area
2023/24**

Valuation Band	Lloyd Square Garden Area 2022/23 (£)	Lloyd Square Garden Area 2023/24 (£)	Lloyd Square Garden Area Increase (£)
A	1,439.15	1,539.99	100.84
B	1,679.02	1,796.64	117.62
C	1,918.88	2,053.31	134.43
D	2,158.73	2,309.97	151.24
E	2,638.44	2,823.30	184.86
F	3,118.17	3,336.63	218.46
G	3,597.88	3,849.96	252.08
H	4,317.46	4,619.94	302.48

**Table 25 – Total Islington and GLA Council Tax for All Other Parts of the Council's Area
2023/24**

Valuation Band	All Other Parts of the Council's Area 2022/23 (£)	All Other Parts of the Council's Area 2023/24 (£)	All Other Parts of the Council's Area Increase (£)
A	1,140.16	1,209.60	69.44
B	1,330.19	1,411.19	81.00
C	1,520.22	1,612.79	92.57
D	1,710.24	1,814.39	104.15
E	2,090.29	2,217.59	127.30
F	2,470.35	2,620.79	150.44
G	2,850.40	3,023.99	173.59
H	3,420.48	3,628.78	208.30

Retained Business Rates

- 6.14. Under the existing business rates retention system, the council retains 30% of business rates income in the borough and receives Section 31 grant to compensate for the impact of government policy (e.g. new reliefs, freezing of business rates) on its retained business rates income.
- 6.15. The council's NNDR1 return (detailed business rates estimate) for 2023/24 has now been submitted following the 31 January 2023 statutory submission deadline. The financial implications of this return are fully incorporated in the proposed 2023/24 budget. **Table 26** summarises the NNDR1 return estimate in terms of the council's total retained business rates income.

Table 26 – Estimated Business Rates Income 2023/24

	2022/23	2023/24
	£	£
Gross Business Rates	357,513,839.00	344,649,330.00
Small Business Rate Relief (net of additional yield from small business supplement)	(209,278.00)	103,794.00
Charitable Occupation	(25,966,295.00)	(25,190,312.00)
Unoccupied Property	(16,867,146.00)	(17,072,450.00)
Discretionary Reliefs	(1,198,719.00)	(1,238,254.00)
Discretionary Reliefs Funded by S31 Grant	(41,755,599.00)	(35,641,113.00)
Net Business Rates Payable	271,516,802.00	265,610,995.00
Estimated Bad Debts and Appeals	(24,948,655.00)	(15,426,345.00)
Net Business Rates Less Reliefs and Losses	246,568,147.00	250,184,650.00
Cost of Collection	(727,168.00)	(689,267.00)
Amount Retained for Renewable Energy Schemes	(79,268.00)	(103,293.00)
NDR Income – Total	245,761,711.00	249,392,090.00
NDR Income – Islington (30% share)	73,728,513.30	74,817,627.00
Plus: Section 31 Grant	23,545,737.00	28,982,719.89
Total Retained Income – Islington	97,274,250.30	103,800,346.89

6.16. The 2023/24 NNDR1 return also includes a forecast 2022/23 surplus on business rates income to be incorporated in the 2023/24 budget. This is summarised in **Table 27**. The 2023/24 budgetary impact of the council's share of this surplus will be fully offset by a transfer to the Core Funding reserve that has been earmarked for this purpose.

Table 27 – 2022/23 Forecast NNDR Surplus/(Deficit)

	Total	Islington 30% Share
	£	£
Net Business Rates Income	257,645,961.00	77,293,788.30
Allowance for Non-Collection	(1,975,444.00)	(592,633.20)
Appeals Refunds and Provisions	(3,401,917.00)	(1,020,575.10)
Budgeted Demand based on Agreed Budget	(245,761,711.00)	(73,728,513.30)
Other Charges (e.g. cost of collection)	(1,004,252.00)	(301,275.60)
Total Surplus/(Deficit)	5,502,637.00	1,650,791.10
Opening Surplus/(Deficit)	(63,730,370.00)	(19,119,111.00)
Contribution towards Prior Year Deficit	79,496,860.00	23,849,058.00
Total Surplus/(Deficit) in Budget	21,269,127.00	6,380,738.10

6.17. The rateable value of properties (which is used to calculate business rates bills) will be revised in April 2023 to reflect the current property market. The last such revaluation was in 2017. The draft revised list has been published which suggests a 2.3% reduction in rateable value across Islington properties. This compares to an average increase of 0.5% for Inner London Boroughs and 11.3% for Outer London Boroughs. Islington is one of four London councils to see an overall decrease. These figures are subject to change prior to the revaluation list going live in April 2023 and subject to the appeals process.

7. Matters to Consider in Setting the Budget

Comments of the Section 151 Officer

- 7.1. This section contains the Section 151 Officer's comments on the robustness of the estimates included in the budget and the adequacy of the proposed financial reserves, as required under Section 25(1) of the Local Government Act 2003. Section 25(2) of the same Act requires the authority to have regard to this report of the Section 151 Officer when making decisions about the budget and the level of council tax.
- 7.2. The final assessment on the robustness of the 2023/24 budget proposals and adequacy of financial reserves will be made in the budget report to the Executive on 9 February 2023 and 2 March 2023.
- 7.3. Developing the budget estimates for a given financial year is an ongoing, iterative process within the medium-term financial planning cycle. This is a council-wide process involving all spending departments whereby estimates are work up, challenged, and refined as further information becomes available. It considers the most recently available budget monitoring information and the latest assumptions for the forthcoming financial year. In particular, the proposed savings have been reviewed and signed off as deliverable by key stakeholders across the organisation. The thoroughness of this process is a key source of assurance in determining that overall estimates in the budget (including contingency) are robust and that financial reserves, whilst needing to be further strengthened, are adequate.
- 7.4. The estimates for the 2023/24 financial year have been compiled in the context of huge budget risks and uncertainties, on a scale not encountered in recent years. As such, the council's financial sustainability mechanisms such as contingency budgets, reserves and balances are more important than ever. Whilst higher than in previous years, the enhanced provision for contingency budgets is needed to mitigate risks of rising demand, inflation remaining higher for longer and an uncertain energy market.
- 7.5. The medium-term local government funding outlook continues to be highly uncertain, with potential government funding reforms on the horizon that could have a significant impact on funding levels towards the end of the current MTFS period.
- 7.6. The robustness of all assumptions, including delivery of savings, will next be reviewed in early spring 2023 to shape the new medium-term budget setting process from 2024/25 and estimated additional savings requirement. Given the unprecedented uncertainty and the lead-time in identifying and delivering savings, it is crucial that assumptions remain prudent in line with MTFS principles set out in this report.
- 7.7. The Council is one of seven constituent boroughs of the North London Waste Authority (NLWA). NLWA handles waste disposal on the Council's behalf and recovers the costs from the Council by way of a levy. Borough levies are apportioned between the constituent boroughs in accordance with an Inter-Authority Agreement entered in 2015. The NLWA is presently undertaking a refresh of its treatment infrastructure in the North London Heat & Power Project (NLHPP). This project involves £1.2bn (2019 cash price base) of expenditure on new assets including a 700,000 tonne Energy Recovery Facility and a Resource Recovery Facility. As a result of this and partly because the current treatment assets are fully depreciated, the NLHPP will cause an increase to the Council's levy, by 2033/34 the increase will be in the range £3m-£7m per year. This increase will impact on the levy as the assets come into use, with most of the increase being in place by 2027/28. Constituent boroughs have been kept up to date by NLWA on likely levy increases arising

from the NLHPP since 2019. This will need to be factored into the MTFS over the medium-term planning period beginning with the 2024/25 budget with, as stated above, most of the increase due to impact the council's MTFS by the financial year 2027/28.

Comments of the Monitoring Officer

- 7.8. This report sets out the basis upon which a recommendation will be made for the adoption of a lawful budget and the basis for the level of the council tax for 2023/24. It also outlines the council's current and anticipated financial circumstances, including matters relating to the General Fund budget and MTFS, the HRA, the capital programme and borrowing and expenditure control.
- 7.9. The setting of the budget and council tax by Members involves their consideration of choices. No genuine and reasonable options should be dismissed out-of-hand and Members must bear in mind their fiduciary duty to the council taxpayers of Islington.
- 7.10. Members must have adequate evidence on which to base their decisions on the level and quality at which services should be provided. Where a service is provided pursuant to a statutory duty, it would not be lawful to fail to discharge it properly or abandon it, and where there is discretion as to how it is to be discharged, that discretion should be exercised reasonably.
- 7.11. The report sets out the relevant considerations for Members to consider during their deliberations and Members are reminded of the need to ignore irrelevant considerations. Members have a duty to seek to ensure that the council acts lawfully. They are under an obligation to produce a balanced budget and must not knowingly budget for a deficit. Members must not come to a decision which no reasonable authority could come to; balancing the nature, quality, and level of services which they consider should be provided against the costs of providing such services.
- 7.12. Under the constitutional arrangements, the setting of the council budget is a matter for the council, having considered recommendations made by the Executive. Before the final recommendations are made to the council, the Policy and Performance Scrutiny Committee must have been given the opportunity to scrutinise these proposals and the Executive should consider its comments when making those recommendations.

Equalities Impact Assessment

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

7.15. The cumulative EQIA assessment of the budget proposals is set out at **Appendix E**. It is supplemented at a departmental level by detailed EQIAs of major proposals. These demonstrate that the council has met its duties under the Equality Act 2010 and has taken account of its duties under the Child Poverty Act 2010.

CIPFA Financial Management Code

7.16. An initial compliance analysis against the CIPFA Financial Management Code has been undertaken as part of the 2023/24 budget assurance work. The CIPFA Financial Management Code applies a principle-based approach. It does not prescribe the financial management processes that local authorities should adopt. Instead, the CIPFA Financial Management Code requires that a local authority demonstrates that its processes satisfy the principles of good financial management for an authority of its size, responsibilities, and circumstances. Each local authority should demonstrate that the requirements of the CIPFA Financial Management Code are being satisfied. Demonstrating this compliance with the CIPFA Financial Management Code is a collective responsibility of elected members, the Section 151 Officer, and professional colleagues in the leadership team

7.17. The annual compliance analysis is included at **Appendix F** and shows that the council achieves a high level of compliance against the vast majority of the CIPFA Financial Management Code statements of standard (or best) practice. Where there is only a medium level of compliance, actions are suggested that would take the council to high level. The compliance analysis should be seen as an organic piece of work, re-visited at least annually as part of the budget process, with any actions or recommendations implemented on an ongoing basis.

Budget Consultation

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

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

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

7.20. The council invited comments from business rates payer and representatives of business rates payers in Islington on the 2023/24 budget proposals. The consultation period ran from 5 January to 25 January 2023.

Annual Pay Policy Statement

7.21. Section 38 of the Localism Act 2011 requires local authorities to publish an annual 'Pay Policy Statement', setting out their policies in respect of chief officer remuneration and other specified matters. Regard must be had to guidance to be published by the Secretary of State in preparing the statement, which must be approved by Full Council. The council is then constrained by its pay policy statement when making determinations on chief officer pay, although the statement may be amended at any time by a further resolution of Full Council. The council's Annual Pay Policy Statement for 2023/24 is provided at **Appendix H**.

Retail Relief Scheme 2023/24

7.22. In the 2018 Budget, the Government introduced a new relief scheme for retail properties and these 'retail relief' schemes have existed, albeit with some variations, since the 2019/20 financial year. **Appendix I** addresses the need to adopt the government's scheme variation, for the financial year 2023/2024. The adoption of the local policy described in **Appendix I** is recommended, which will award Retail Relief in accordance with the Discretionary Rate Relief powers as contained within Section 47 of the Local Government Finance Act 1988 (as amended), for the year 2023/2024. The Islington Retail Relief Scheme proposed reflects the Government's guidance.

Appendices

Appendix A: General Fund Medium-Term Financial Strategy 2023/24 to 2025/26

Appendix B: General Fund Proposed Savings 2023/24

Appendix C1: HRA MTFS 2023/24 to 2025/26

Appendix C2: HRA Fees and Charges 2023/24

Appendix C3: HRA Savings 2023/24 to 2025/26

Appendix D1: Capital Programme 2023/24 - 2025/26

Appendix D2: Reserve List Capital Programme 2023/24 - 2025/26

Appendices E1-E4: Capital Strategy, Investment Strategy, Minimum Revenue Provision Statement and Treasury Management Strategy

Appendix F: Budget Cumulative Equality Impact Assessment 2023/24

Appendix G: CIPFA Financial Management Code Compliance Assessment

Appendix H: Annual Pay Policy Statement 2023/24

Appendix I: Retail Relief Scheme 2023/24

Appendices J1-J3: Fees and Charges Amendment – GLL Activities, Memberships and Trampolines Pricing

Background papers: None

Authorised by: Executive Member for Finance, Planning and Performance

Date: 22 February 2022

Responsible Officers:

Dave Hodgkinson, Corporate Director of Resources (Section 151 Officer)

Paul Clarke, Director of Finance

Report Authors:

Tony Watts, Strategic Finance Manager – MTFS

Lucy Crabb, Deputy Finance Manager – MTFS

Martin Houston, Assistant Director – Corporate Finance

Legal Implications:

Marie Rosenthal, Interim Director of Law and Governance and Interim Monitoring Officer

Appendix A: Medium-Term Financial Strategy 2023/24 to 2025/26

	2022/23	2023/24				2024/25				2025/26				
	Budget	Virements	Inflation/ Demography	Adjustments/ Growth	Savings	Budget	Inflation/ Demography	Adjustments/ Growth	Savings	Estimate	Inflation/ Demography	Adjustments/ Growth	Savings	Estimate
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Adult Social Services	56.769	6.801	4.287	(13.536)	(2.090)	52.232	(0.650)	(8.415)	(1.540)	41.627	0.000	(1.650)	(0.876)	39.101
Chief Executive's Directorate	1.228	0.099	-	-	0.000	1.327			(0.377)	0.950			0.000	0.950
Children's Services	84.966	1.983	1.572	0.427	(1.354)	87.594			0.000	87.594			(0.247)	87.347
Community Wealth Building	16.627	5.677	-	-	(0.991)	21.312			(1.123)	20.189			(0.069)	20.120
Environment	5.389	3.953	1.641	(8.694)	(1.793)	0.496		(0.302)	(1.472)	(1.278)			(0.505)	(1.783)
Fairer Together	7.112	1.202	-	0.603	(0.353)	8.563			0.000	8.563			(0.150)	8.413
Homes & Neighbourhoods	6.354	0.819	1.024	0.065	(0.374)	7.888			(0.407)	7.481			(0.511)	6.970
Public Health (net nil as wholly grant funded)	0.000	0.000	-	0.500	(0.500)	0.000			0.000	0.000			(0.060)	(0.060)
Resources Directorate	28.258	5.540	0.759	1.189	(0.600)	35.146			(0.150)	34.996			(0.400)	34.596
Central Costs (e.g. levies)	20.956	(26.074)	36.383	1.618	(2.940)	29.944	28.658	(1.000)	0.000	57.602	23.395	0.000	0.000	80.997
NET COST OF SERVICES	227.659	0.000	45.666	(17.828)	(10.995)	244.503	28.008	(9.717)	(5.069)	257.725	23.395	(1.650)	(2.818)	276.652
General Contingency	5.000					5.000				5.000				5.000
Inflation, Energy and Demand Contingency	0.000			5.000		5.000				5.000				5.000
Transfer to/(from) Earmarked Reserves	(15.913)			29.431		13.518		(9.518)		4.000				4.000
Transfer to/(from) General Balances	0.000					0.000				0.000				0.000
New Homes Bonus Grant	(0.861)			0.779		(0.082)		0.082		(0.000)				(0.000)
Local Council Tax Support Grant	0.000					0.000				0.000				0.000
Local Tier Service Grant	(0.990)			0.990		0.000				0.000				0.000
2022/23 Services Grant	(5.877)			2.429		(3.448)				(3.448)				(3.448)
Council Tax Administration Grant	(0.570)			0.570		0.000				0.000				0.000
NET BUDGET REQUIREMENT	208.448	0.00000	45.666	21.371	(10.995)	264.491	28.008	(19.153)	(5.069)	268.277	23.395	(1.650)	(2.818)	287.204
Revenue Support Grant	(25.347)			(3.176)		(28.523)		(0.570)		(29.093)				(29.093)
Business Rates Baseline	(82.456)			3.296		(79.160)		(1.583)		(80.743)				(80.743)
(Top-up)/Tariff	(2.798)			(6.486)		(9.284)		(0.186)		(9.470)				(9.470)
SETTLEMENT FUNDING ASSESSMENT	(110.601)	0.000	0.000	(6.366)	0.000	(116.967)	0.000	(2.339)	0.000	(119.306)	0.000	0.000	0.000	(119.306)
Additional business rates related income	(15.183)			(9.587)		(24.770)		(0.443)		(25.213)				(25.213)
Collection Fund (Surplus)/Deficit:														
- Business Rates	23.849			(30.230)		(6.381)		6.381		0.000				0.000
- Council Tax	(1.088)			(2.245)		(3.333)		3.333		0.000				0.000
COUNCIL TAX REQUIREMENT	105.425	0.000	45.666	(27.057)	(10.995)	113.040	28.008	(12.221)	(5.069)	123.758	23.395	(1.650)	(2.818)	142.685

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Appendix B - General Fund Proposed Savings 2023/24

Directorate	Proposal Title	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Adults	The introduction of a 7 day 'Recovery Model' of home care to reduce the demand for ongoing care services.	0.855	0.939	0.563	2.357
Adults	The introduction of the new in-house re-ablement service will increase available capacity, increase face to face resident contact, increase the potential to maximise more peoples independence through a greater emphasis on strength based practise, reduce care packages and therefore reduce the demand for ongoing care services.	0.862	0.356	0.213	1.431
Adults	Review of Mental Health contracted services to deliver good outcomes for residents and value for money.	0.040	0.125	-	0.165
Adults	Review housing related floating support contract to reduce inefficiencies such as duplication of provision and deliver value for money.	-	0.120	-	0.120
Adults	Refresh of older people's day services to provide more choice to residents and therefore reducing the need for homecare during the day.	0.183	-	0.100	0.283
Adults	Improved price negotiations with providers to enable better value for money care packages and placements.	0.100	-	-	0.100
Adults	Increase the take-up of Shared Lives which allows a more cost-effective way of delivering support compared to traditional support solutions.	0.050	-	-	0.050
Children's Services	Pupil Services: 1) Elective Home Education - charging of general fund post to the DSG. 2) SEND transport Increase the use of flexible personal budgets and greater choice, including independent travel training for older children. Review the cost of the commissioned routes such as taxi / minibus runs, existing contracts and eligibility criteria.	0.080	0.080	-	0.160
Children's Services	Funding swaps from the general fund to the Family Hub and Start For Programme funding - for services such as advice for parents, perinatal mental health and home learning environment training.	0.210	-	-	0.210
Children's Services	Lunch Bunch - Activity for 5-16s to be funded through the Holiday Activities and Food grant instead of using the Lunch Bunch budget.	0.140	-	-	0.140
Children's Services	Bright Start - Streamlining the budgets allocated to each locality.	0.051	-	-	0.051
Children's Services	Bright Start - Removal of hosting budgets from the 5 Council maintained children's centre nurseries	0.106	-	-	0.106
Children's Services	Review of operating model in Children's Services to make efficiency savings by realigning the service to meet service needs at lower cost	0.199	0.077	0.027	0.303
Children's Services	Adopt London North (Regional Adoption Arrangements) - review of partnership arrangement to develop new cost sharing arrangements with partners	0.102	-	-	0.102
Children's Services	Reduction in scale of the motivational practice model in line with reduction in demand and budget and realignment of model to better reflect need and meet the requirements of the Children's Social Care Review once in force. Phase 1 saving of £0.500m in 2022/23. Phase 2 will deliver further savings of £0.220m in 2024/25 and 2025/26 based on remodelling of provision across localities	0.500	0.220	0.220	0.940
Children's Services	Investment in the House Project as a permanent service in Islington	0.019	-	-	0.019
Community Wealth Building	Council Tax Support (CTS) - banded scheme. CTS is currently based on a discount of up to 95% for working age households. The Council proposing moving to a banded scheme for working age households, offering varying levels of discount linked to financial need. This will allow the CTS scheme to be better targeted on households most in need. A banded scheme would also be simpler to administer, generating a cost saving. All changes to CTS require public consultation and Full Council approval, so the saving is targeted from 2024/25.	-	0.250	-	0.250
Community Wealth Building	New administrative fee for adult social care self-funders who secure social care via the council. Introducing a new charge would require public consultation, so the full year income target would be achieved by 2024/25	0.040	0.040	-	0.080
Community Wealth Building	New administrative charge for Appointeeships, where the council manages benefits income on behalf of adult social care users. Introducing a new charge would require public consultation, so the full year income target would be achieved by 2024/25	0.040	0.040	-	0.080
Community Wealth Building	The Council is developing its long term approach to flexible and hybrid working - the FutureWork Programme. This work has identified excess office space which will be released to generate both cost savings and additional income, as well as creating opportunities to build new Council homes.	0.836	0.793	0.069	1.698
Community Wealth Building	Corporate Landlord Services - deliver resourcing and purchasing efficiencies through the consolidation and rationalisation of services.	0.075	-	-	0.075
Cross-Cutting	Making the organisation more efficient by restructuring back office services to reduce costs and improve services.	0.500	-	-	0.500
Cross-Cutting	Reduction in departmental senior management costs across the council.	0.440	-	-	0.440
Cross-Cutting	Voluntary Enhanced Business Efficiency and Redundancy Scheme across the council.	2.000	-	-	2.000
Environment	Align the operations of the out of hours Anti-Social Behaviour service and the commissioned Patrolling and ASB Enforcement service (currently operated by Parkguard) to achieve efficiency savings	-	0.030	0.040	0.070
Environment	Increase in statutory Pavement License Fees in line with central government legislation.	-	0.015	-	0.015
Environment	Reconfigure and target the Out of Hours, Anti-Social Behaviour and Noise Service, changing the service timings.	0.050	0.100	-	0.150
Environment	Secure additional compliance funding for Town Centre Management arrangements in Nags Head and Archway town centres.	-	0.050	0.050	0.100
Environment	Improving night-time waste crime enforcement.	0.050	0.050	-	0.100
Environment	Non-sports Park keepers' winter provision re-purposed to grounds maintenance and other front-line service activities.	0.073	-	-	0.073
Environment	Revise Street Cleansing and Enforcement operations to meet the needs of the borough.	-	0.379	-	0.379

Appendix B - General Fund Proposed Savings 2023/24

Directorate	Proposal Title	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Environment	Additional enforcement operations to increase the level of littering enforcement and other environmental enforcement.	-	0.478	-	0.478
Environment	Improve debt recovery of Penalty Charge Notices. This will be achieved by strengthening the debt management function, enabling the council to review debt cases more effectively and efficiently before they are passed to the council's specialist parking debt recovery contractors, reducing council costs.	0.150	0.025	0.025	0.200
Environment	Improve process workflows and data metrics through the use of a 'hosted' parking system, giving access to greater functionality not available in the current system. This will enable intelligence-led enforcement and increased productivity.	0.200	-	-	0.200
Environment	Integration of the appeals processing and correspondence staff into the parking services contract, with the saving generated from improved productivity as part of a larger 'back-office' operation and reduced accommodation costs.	0.075	0.075	-	0.150
Environment	Accelerated vehicle purchases funded from the existing capital programme to reduce hire/leasing costs charged to the revenue account.	0.120	0.140	0.140	0.400
Environment	Restructuring Street Trading to support a more streamlined and efficient service.	0.030	-	-	0.030
Environment	Increase in net Fixed Penalty Notice income following the proposed recruitment of an additional Streetworks Inspector to support highways enforcement.	0.030	-	-	0.030
Environment	Additional filming income via the Filmfixer contract.	0.050	-	-	0.050
Environment	Implementation of a commercial waste and recycling strategy to increase commercial customers and recycling.	-	-	0.250	0.250
Environment	Increasing Controlled Parking Zones (CPZ) controllable hours on a Saturday in 11 CPZ areas.	0.280	0.120	-	0.400
Environment	Reducing energy consumption and costs in Street lighting by replacement of older technology street lights.	0.030	0.010	-	0.040
Environment	Bunhill Heat and Power Network - income generated from the sale of heat and electricity.	0.031	-	-	0.031
Environment	Review of measures to reduce vehicle emissions and improve air quality.	0.303	-	-	0.303
Environment	Capture illegal parking suspensions, upholding current fees and charges for suspending parking bays.	0.020	-	-	0.020
Environment	Streamlining of services across Street Works, Highways and the Energy Team.	0.096	-	-	0.096
Environment	Create single team to support licensing, street trading, land charges, naming and numbering with automation through a new back office system.	0.030	-	-	0.030
Environment	Removal of non-operational parking machines, allowing the budget for these works to be removed.	0.175	-	-	0.175
Fairer Together	Alignment of management structures across Access Islington & Libraries to secure greater efficiency whilst maintaining quality service delivery	0.300	-	-	0.300
Fairer Together	Redirecting money from commissioning budgets into the new Voluntary & Community Sector (VCS) grants programme to ensure local and more efficient delivery of services through our local VCS organisations	-	-	0.150	0.150
Homes and Neighbourhoods	Temporary Accommodation (TA) a range of measures to be put in place that aim to both reduce the cost of the provision of TA (e.g. by using lower cost accommodation) and managing demand by expanding homelessness prevention strategies.	0.374	0.407	0.511	1.292
Public Health	Introduce targeted offer of oral health fluoride varnish within Children's Centres and Primary Schools.	-	-	0.060	0.060
Public Health	Driving greater cost savings into our Public Health (PH) commissioned contracts thereby releasing PH grant to be re-invested in other eligible PH spend across the Council.	0.500	-	-	0.500
Resources	Reduced costs of the Finance service, through the consolidation of systems, improvements in processes and development of staff to deliver a more efficient service.	-	0.050	0.300	0.350
Resources	Additional Legal income from s.42 Notices (leaseholder lease extensions and other requests), s.106 Agreements (covering development contributions) and Right to Buy applications.	0.100	0.050	0.050	0.200
Resources	Digital Services Future Operating Model - modernisation towards hosting in the cloud will require different levels of support.	0.300	-	-	0.300
Resources	Digital Services third party contract consolidation and efficiencies.	0.200	-	-	0.200
Resources	Reduced costs of the Human Resources service, by improving systems and processes.	-	0.050	0.050	0.100
TOTAL		10.995	5.069	2.818	18.882

GF Proposed Savings (Total)	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Adults	2.090	1.540	0.876	4.506
Children's Services	1.407	0.377	0.247	2.031
Cross-Cutting	2.940	-	-	2.940
Community Wealth Building	0.991	1.123	0.069	2.183
Environment	1.793	1.472	0.505	3.770
Fairer Together	0.300	-	0.150	0.450
Homes and Neighbourhoods	0.374	0.407	0.511	1.292
Public Health	0.500	-	0.060	0.560
Resources	0.600	0.150	0.400	1.150
TOTAL	10.995	5.069	2.818	18.882

Appendix C1 – HRA MTFS 2022/23 to 2025/26

<u>HRA MTFS</u>	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Indicative Estimate £m	2025/26 Indicative Estimate £m
<u>HRA INCOME</u>				
Tenant Rents	£168.4	£181.4	£186.8	£192.3
Tenant Service Charges	£19.3	£23.3	£23.8	£24.4
Sub-Total Income from Dwellings	£187.7	£204.7	£210.6	£216.7
Commercial Income	£1.4	£1.4	£1.4	£1.7
Heating Charges (Tenants & Leaseholders)	£2.6	£5.3	£4.6	£4.6
Sub-Total	£4.0	£6.7	£6.0	£6.3
Leaseholder Annual Service Charges	£13.6	£15.5	£15.9	£16.2
Leaseholder Major Works Charges	£3.5	£3.5	£3.5	£3.5
Sub-Total Leaseholder Charges	£17.1	£19.0	£19.4	£19.7
Other Charges for Services & Other Income	£2.8	£2.8	£2.8	£2.9
PFI - Government Subsidy	£6.1	£6.1	£6.1	£6.1
Interest Receivable	£1.0	£0.6	£0.7	£0.8
Transfer from the General Fund for Shared Services	£0.8	£0.8	£0.8	£0.8
Contribution from Reserves	£0.0	£0.0	£0.0	£0.0
Gross Income	£219.5	£240.7	£246.4	£253.3
<u>HRA EXPENDITURE</u>				
General Management	£61.8	£65.4	£67.1	£69.0
Special Services	£26.9	£33.3	£34.3	£35.3
PFI Payments	£13.1	£14.6	£14.9	£15.5
Repairs & Maintenance	£42.9	£43.2	£44.1	£44.7
Rent, Rates & Other Charges	£1.0	£1.0	£1.1	£1.1
Sub-Total	£145.7	£157.5	£161.5	£165.6
Interest Charges on Borrowing	£19.5	£17.9	£20.3	£22.4
Revenue Contributions to fund Capital Expenditure	£5.7	£15.2	£6.9	£10.0
Depreciation - Contribution to the Major Repairs Reserve to fund the Major Works Capital Prog.	£32.1	£35.5	£36.2	£36.9
Sub-Total Capital Financing Costs	£57.3	£68.6	£63.4	£69.3
Increase in Bad Debt Provision	£2.3	£3.2	£3.4	£3.1
Contingency	£6.1	£8.0	£6.3	£4.9
Contribution to Reserves	£8.1	£3.4	£11.8	£10.4
Gross Expenditure	£219.5	£240.7	£246.4	£253.3
NET	£0.0	£0.0	£0.0	£0.0
<u>RESERVES</u>				
Opening Balance	£78.3	£66.4	£69.8	£81.6
DEDUCT: Contribution from Reserves	£20.0	£0.0	£0.0	£0.0
ADD: Contribution to Reserves	£8.1	£3.4	£11.8	£10.4
Closing Balance	£66.4	£69.8	£81.6	£92.0

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Appendix C2 - HRA Fees and Charges 2023/24

Tenant Service Charges and Digital TV Charges

	Proposed weekly charge or compensation sum
Caretaking and Cleaning	£11.44
Estate Services (estate lighting, communal estate repairs and grounds maintenance)	£ 8.71
Tenant Service Charge	£20.15
Digital TV (Installation & maintenance)	£0.38
Digital TV (maintenance only)	£0.22
Compensation for loss of caretaking service	£3.02 per day (after 5 consecutive days of lost service)

Note: The weekly tenant service charge for caretaking and estate services increases by £1.03 (+5.4%) per week from £19.12 per week (which is the revised 2022/23 charge that applies WEF 28th November 2022 and reflects the +54% increase in communal lighting electricity prices that arose during 2022/23 - this compares to the original 2022/23 charge of £16.57 per week) to £20.15 per week.

The overall Tenant Service Charge increase of £1.03 per week (+5.4%) primarily relates to the net impact of the increase in staffing costs and the reduction in the weekly charge for communal electricity as compared to the revised 2022-23 charge as the recovery of costs are spread over a longer time frame in 2022-23.

Caretaking compensation has increased in line with charges.

Digital TV installation & maintenance and maintenance only have increased by 2p and 1p per week respectively.

Heating and Hot Water Charges

	Bedsit Weekly Charge £	1-Bed Weekly Charge £	2-Bed Weekly Charge £	3-Bed Weekly Charge £	4-Bed Weekly Charge £
General:					
Heating and Hot Water	17.23	19.07	22.63	26.62	30.14
Heating Only (60% of Full Charge)	10.34	11.44	13.58	15.97	18.09
Heating Only (60% of Full Charge + 15%) All Year heating (Braithwaite)	11.89	13.16	15.61	18.37	20.80
Bunhill Energy Network (St Luke's, Stafford Cripps, Redbrick & Kings SQ, Excl. Turnpike House)	15.50	17.16	20.37	23.96	27.13
Bunhill Energy Network Heating Only (60% of Full Charge) (Turnpike House Kings SQ.)	9.30	10.30	12.22	14.38	16.28

Compensation has increased in line with the increase in charges (after 5 consecutive days or more of lost service, backdated to the start of the heating loss period):

Heating and Hot Water £16.97 per day

Heating only £15.82 per day

Hot Water only £2.06 per day

Note: Underlying gas prices are forecast to increase by a further 14% in 2023/24 as compared to revised 2022/23 prices. However, use of the remaining balance in the tenants' gas reserve & spreading the recovery of costs over a longer time frame in 2023/24 means that tenant charges are limited to a +9% increase equating to an average increase of £1.60 per week, taking the average charge from £17.74 per week (which is the revised 2022/23 average charge that applies WEF 28th November 2022 and reflects the 106% underlying increase in Gas prices that arose

during 2022/23 - this compares to the original 2022/23 average charge per week of £10.60) to an average of £19.33 per week.

Estate Parking Charges

CARBON EMISSION AND ENGINE SIZES:	EMISSION BANDS / CHARGES			
	BAND A	BAND B	BAND C	BAND D
Carbon CO2 Rating G/km (Grams per kilometre)	0-120	121-150	151-185	186+
Engine Size CC (Cylinder Capacity)	Up to 1100	1101-1399	1400-1850	1851+
	Weekly Charge £	Weekly Charge £	Weekly Charge £	Weekly Charge £
Rent & Service Charge Payers:				
- Garage	11.18	22.37	22.37	24.60
- Car Cage	5.23	10.46	10.46	11.50
- Parking Space	2.86	5.70	5.70	6.27
- Integral Garage	7.72	15.40	15.40	16.96
Non-Rent & Service Charge Payers:				
- Garage	25.14	50.20	50.20	55.19
- Car Cage	11.78	23.47	23.47	25.82
- Parking Space	6.91	14.71	14.71	20.24
				£
Garages Used for Non-Vehicle Storage – Rent & Service Charge Payers				24.60
Garages Used for Non-Vehicle Storage – Non-Rent & Non-Service Charge Payers				51.18
Diesel Surcharge - applies to both Rent/Serv. Charge Payers & Non- Rent/Serv. Charge Payers in respect of all parking facilities				160.00 per Year or 3.08 per Week

A 50% or 100% discount is offered on all vehicle parking charges to Islington Council residents that hold a disability parking blue badge issued by either Islington Council or another Local Authority.

VAT will be added to the above charges where applicable.

Note: Vehicle charges

All vehicle charges increase by 5%.

For example, the charge to an LBI Tenant or Leaseholder for a garage with a band B vehicle increases by £1.07 per week from £21.30 to £22.37 per week.

Except for the diesel surcharge which has increased by £31.00 (24%) per year to align the surcharge with the on-street (outside council estates) surcharge.

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

Concierge Service Charges

	Weekly Charge £
Category A (Concierge Office in Block)	18.30
Category B (Concierge Office in Estate)	13.74
Category C (Concierge Office – Remote multiple cameras)	8.25
Category D (Concierge Office – Remote a small number of cameras)	2.59
<p>Note: The weekly tenant charges have increased by 11.4%. Concierge costs are primarily linked to staffing as such the increase reflects the latest 2022/23 pay award, the estimated 2023/24 pay award and the increase in the employers' pension contribution rate. For example, the charge to tenants who receive a Category B service increases by £1.40 per week from £12.34 to £13.74 per week.</p>	

Parking Charge Notices (PCN)

	Council Estates £
Parking Charge Notices	100.00
Parking Charge Notices (Paid within 14 days of issue)	60.00
<p>Note: The maximum charges for unauthorised parking on council estates (off-street parking) are recommended by the British Parking Association on behalf of the Home Office. No increase is recommended in 2023/24.</p> <p>For Penalty Charge Notices issued on-street and on some council estates (where Traffic Management Orders have been introduced) the Council charges between £110 and £130 depending on the seriousness of the offence (discounts apply if paid within 14 days)</p>	

Storage Units

	Weekly Charge £
Rent & Service Charge Payers	2.00
Non-Rent & Service Charge Payers	4.02
<p>Note: Charges increase by 5%. The charge to Rent & Service Charge Payers has increased by 9p from £1.91 to £2.00 per week and that for Non-Rent & Service Charge Payers has increased by 19p from £3.83 to £4.02 per week.</p>	

Floor Coverings (including underlay, carpets & fitting):

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

2023/24 charges to tenants		
Commencing the scheme WEF 2017/18 reflects a more robust/substantial underlay Increased in line with the latest negotiated contract price plus 2%		
No of Beds	2023/24 Charge £	Weekly Charge to Tenants over 5 years £
1	773.00	2.97
2	1,131.00	4.35
3	1,488.00	5.72
4	1,785.00	6.87

Home Ownership Unit Charges:

Fees increase by 5%

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

		Home Ownership Fees 2023/24	Technical Property Services Fees 2023/24
a	Minor alterations (e.g.: flues, extractor fans)	£98 – letter of consent	None
b	Deed of variation for windows	£273	None
c	Minor structural alterations	£98	£219
d	Major structural alterations (e.g. roofs, conservatories)	£119	£219 – technical inspections £66 per hour if additional technical work required
e	Retrospective consent	a/b/c/d +£345	£440 – technical inspections £66 per hour if additional technical work required
f	Re-drawing lease plans	£58	£499
g	Purchase of land/space e.g. garden/loft/basement	£122	£659 and any additional inspections £66 per hour, £550 valuation fee

2. Lease Holder Miscellaneous Fees:

		Home Ownership Fees 2023/24
a	Sub-let Registration	£47
b	Assignment pack	£213 L/Holder £92 F/Holder
c	Re-mortgage pack	£152 L/Holder £78 F/Holder
d	S146 costs	£307
e	Copy of lease	£30
f	Letter of Satisfaction	£61
g	Copy of service charge invoice	£30
h	Breakdown of charges for a previous year	£30
i	Notice of assignment or charge	£75
j	Combined notice of assignment and charge	£150
k	Removal of Land Registry charge	£126
l	Details of planned major works	£60
m	Postponement charge	£239
n	Major works extended payment plan – legal charge	£239
o	Removal of Land Registry charge for major works extended payment plan	£126
p	Letter before legal action	£45

Appendix C3: HRA Savings Proposals 2023/24

Directorate	Option Title	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Housing Revenue Account (HRA)	Commercial letting of storage space in disused car park	-	-	0.295	0.295
Housing Revenue Account (HRA)	Insource more voids work - thereby reducing more expensive contractor costs	-	-	0.400	0.400
Housing Revenue Account (HRA)	Managing annual demand for aids and adaptations to align to current demand and adjusting the budget accordingly.	0.300	-		0.300
Housing Revenue Account (HRA)	Repairs operatives multi-skills training programme completed - budget no longer required	-	0.260	-	0.260
Housing Revenue Account (HRA)	Driving efficiencies into the housing procurement process where synergies between housing & corporate contracts can be identified.	-	0.050	0.050	0.100
Housing Revenue Account (HRA)	Review Floating Housing Related Support contracts	-	0.120	-	0.120
Housing Revenue Account (HRA)	Following the return to the Council of the PF12 stock a review/re-assessment of the budget provision required in respect of the repairs service indicates that the service can be provided at a lower cost than initially anticipated	0.400	0.800	-	1.200
Housing Revenue Account (HRA)	Staffing review of the Housing Strategic Business Planning and Investment team and the Integrated Services team	-	0.053	-	0.053
Housing Revenue Account (HRA)	Staffing review of the Income Recovery & Income Control Teams.	0.085		-	0.085
Housing Revenue Account (HRA)	Diversify funding and provision of apprenticeships	-	-	0.100	0.100
Housing Revenue Account (HRA)	Staffing review of the Repairs Service	-	0.100	0.100	0.200
Housing Revenue Account (HRA)	Technical budget adjustments	0.602	0.060	-	0.662
TOTAL		1.387	1.443	0.945	3.775

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**Appendix D1: Capital Programme 2023/24 - 2025/26
and Indicative Programme 2026/27 - 2032/33**

TOTAL CAPITAL PROGRAMME			209.921	182.975	246.855	220.972	213.935	208.846	1,225.871	1,213.702
			2023/24 (Year 1)		2024/25 (Year 2)		2025/26 (Year 3)		2026/27 to 2032/33 (Years 4-10)	
Scheme Title	Area of Programme	Project Description	23/24 Expenditure £m	23/24 Net Budget £m	24/25 Expenditure £m	24/25 Net Budget £m	25/26 Expenditure £m	25/26 Net Budget £m	26/27-32/33 Expenditure £m	26/27-32/33 Net Budget £m
A Safer Borough for All										
Corporate CCTV Upgrade	Environment	Urgent upgrades to the Council's core CCTV network to increase resilience and minimise downtime. Also includes investment in a CCTV-enabled vehicle to increase coverage for hot-spots, aligned to growth for the Antisocial Behaviour team.	1.200	1.200	1.554	1.554	-	-	1.400	1.400
Children and Young People										
Adventure Playgrounds - Cornwallis Adventure Playground	CWB	Delivery of new main building.	0.014	0.014	-	-	-	-	-	-
Adventure Playgrounds - Martin Luther King	CWB	Delivery of new main building.	0.008	0.008	-	-	-	-	-	-
Early Years and Children's Centres	CWB	Package of urgent repairs and modernisation across the majority of the Council's early years facilities and children's centres.	0.068	0.068	-	-	-	-	-	-
Primary Schools Condition Schemes/Schools Modernisation SEN - New River College SEND/Elthorne	CWB	Special provision Fund allocation to cover £2m project at Elthorne SEN and other smaller SEN projects	2.914	2.073	-	-	-	-	-	-
Schools - Schools Condition Schemes	CWB	Government grant funding for condition maintenance covering the fabric of school buildings, roofs, brickwork, windows and internal works. Also includes grant funding to undertake investments in provision for pupils with special educational needs and disabilities, such as new places and improvements to facilities for pupils with education, health and care plans in mainstream and special schools, nurseries, colleges and other provision.	2.664	0.664	1.400	-	-	-	9.800	-
Schools - Tufnell Park School Expansion	CWB	New Build replacement and expansion of existing 1.5 form entry school to 3 form entry school.	0.020	0.020	-	-	-	-	-	-
Toffee Park & Radnor St Gardens	CWB	Substantial refurbishment of current facilities to create a 'start well' campus, as well as improving the MUGA and creating a new BMX/skateboarding facility in Radnor St Gardens. Includes a £1.5m Local CIL contribution.	1.279	0.000	1.613	1.423	0.233	0.233	-	-
High Needs Provision Allocation	CWB	Rolling high needs funding provision, will be combined with existing unspent funds to develop a refreshed capital strategy for the special needs estate. This forms part of 5 projects in delivery or now complete.	3.258	-	-	-	-	-	-	-
Packington Nursery Expansion	CWB	Works to enhance indoor and outdoor space, providing children with additional space for play and a new staff room with improved visibility and sight lines	0.175	0.175	-	-	-	-	-	-
Lift Building Development	CWB	Refurbishment of dance studio and roof space to support income generation targets in new contract.	0.350	0.350	-	-	-	-	-	-
Prior Weston Primary School Playground Redevelopment	CWB	S106 Funded scheme for the redevelopment of Prior Weston Primary School Playground. This scheme is managed by the school and will be overseen by our S106 Project Manager.	0.320	-	-	-	-	-	-	-
Hayward Adventure Playground	CWB	Council top-up to support completion of scheme to reconfigure buildings to increase privacy following neighbouring development	0.180	0.000	0.539	0.075	-	-	-	-
16-18 Hornsey Road	CWB	Interim arrangement for black cultural and community centre instead of Holly Hall	0.280	0.280	-	-	-	-	-	-
Decent & Affordable Homes										
HRA Pipeline New Build Programme - General Fund Open Market Sales units	Housing - GF	Our major programme of investment in new social housing. Provision of housing supports local plan objectives for delivery and provides a cross subsidy for affordable homes and public infrastructure.	7.105	7.105	27.750	27.750	51.450	51.450	371.850	371.850

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HRA Pipeline New Build Programme - HRA Social Rented Units	Housing - HRA	Our major programme of investment in new social housing to provide high quality and genuinely affordable council rent housing supply to Islington residents.	7.105	7.105	27.750	27.750	51.450	51.450	371.850	371.850
Finsbury Leisure Centre Redevelopment	CWB	The council is seeking to redevelop Finsbury leisure centre and surrounds as a mixed use development - delivering new affordable housing, a new leisure centre and medical centre, and other significant community benefits. This funding represents the general fund contribution to the scheme (predominantly funded from the housing capital programme), and supports design and construction phases. The scheme has dedicated governance and spending will be subject to multiple gateway reviews	5.921	5.921	22.507	10.868	2.837	2.837	-	-
HRA Current New Build Programme - General Fund Open Market Sales Units	Housing - GF	Our major programme of investment in new social housing. Provision of housing supports local plan objectives for delivery and provides a cross subsidy for affordable homes and public infrastructure.	12.608	12.608	16.107	16.107	5.076	5.076	-	-
Housing Revenue Account Major Works and Improvements	Housing - HRA	Ongoing programme of investment in council homes and estates, including cyclical improvements (e.g. kitchens & bathrooms, smoke and heat detection, windows), mechanical and electrical (e.g. lifts, door entry, water tanks, CCTV) and fire safety (e.g. fire risk assessment works, front entrance doors, fire-fighting facilities and fire safety measures in street properties and tall blocks).	63.570	60.852	76.070	75.980	77.309	77.309	380.120	380.120
HRA Current New Build Programme - HRA Social Rented Units	Housing - HRA	Our major programme of investment in new social housing to provide high quality and genuinely affordable council rent housing supply to Islington residents.	56.163	56.163	35.036	35.036	7.868	7.868	-	-
Enhancing Community Assets										
Libraries - Islington Museum and Local History Centre	CWB	Redesign and refurbishment of museum space (exhibition space and permanent gallery) and improved accessibility	0.250	0.250	-	-	-	-	-	-
Compliance and Modernisation	CWB	Funds to deal with urgent property compliance issues and to assist in providing funds for a cyclical maintenance and modernisation programme across the council's estate.	3.416	3.416	2.500	2.500	2.500	2.500	7.970	7.970
29-33 Old Street	CWB	Refurbishment and remodelling of the existing building and garages	1.200	1.200	2.800	2.800	-	-	-	-
Mildmay Library	CWB	Refurbishment to make better use of the asset and to accommodate additional community services including a Fairer Together locality hub. Scope and funding still to be finalised.	0.610	0.610	-	-	-	-	-	-
Future Work Phase 2	CWB	Placeholder for capital elements, subject to further development and does not include likely investment requirements around ventilation, accessibility and common parts. All subject to business case approval.	2.401	2.401	-	-	-	-	-	-
Thriving Neighbourhoods Scheme	Housing - HRA	One-off capital investment to support key community priorities across the borough. Officers will work with members to agree how the pot is used, which may include: - Tackling urgent maintenance and improvement backlogs; - Providing top-up funding to ensure that in-flight schemes are completed or accelerated; and - Delivering new schemes.	3.500	-	3.500	-	2.880	-	-	-
Fully Funded Small S106/CIL Schemes	CWB	This programme consists of small capital projects funded by S106/CIL budgeted at less than £0.250m per project. These projects aim to make targeted investments across the borough with spending decisions led and managed by local ward councillor	4.520	-	5.000	-	2.209	-	-	-

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Scheme Title	Area of Programme	Project Description	23/24 Expenditure £m	23/24 Net Budget £m	24/25 Expenditure £m	24/25 Net Budget £m	25/26 Expenditure £m	25/26 Net Budget £m	26/27-32/33 Expenditure £m	26/27-32/33 Net Budget £m
Chapel Market	Environment	Chapel Market Inclusive Economy Project (CMIEP) is a masterplan for the enhancement of an existing affordable, diverse and inclusive market. This redevelopment of Chapel Market will offer a pioneering example of how the original features of a traditional retail market can be retained, whilst providing an offering which serves the local community, both through provision of goods and services and the potential for livelihoods and job creation fit for the future.	0.975	-	-	-	-	-	-	-
Highways - Highways	Environment	Structural maintenance of the highways infrastructure including carriageways, footways, drainage, bridges, pipe subways. Capital investment helps to slow the rate of deterioration extend the life of Islington streets, improve streetscape, meet legal obligations, reduce cyclic repairs and maintenance costs and reduce insurance liability risk claims.	1.400	1.400	1.400	1.400	1.400	1.400	8.400	8.400
Leisure - Strategic Provision	Environment	This programme consists of various schemes across the leisure facilities in Islington. This programme is compiled in unison with GLL with which we have a contractual obligation to undertake and income is predicated on the investment. Planned works include technogym equipment replacement across sites, pitch replacements, sports hall replacements etc..	1.115	1.115	1.299	1.299	-	-	5.000	5.000
External S106/CIL Schemes	Environment	This programme consists of small capital projects funded by S106/CIL budgeted at less than £0.250m per project. These projects aim to make targeted investments across the borough with spending decisions led and managed by local ward councillor	0.404	0.000	-	-	-	-	-	-
Vorley Road Library	CWB	To create a new state of the art library for Archway. It would offer a significant improvement from the current library, which has limited flexibility, is increasingly in need of repair, and is also located within a leased space. Co-locating with the proposed new medical centre and next door to archway children's centre and leisure centre, would create a new community hub for Archway residents.	0.950	0.950	2.000	2.000	-	-	1.287	1.287
Disability/Accessibility Works	CWB	Taking a strategic approach to making corporate buildings more accessible	0.600	0.600	1.000	1.000	1.000	1.000	1.150	1.150
Greener & Cleaner Islington										
7 Automated Public Toilets	CWB	Provision of 7 automated public toilets	0.888	0.888	0.024	0.024	-	-	-	-
Islington Heat Networks	Environment	Expand existing heat networks and develop new ones following the decentralised energy masterplan. Part of the Council's Net Zero 'Vision 2030' strategy.	-	-	-	-	-	-	19.241	19.241
Energy - Retrofitting Existing Council Buildings	Environment	Retrofitting existing council buildings to reduce carbon emissions and improving energy efficiency. This will include replacing gas heating systems with heat pumps, installing solar PV and other energy efficiency measures (insulation, glazing, LED lighting etc). Feasibility studies are to be carried out on around 50-60 corporate buildings to identify the works required, costs and any savings, with capital works starting in 22/23. This will help the council achieve its zero carbon ambition and possibly lead to reduced operating costs.	3.000	3.000	-	-	-	-	-	-

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Scheme Title	Area of Programme	Project Description	23/24 Expenditure £m	23/24 Net Budget £m	24/25 Expenditure £m	24/25 Net Budget £m	25/26 Expenditure £m	25/26 Net Budget £m	26/27-32/33 Expenditure £m	26/27-32/33 Net Budget £m
Greening the Borough	Environment	This project is to develop and deliver a community led and maintained, long-term, large scale, borough wide, innovative programme, for the greening (and blueing) of the wider public realm across highways, cycleways, housing and parkland assets. This would enable approximately 70 interventions to be delivered in a fair, transparent and accessible way, in line with Islington, regional and national policy documents and the emerging Green Infrastructure Strategy.	0.500	0.500	0.660	0.660	-	-	-	-
Street Lighting - LED upgrades	Environment	Scheme to upgrade street lighting to LEDs across 34 streets that were not covered in the prior upgrade project. This project will deliver energy savings for authority.	0.198	0.198	-	-	-	-	-	-
Clerkenwell Green	Environment	Pedestrian, cycle and public realm improvements - scheme will remove most through traffic and parking to transform the Green into a more welcoming public space. In addition, there will be investment in new community facilities to help further integrate local communities and celebrate the area's heritage.	0.850	-	-	-	-	-	-	-
Energy - LED Lighting Upgrades	Environment	Replace traditional lighting fittings with LED lights whenever possible in both corporate buildings and housing. Part of the Net Zero 'Vision 2030' strategy.	0.667	0.667	-	-	-	-	-	-
Energy - Solar Panels on Corporate Buildings	Environment	Install solar panels wherever financially and technically feasible on our corporate estate. This is a commitment within the Net Zero 'Vision 2030' strategy. Savings from generating our own electricity also support effective budget management.	0.667	0.667	-	-	-	-	-	-
Greenspaces - Barnard Park Renewal	Environment	Full renovation of Barnard Park including 3G all-weather sports pitch, low carbon community hub building heated by ground source heat pump, green oval area for general leisure and informal sports, outdoor gym equipment, increased biodiversity, increased seating, new footpath routes and improved entrances.	2.298	0.600	1.800	1.250	-	-	-	-
Greenspaces - Bingfield Park (including Crumbles Castle legacy)	Environment	Enhancements to Bingfield Park including improved, more welcoming entrances and planting, enhanced sports facilities and new play equipment.	0.570	0.251	-	-	-	-	-	-
Greenspaces - Park Improvements	Environment	As well generating income the pitches play a key role in maintaining and improving the physical and mental health of the community by providing quality year round facilities for physical activity.	0.207	0.207	-	-	-	-	-	-
Greenspaces - Highbury Bandstand/Highbury Fields	Environment	Completion of works to café and toilets and funding for Christ Church to accommodate a stay & play service. This will protect under 5 stay and play provision, improves the provision of toilets and aims to make the building as energy efficient as possible to support the Council's zero carbon 2030 target.	0.669	0.356	0.551	0.551	-	-	-	-
Greenspaces - New River Walk	Environment	Repairs to the lining of the watercourse, bridge and other associated features, improving bio-diversity and safety and reducing water loss in support of Islington's Biodiversity Action Plan.	0.103	0.103	-	-	-	-	-	-
Leisure - Floodlight Upgrades	Environment	Floodlight upgrades for various Greenspace locations through converting all parks' pitch lighting to LED to reduce running costs and carbon emissions. Replacement required to ensure that lights do not ultimately fail, and prevent lost income associated with this risk.	-	-	-	-	0.095	0.095	-	-
Leisure - Tufnell Park all-weather pitch	Environment	Conversion of the current grass football pitch to a grass hybrid pitch which will allow for more year round play and greater flexibility around the use of the space for a range of sporting activities.	0.146	0.146	-	-	-	-	-	-

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Scheme Title	Area of Programme	Project Description	23/24 Expenditure £m	23/24 Net Budget £m	24/25 Expenditure £m	24/25 Net Budget £m	25/26 Expenditure £m	25/26 Net Budget £m	26/27-32/33 Expenditure £m	26/27-32/33 Net Budget £m
People Friendly Streets - Liveable Neighbourhoods, Low Traffic Neighbourhoods & School Streets	Environment	Following the delivery of Low Traffic Neighbourhoods across the borough there is opportunity to deliver wide-sweeping environmental improvements on local streets including planting, footway improvements and pocket parks to all 20 Low Traffic Neighbourhoods transforming them into 'Liveable Neighbourhoods', following extensive consultation and engagement with local communities. There is also a Borough wide programme to reduce car trips and improve neighbourhoods for walking, cycling and living. Further investment will continue delivery of our Low Traffic Neighbourhood across all of Islington under the banner of 'People friendly streets.' Temporary street closures to become a pedestrian and cycle zone during the school's opening and closing times to reduce congestion and pollution at the school gates as well as make it easier and safer for children to get to and from school to improve air quality, increase road safety and encourage active travel. Measures will include widening footways, tree planting and green screens and secure cycle and scooter parking.	3.100	2.704	3.653	3.653	3.252	3.252	12.650	12.650
Public Realm - Kings Square Shopping Area Public Space	Environment	Community driven public realm improvement project as part of public realm improvement plan. Will improve the space outside the shops to encourage community use of the space (e.g. to socialise). Opportunity for public realm feature (e.g. play equipment, public art or other) to act as a focal point.	0.466	-	-	-	-	-	-	-
Public Realm - Old Street/Clerkenwell Road	Environment	Public realm improvements to reduce through traffic, making route safer for pedestrians and cyclists, improving air quality and making area greener, healthier and a more attractive place.	0.200	-	0.800	0.750	-	-	-	-
Public Realm - St Johns Street Public Realm Improvements	Environment	Public realm improvements and pedestrian and cycling safety measures - proposal includes reallocation of road space to pedestrians and traffic management changes to reduce non-local traffic. Project linked to Farringdon Station which will have 140,000 passengers a day when Crossrail opens.	0.954	0.000	1.000	-	-	-	-	-
Recycling Site Improvement & Estate recycling and refuse bin storage accelerated improvement programme	Environment	Delivering improvements to recycling and waste facilities for purpose built blocks of flats, to drive down contamination, increase recycling and improve the environment and standard of living on estates.	0.367	0.367	0.967	0.967	0.966	0.966	0.600	0.600
Traffic & Parking - T&E Cycle Schemes	Environment	Borough-wide cycle parking and cycle hangars to provide secure cycle storage (especially for residents without domestic or garden space) to overcome a major barrier for new and continuing cyclists. Significant additional investment in the bike hangar programme to reduce the waiting list, and contribute to our Net Zero 'Vision 2030' strategy and improve Air Quality.	0.450	0.450	0.450	0.450	0.450	0.450	2.700	2.700
Traffic & Parking - T&E EV Charging Points	Environment	Borough-wide electric vehicle charging points. On-street charging points are essential to facilitate the switch to electric vehicles for the majority of motorists who park on-street. Islington Council is committed to encourage the switch to low emission vehicles to reduce emissions and increase air quality.	0.160	0.160	0.160	0.160	0.160	0.160	0.960	0.960

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			2023/24 (Year 1)		2024/25 (Year 2)		2025/26 (Year 3)		2026/27 to 2032/33 (Years 4-10)	
Scheme Title	Area of Programme	Project Description	23/24 Expenditure £m	23/24 Net Budget £m	24/25 Expenditure £m	24/25 Net Budget £m	25/26 Expenditure £m	25/26 Net Budget £m	26/27-32/33 Expenditure £m	26/27-32/33 Net Budget £m
Traffic & Parking - T&E Safety Schemes	Environment	Borough-wide safety and corridor schemes - support of People Friendly Streets programme by delivering walking and cycling improvements on main roads. Will deliver improved and new crossings to create safe walking and cycling links, provide additional pedestrian facilities at local amenities and town centres, and deliver improvement to main roads such as improving bus priority. Will also look at maximising junction capacities to ensure that main roads do not become heavily congested and address emerging collision hotspots in line with collision data and collision studies.	0.500	0.500	0.500	0.500	0.500	0.500	3.000	3.000
Traffic & Parking - T&E Traffic Enforcement/Parking	Environment	Borough-wide traffic enforcement and parking schemes, including dedicated disabled bay scheme and other accessibility improvements across the borough. Addressing emerging issues through traffic restrictions is an essential part of managing traffic in the borough and protecting the local environment and communities from excessive traffic, air pollution and road safety risks.	0.300	0.300	0.300	0.300	0.300	0.300	1.800	1.800
Vehicle fleet electrification (infrastructure)	Environment	Development of a new substation/high voltage connection into the National Grid, low voltage network across the site and a contribution towards charging infrastructure. Supports the 'greening' of the Council's fleet and upgrades electrical infrastructure to ensure HGV element of the fleet can be switched to EV. This supports the Council's Net Zero Carbon Vision.	0.999	0.999	1.258	1.258	-	-	1.953	1.953
Vehicle Replacement	Environment	Replacement of ageing fleet to decrease the use of hire vehicles and ensure that the Council is operating newer vehicles which are Euro 6/ULEZ compliant and replacement of petrol/diesel vehicles with electric vehicles on an ongoing ten year programme.	2.000	2.000	1.969	1.969	2.000	2.000	20.990	20.990
Wray Crescent Cricket Pavilion	Environment	Completion of works at the building, which will also have a green roof and ground source heat pump which supports the Net Zero Carbon 2030 Strategy, as well as supporting physical and community activity in the borough.	0.412	0.412	0.938	0.938	-	-	-	-
Isledon Road Gardens	Environment	S106 funded scheme to deliver improvements to Isledon Road Gardens. This project will rectify the current sunken garden area and design it as a sustainable drainage space with a focus on biodiversity enhancement. Other enhancements will include new play equipment and improvements to planting and garden design.	0.350	-	-	-	-	-	-	-
Retrofitting Existing Council Housing Stock	Housing - HRA	Additional retrofitting pilot projects to support funding agreed in 21/22 (Harry Weston/Longley House £3.5m). It is proposed that a rolling programme of £0.5m per annum is funded from the council's carbon offset fund which is allowable under the conditions of the fund and is considered by the Viability & Obligations Team to be affordable. Subject to sufficient funding available.	0.500	-	0.500	-	-	-	-	-

**Appendix D2: Capital Programme 2023/24 - 2025/26
and Indicative Programme 2026/27 - 2032/33**

Pipeline Capital Programme			2.450	2.000	11.250	7.000	10.750	7.432	29.408	29.408
			2023/24 (Year 1)		2024/25 (Year 2)		2025/26 (Year 3)		2026/27 to 2032/33 (Years 4-10)	
Scheme Title	Area of Programme	Project Description	23/24 Expenditure £m	23/24 Net Budget £m	24/25 Expenditure £m	24/25 Net Budget £m	25/26 Expenditure £m	25/26 Net Budget £m	26/27-32/33 Expenditure £m	26/27-32/33 Net Budget £m
Children and Young People										
Rose Bowl	CWB	Facility built in 2001 and will need future capital redevelopment in next 10 years in order for the up keep of provision for youth activities.	-	-	-	-	-	-	1.908	1.908
Enhancing Community Assets										
Leisure - Strategic Provision (Cally Pool Provision)	Environment	Additional investment over the value included in the approved capital programme. This programme consists of various schemes across the leisure facilities in Islington. This programme is compiled in unison with GLL with which we have a contractual obligation to undertake and income is predicated on the investment. Planned works include technogym equipment replacement across sites, pitch replacements, sports hall replacements etc.	-	-	-	-	0.750	0.750	-	-
Greener & Cleaner Islington										
GreenSCIES (New River Heat Network)	Environment	To develop a new heat network in the south of the borough potentially linking City University with New River Head, Sadlers Weill Theatre, Spa Green Estate, Finsbury Estate, Brunswick Close Estate, Roseberry Hall, Hugh Myddleton school and Finsbury Library with integrating Solar PV and Electric Vehicle charging points. This project aims to reduce CO2 by 5,000 tonnes benefitting 820 council homes.	0.450	-	4.250	-	5.000	1.682	7.500	7.500
Energy - Retrofitting Schools	Environment	The council is carrying out decarbonisation feasibility studies on 20 schools, which will identify appropriate measures, including heating system replacements, insulation and other energy-saving works. These studies will enable future bids to the Public Sector Decarbonisation Scheme to deliver the decarbonisation proposals. If approved, the £4m in Council funding will help to implement these measures and could be used as match funding to leverage additional investment	2.000	2.000	2.000	2.000	-	-	-	-
Corporate Building Decarbonisation - Energy Match Funding for Government Grants	Environment	Decarbonising council buildings by replacing gas boilers with heat pumps, installing solar PV and various other energy efficiency works. This is additional funding of £5m+ being allocated for 2024/25 onwards annually for match funding future PSDS bids (bids to date have only covered nine corporate buildings.	-	-	5.000	5.000	5.000	5.000	20.000	20.000

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Appendix E1: Capital Strategy 2023/24

1. Introduction

- 1.1. This capital strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance understanding of these technical areas.
- 1.2. Decisions made this year on capital and treasury management will have financial consequences for the Authority for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

2. Capital Expenditure and Financing

- 2.1. Capital expenditure is where the Authority spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.
- 2.2. The council committed to a new Corporate Asset Strategy in March 2020, which is currently being reviewed. The strategy aims to establish a bold new approach that ensures investment is directly linked to core council ambitions around fairness and community wealth building. It is designed to deliver a strategic, long-term approach to managing and enhancing our community asset base.
- 2.3. The overarching aim of the strategy is to ensure that these assets are held in the most efficient and compliant manner, ensuring they are fit for purpose to provide council services with the accommodation needed and support the wider strategies for our community.
- 2.4. As part of the ongoing work to formulate the strategy it is necessary to build an in depth understanding of our portfolio. As such a data collection, review and assessment of the assets is underway. This encompasses legal issues including tenure, landlord and tenant obligations and potential risks and liabilities. The financial implications of owning and occupying these assets and an understanding of the budgets required to operate and maintain them. It will also include a review of each services property needs to ensure the portfolio can be capable of delivering the correct space.
- 2.5. The asset register has been reviewed and established. This has formed the basis of the second annual independent valuation which has recently been completed.
- 2.6. The portfolio is currently being subjected to a full stock condition survey and where necessary measured survey to identify wants of repair and produce a costed Planned Preventative Maintenance programme. Additionally, all compliance requirements are being checked to ensure that these are valid and where gaps maybe discovered they can be rectified accordingly.
- 2.7. In 2023/24, the Authority is planning capital expenditure of £209m as summarised below. Full details of the authority's capital programme are found at Appendix D1:

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

	2021/22 Actual £m	2022/23 Forecast £m	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m	Total 3-Year Budget £m	2026/27 - 2032/33 £m	Total 10 Year Budget £m
General Fund services	28.771	45.680	79.083	103.999	74.428	257.510	473.901	731.411
Council housing (HRA)	99.498	119.456	130.838	142.856	139.507	413.201	751.970	1165.171
TOTAL	128.269	165.136	209.921	246.855	213.935	670.711	1225.871	1896.582

2.8. The capital programme will deliver £670m of capital investment over the next three years to support the achievement of council objectives. Key projects contributing to these objectives are summarised below along with spend over the next three years.

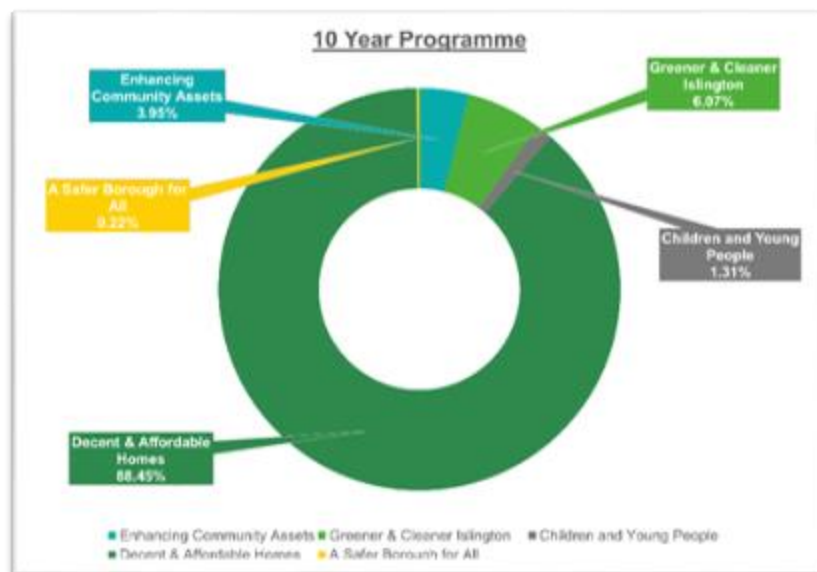
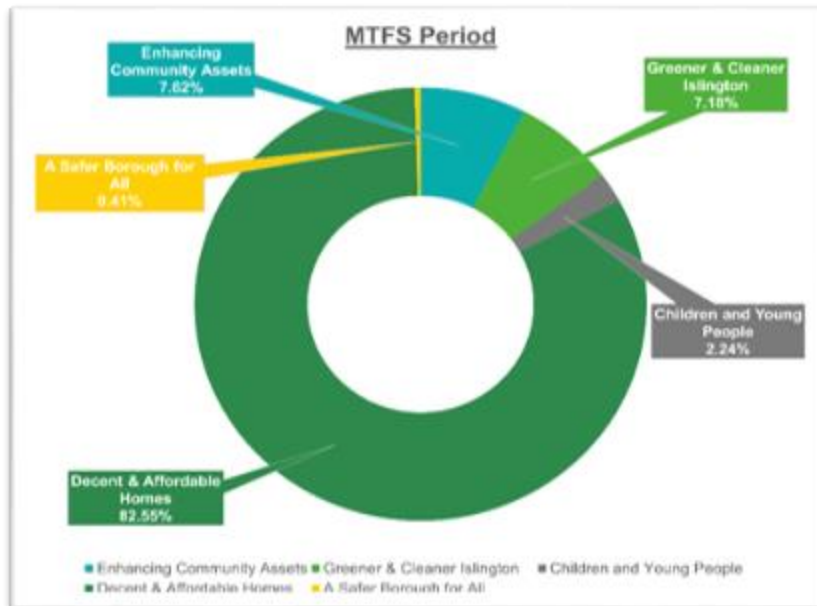


Table 2: Decent and Genuinely Affordable Homes for All

Priority	2022/23 Forecast £m	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m	Total 3-Year MTFS Budget £m	2026/27 – 2032/33 Budget £m	Total 10 Year Programme £m
Housing New Build Programme	93.186	82.981	106.643	115.844	305.468	743.700	1049.168
Housing Major Works and Improvements Programme	40.006	63.570	76.070	77.309	216.949	380.120	597.069
Finsbury Leisure Centre	0.927	5.921	22.507	2.837	31.265	0.000	31.265
Decent and Genuinely Affordable Homes for All	134.119	152.472	205.220	195.990	553.682	1123.820	1677.502

- Housing New Build Programme – the continuation of our major programme of investment in new social housing in Islington. - £305m (over the next 3 years)
- Housing major works and improvements programme - ongoing investment in council homes and estates, including cyclical improvements, mechanical and electrical works, fire safety and energy efficiency improvements - £217m (over the next 3 years)
- New investment to support the redevelopment of Finsbury Leisure Centre, delivering new affordable housing, a new leisure centre and medical centre, and other significant community benefits - £32m (over the next 3 years)

Table 3: Children and Young People

Priority	2022/23 Forecast £m	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m	Total 3-Year MTFS Budget £m	2026/27 - 2032/33 Budget £m	Total 10 Year Programme £m
Adventure Playgrounds	1.226	0.202	0.539	0.000	0.741	0.000	0.741
Early Years, Schools, Youth and Play Provision	4.520	11.048	3.013	0.233	14.294	9.800	24.094
Children and Young People	5.746	11.250	3.552	0.233	15.035	9.800	24.835

Table 4: A Safer Borough for All

Priority	2022/23 Forecast £m	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m	Total 3-Year MTFS Budget £m	26/27 - 32/33 Budget £m	Total 10 Year Programme £m
A Safer Borough for All	1.000	1.200	1.554	0.000	2.754	1.400	4.154

- Upgrade to the council's core CCTV network and investment in CCTV-enabled vehicles to increase coverage for hot spots.

Table 5: A Greener and Cleaner Islington

Priority	2022/23 Forecast £m	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m	Total 3-Year MTFS Budget £m	26/27 - 32/33 Budget £m	Total 10 Year Programme £m
Net Zero Carbon Strategy	5.644	7.559	3.596	3.126	14.281	42.660	56.941
Vehicle Electrification	2.390	0.999	1.258	0.000	2.257	1.953	4.210
People Friendly Streets and School Streets	1.869	4.005	5.153	3.252	12.410	14.150	26.560
Public Toilets, Parks, Open Spaces, and Leisure Facilities	3.558	9.013	5.773	0.095	14.881	0.781	15.662
Other Schemes	2.593	1.802	1.250	1.250	4.302	7.500	11.802
A Greener and Cleaner Islington	16.054	23.378	17.030	7.723	48.131	67.044	115.175

- Continuing investment to support the council's Net Zero Carbon strategy.
- Vehicle electrification charging infrastructure and replacement of vehicles.
- People Friendly Streets and School Streets – borough-wide programmes to reduce car trips and improve neighbourhoods for walking, cycling, and living.
- Investment in the borough's public toilets, parks, open spaces, and leisure facilities.

Table 6: Enhancing Community Assets

Priority	2022/23 Forecast £m	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m	Total 3-Year MTFS Budget £m	26/27 - 32/33 Budget £m	Total 10 Year Programme £m
Compliance, Modernisation, Refurbishment and Accessibility Works	6.107	6.356	6.300	3.500	16.156	9.120	25.276
Highway Infrastructure	1.449	1.400	1.400	1.400	4.200	8.400	12.600
S106/CIL Projects	0.194	4.924	5.000	2.209	12.133	0.000	12.133
Other Schemes	0.467	8.941	6.799	2.880	18.620	6.287	24.907
Enhancing Community Assets	8.217	21.621	19.499	9.989	51.109	23.807	74.916

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

- Structural maintenance of the highway infrastructure including carriageways, footways, and drainage.
- Compliance and modernisation improvements to deal with urgent property compliance issues.
- Use of Community Infrastructure Levy and S106 payments to make targeted investment across the borough spending decisions led and managed by local ward councillors.

2.10. The capital programme also includes the council's £10m investment in its Thriving Neighbourhoods Programme. This is a capital investment programme of improvement works over a three-year period. The programme supports the council’s drive to empower communities to make decisions about their local area and allows local people to put forward their ideas for improving shared spaces on estates, with the council funding and implementing the approved projects.

These might include:

- Cycle storage facilities
- Improved play facilities, such as equipment for children with disabilities.
- New and improved recycling bins, with disabled access
- Outdoor gyms
- New outdoor seating areas where communities can come together
- Improved landscaping to make estates more attractive and environmentally friendly
- Improved security
- Community centre (estate based) improvements
- Thriving Neighbourhood profile

Scheme	2022/23 Forecast £m	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m	Total 3- Year MTFS Budget £m	26/27 - 32/33 Budget £m	Total 10 Year Programme £m
Thriving Neighbourhood	0.120	3.500	3.500	2.880	9.880	0.000	9.880

2.11. The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately and includes commitment to building of 750 new homes by 2027.

Governance

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

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

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

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

2.15. For full details of the Authority's capital programme **see Appendices D1 and D2.**

2.16. All capital expenditure must be financed, either from external sources (government grants and other contributions), the Authority's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative).

2.17. The main sources of capital funding the council uses are summarised below:

- Capital Grants: predominantly government grants and are usually provided to the council for the specific use of funding capital expenditure for certain schemes and programmes (e.g. Department for Education funding for schools' condition works).
- Section 106/CIL: developer contributions towards infrastructure; Section 106 contributions relate to specific projects and outcomes.
- Capital receipts: when a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The council primarily generates capital receipts from the open market sale homes used to finance the building of the council homes.
- Other capital contributions: specific contributions received for projects from third parties who may have a specific output or benefit achieved through the capital works the council is providing (e.g. landlord/tenant contributions to modernisation works).
- Revenue contributions: direct revenue contributions towards capital expenditure, a minimal source of funding due to pressures on the revenue budget.
- HRA Reserves: direct funding from the HRA to support its capital programme through the use of the Major Repairs Reserve and revenue contribution to capital works.
- Borrowing: typically, Public Works Loan Board (PWLB) loans to support capital expenditure. This form of capital funding has revenue implications (i.e. interest and provision to pay back loan) which are accounted for as part of the budget setting process.

Table 7: Capital financing (£m)

	2021/22 Actual £m	2022/23 Forecas t £m	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget £m	Total 3- Year MTFS Budget £m	2026/27 - 2032/33 Budget £m	Total 10 Year Program me £m
General Fund								
Capital Grant	5.870	5.026	7.254	1.515	0.000	8.769	9.800	18.569
S106/ CIL/Third Party	1.260	3.698	12.069	11.971	2.209	26.249	0.869	27.118
Capital Receipts	0.000	11.788	12.608	22.914	5.076	40.598	461.862	502.460
General Fund Borrowing	21.641	25.168	46.247	66.099	67.143	179.489	-0.130	179.359
Revenue Contribution	0.000	0.000	0.905	1.500	0.000	2.405	1.500	3.905
Total General Fund	28.771	45.680	79.083	103.999	74.428	257.510	473.901	731.411
HRA								
Revenue Contribution	46.604	7.226	13.590	6.862	10.000	30.452	69.732	100.184
Capital Receipts	0.962	30.397	46.314	35.648	41.897	123.859	232.327	356.186
S106/CIL	3.323	1.212	6.718	4.090	2.880	13.688	0.000	13.688
Grants	15.163	7.783	0.000	0.000	0.000	0.000	0.000	0.000
Housing Revenue Account Reserves	33.445	30.228	38.872	35.593	31.959	106.424	245.000	351.424
Housing Revenue Account Borrowing	0.000	42.610	25.345	60.663	52.771	138.779	204.911	343.690
Total HRA	99.498	119.456	130.838	142.856	139.507	413.202	751.970	1165.172
Total	128.269	165.136	209.921	246.855	213.935	670.712	1225.871	1896.583

Commercial and Market Risks

2.18. The largest risk in relation to capital financing relates to capital receipts, of which the council expects to generate £58.922m in 2023/24. All these projected capital receipts are from the open market sales of housing and are intrinsically linked with the housing new build capital programme. Given present economic conditions there is uncertainty around the timing and value of these receipts. To mitigate these risks the council maintains a regular review of the property market and has been prudent in its financial assumptions. For instance, property prices are modelled at today's prices, excluding any inflation uplift. Timing delays can largely be managed using HRA reserves. In the event of a decrease in projected capital receipts, the new build programme would need to be re-assessed in line with the overall available funding.

Table 8: Capital Receipts

Capital Receipts	2021/22 Actual £m	2022/23 Forecast £m	2023/24 Budget £m	2024/25 Budget £m	2025/26 Budget-£m	Total 3-Year MTFS Budget £m	26/27 - 32/33 Budget £m	Total 10 Year Programme £m
Right To Buy (Gross)	0.959	12.026	17.443	20.055	24.704	62.202	162.088	224.290
Open Market Sales	0.000	23.337	28.279	24.541	22.269	75.089	532.101	607.190
Non-Right to Buy Sales	0.004	6.822	13.200	13.966	0.000	27.166	0.000	27.166
TOTAL	0.962	42.185	58.922	58.562	46.973	164.457	694.189	858.646

2.19. Other commercial risk is supply chain risk. The financial health of our current suppliers need to be assessed regularly to minimise the risk of supplier insolvency which will have significant impact on the delivery and affordability of the projects. Due to cost-of-living crisis, many suppliers are in difficult situations, and it is important that robust contract management strategies are in place to highlight any potential issues. The rate of supplier insolvency, especially in the construction industry has been the highest seen in a decade according to the Department for Business, Energy and Industrial Strategy, with a total of 4,039 registered as insolvent in the year to October (Ft.com – Jan 2023). To mitigate the risk of supplier insolvency, all current and future contracts are being reviewed by the Assurance Team and Finance and the correct indexation is applied, ensuring value for money but also supporting the supplier. All new tenders are subject to financial appraisal, making sure companies certify the 'Going Concern' requirement. Finance and Procurement (Supplier Assurance) teams are currently working on a process of conducting regular reviews of key suppliers to make sure they are viable.

Interest Rate

2.20. Interest rates have been rising over the last year and the latest 30 -year rate is 4.85% (5th Jan 2023-PWLB). This is an increase of 1.85% compared to last year. This has a significant impact on Capital programme as borrowing is a significant proportion of our capital financing.

Current schemes such as Vorley Road are showing a deficit of £3.6m due to an increase of 1.5% in interest rate (3% vs 4.5%). This is equivalent to a pressure of £2.4m for every 1% increase interest rate for such scheme. To mitigate this risk, all current and future programmes were reviewed and re-prioritised to accommodate our affordability envelope. This resulted in splitting the programme into two categories: Pipeline and non-pipeline (Reserve List) schemes. The non-pipeline schemes have been included in the budget report as these represent essential schemes while the pipeline schemes are included as a reserve list. These schemes are at early stages and don't have an adverse impact on the Council's strategy. This exercise was done collaboratively with officers and members. For full details of the Authority's capital programme see **Appendices D1**(non-pipeline) and **D2** (pipeline).

Inflation

2.21. There is a significant risk that inflation will continue to rise as the cost of materials and labour shortages increases due to the war in Ukraine. The current consultancy's UK tender price index rose at annual rate of 10.7% in the last quarter of 2022 and is forecast to continue rising (ft.com – Jan 2023). The Construction Products Association (CPA) is forecasting a 3.9% fall in construction output mainly in commercial and Local authority demand. This is due to increase in construction prices (+15% in October 2022 compared to previous year) due the war in Ukraine and the fact that suppliers are on fixed term contracts which are unviable. Current major schemes assume inflation of +6.7% (BCIS index) at tender stage and 4.9% at mid-point construction (Finsbury Leisure and Residential Project). An increase inflation of 1% will equate to about £6.7m additional costs to the capital programme. To mitigate this risk, each project has prudent contingency set aside. Depending on the scheme and after allowing for project specific risk, the minimum contingency is 20% of total project costs. The cost of each scheme is also monitored regularly and any changes to the project costs are reported. There is a significant risk of current programmes becoming unaffordable if inflation continues to rise at the current.

Project risks

2.22. These are risks that relate to the delivery of the projects and include delays in delivering the projects due to unforeseen circumstances. The capital schemes are monitored monthly and any variations to the budget are highlighted and mitigation actions are put in place.

2.23. The council has continued to increase project manager capacity as the programme grows ever larger however it is still necessary to apply a central reprofiling adjustment to consider the macro impact of the delivery risks and broadly reflecting prior performance. This has been applied recognising the further into the future, the greater the risk to delivery timing. As such, expenditure in Year 1 is assumed to slip by 35%, Year 2 by 45% and Year 3 by 55% (based on previous performance). These adjustments are made to the bottom line of the capital programme and not a scheme-by-scheme basis. Some schemes will spend to accelerated timescales whereas others will slip. The table below shows an indicative capital expenditure after applying slippage adjustments.

Table 9: Indicative Capital Expenditure including Slippage Adjustments

Area of Programme	2023/24 £m	2024/25 £m	2025/26 £m	2023/24 to 2025/26 Total £m	2026/27 to 2032/33 £m	Total 10 Year £m
CWB	32.286	39.383	8.779	80.448	20.207	100.655
Environment	27.084	20.759	9.123	56.966	81.844	138.810
Total Non-Housing	59.370	60.142	17.902	137.414	102.051	239.465
Housing - GF	19.713	43.857	56.526	120.096	371.850	491.946
Housing - HRA	130.838	142.856	139.507	413.201	751.970	1,165.171
Total Housing	150.551	186.713	196.033	533.297	1,123.820	1,657.117
Total	209.921	246.855	213.935	670.711	1,225.871	1,896.582
Slippage in	0.000	73.472	144.147	0.000	196.945	0.000
Slippage Out (35%, 45%, 55%)	(73.472)	(144.147)	(196.945)	(196.945)	(782.549)	(782.549)
Revised Budget	136.449	176.180	161.137	473.766	640.267	1,114.033

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

Table 10: Replacement of prior years' debt finance (£m)

	2021/22 actual	2022/23 forecast	2023/24 budget	2024/25 budget	2025/26 budget
Minimum revenue provision (MRP)	3.222	4.206	5.178	6.237	7.845
Repayment of PF/Leases	12.346	4.597	4.454	4.872	5.272
TOTAL	15.568	8.803	9.632	11.109	13.118

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

2.26. Since 2017/18, the council has adopted the asset life (annuity) method (based on a prudent assessment of average asset life). In calculating the asset life (annuity) MRP, the average interest rates published by the Public Works Loans Board in the relevant financial year for new annuity loans will be used. Based on this policy, the estimated MRP in 2022/23 is £4.206m.

2.27. The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP, and capital receipts used to replace debt. The CFR is expected to increase by £58m during 2023/23. Based on the above figures for expenditure and financing, the Authority's estimated CFR is as follows:

Table 11: Prudential Indicator: Estimates of Capital Financing Requirement (£m)

	31.3.2022 actual	31.3.2023 forecast	31.3.2024 budget	31.3.2025 budget *	31.3.2026 budget
General Fund services	183.508	204.470	229.353	270.290	313.017
Council housing (HRA)	442.261	484.871	501.345	544.640	584.388
PFI Liabilities	84.024	79.427	74.973	70.101	64.829
TOTAL CFR	709.793	768.768	805.671	885.032	962.234

Asset management:

- 2.28. The council committed to a new Corporate Asset Strategy in March 2020, which is currently being reviewed. The strategy aims to establish a bold new approach that ensures investment is directly linked to core council ambitions around fairness and community wealth building. It is designed to deliver a strategic, long-term approach to managing and enhancing our community asset base.
- 2.29. The overarching aim of the strategy is to ensure that these assets are held in the most efficient and compliant manner, ensuring they are fit for purpose to provide council services with the accommodation needed and support the wider strategies for our community.
- 2.30. As part of the ongoing work to formulate the strategy it is necessary to build an in depth understanding of our portfolio. As such a data collection, review and assessment of the assets is underway. This encompasses legal issues including tenure, landlord and tenant obligations and potential risks and liabilities. The financial implications of owning and occupying these assets and an understanding of the budgets required to operate and maintain them. It will also include a review of each services property needs to ensure the portfolio can be capable of delivering the correct space.
- 2.31. The asset register has been reviewed and established. This has formed the basis of the second annual independent valuation which has recently been completed.
- 2.32. The portfolio is currently being subjected to a full stock condition survey and where necessary measured survey to identify wants of repair and produce a costed Planned Preventative Maintenance programme. Additionally, all compliance requirements are being checked to ensure that these are valid and where gaps maybe discovered they can be rectified accordingly.

3. Treasury Management

- 3.1. Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Authority's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Authority is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
- 3.2. Due to decisions taken in the past, the Authority currently has £265.606m borrowing at an average interest rate of 4.0% and £80.2m treasury investments at an average rate of 2.5%.

Borrowing strategy

- 3.3. The Authority's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Authority therefore seeks to strike a balance between cheaper short-term loans and long-term fixed rate loans where the future cost is known but higher.
- 3.4. In the current environment of higher interest rates, it is prudent for the Authority to consider a mix of both variable and fixed interest rates. For any new loans in 2023/24 variable rate borrowing may be considered alongside fixed rate borrowing, as long as the interest rate and economic environment remains supportive.
- 3.5. The Authority does not borrow to invest for the primary purpose of financial return and therefore retains full access to the Public Works Loans Board.
- 3.6. Projected levels of the Authority's total outstanding debt (which comprises borrowing, PFI liabilities, leases and transferred debt) are shown below, compared with the capital financing requirement.

Table 12: Prudential Indicator: Gross Debt and the Capital Financing Requirement (£m)

	31.3.2022 actual	31.3.2023 forecast	31.3.2024 budget	31.3.2025 budget	31.3.2026 budget
Debt (incl. PFI & leases)	358.298	396.845	411.831	488.761	565.141
Capital Financing Requirement	709.793	768.768	805.671	885.032	962.234

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

Liability Benchmark

- 3.8. To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to £10m at each year-end. This benchmark is currently £158m and is forecast to rise to £285m over the next three years.

Table 13: Borrowing and the Liability Benchmark (£m)

	31.3.2022 actual	31.3.2023 forecast	31.3.2024 budget	31.3.2025 budget	31.3.2026 budget
Outstanding borrowing	274.274	265.606	242.545	213.877	195.209
Liability benchmark	158.774	308.006	345.848	432.277	512.809

- 3.9. The table shows that the Authority expects to remain borrowed above its liability benchmark. This is because cash outflows to date have been below the assumptions made when the loans were borrowed.

Affordable borrowing limit

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

Table 14: Prudential Indicators: Authorised limit and operational boundary for external debt

	2022/23	2023/24	2024/25	2025/26
	Limit	Limit	Limit	Limit
	£m	£m	£m	£m
Authorised limit - borrowing	463.526	533.860	635.693	615.389
Authorised limit - PFI & Leases	88.461	79.973	75.101	69.829
Authorised limit - total external debt	551.987	608.833	705.795	680.218
Operational boundary - borrowing	413.526	383.393	509.130	590.632
Operational boundary - PFI & Leases	83.461	74.973	70.101	64.829
Operational boundary - total external debt	496.987	458.366	579.231	655.461

Treasury investment strategy

- 3.11. Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
- 3.12. The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Authority may request its money back at short notice.

Table 15: Treasury management investments (£m)

	31.3.2022 actual	31.3.2023 forecast	31.3.2024 budget	31.3.2025 budget	31.3.2026 budget
Near-term investments	115.500	80.000	57.000	48.000	40.000
Longer-term investments	10.000	10.000	10.000	10.000	10.000
TOTAL	125.500	90.000	67.000	58.000	50.000

- 3.13. Risk management: The effective management and control of risk are prime objectives of the Authority's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.
- 3.14. Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Resources and staff, who must act in line with the treasury management strategy approved by council. The audit committee is responsible for scrutinising treasury management decisions.

4. Investments for Service Purposes

- 4.1. The authority makes investments to assist local public services, including making loans to and buying shares in local service providers, local small businesses to promote economic growth, the authority's subsidiaries that provide services. In light of the public service objective, the authority is willing to take more risk than with treasury investments, however it still plans for such investments to break even after all costs.
- 4.2. Total investments for service purposes are currently valued at £1.8m with the largest being soft loans to employees of £1.104m providing a net return after all costs of 0%. This also includes loans to and equity investments in:
- Islington Limited (iCo), a wholly owned subsidiary providing local services, a loan of £0.05m;
 - Three private companies responsible for managing schools under the Building Schools for the Future programme (a loan of £0.642m);
 - A local charity (a loan of £0.084m);
 - Equity investment in a private company responsible for managing schools under the Building Schools for the Future programme (fair value of £0.099m)
- 4.3. Governance: Decisions on service investments are made by the relevant service manager in consultation with the Director of Finance and must meet the criteria and limits laid down in the investment strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme.
- 4.4. Further details on service investments can be found within the Investment Strategy at **Appendix E3**.

5. Commercial Activities

- 5.1. The council hold investment property (value of £39.3m as at 31/03/2022) in order to generate income to spend on services in Islington. The council has consistently taken a prudent approach to this – no new commercial properties have been purchased in recent years and there are no current plans to invest in commercial properties over the medium term. In November 2020 PWLB guidance was updated and PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield. The authority intends to avoid this activity in order to retain its access to PWLB loans.
- 5.2. The council also has a wholly owned subsidiary – Islington Limited (iCo), the purpose of which is to trade for profit with public bodies, private organisations and members of the public to provide a return to the council. The services provided by iCo are in activities related to municipal functions in which relevant expertise is held (for instance Commercial Waste, Tree Maintenance and Memorials). The council has loaned iCo £0.050m, which is due to be repaid in 2022/23
- 5.3. Decisions on commercial investments are to be made by senior officers in line with the criteria and limits approved by council in the Investment Strategy. Property and most other commercial investments are also capital expenditure.
- 5.4. Further details on commercial investments and limits on their use are available in the Investment Strategy (**Appendix E3**).

6. Liabilities

- 6.1. In addition to debt of £397m detailed above, the authority is committed to making future payments to cover its Pension Fund deficit. This is an estimated £79m as at the draft 2022 Triennial Valuation, a significant improvement on the 2019 deficit of £249m, increasing the funding level from 85% to an estimated 96%. This is largely in part due to the proactive plans taken by the Council in 2020 to increase deficit contributions and strong investment returns over the period. The council has also set aside provisions to cover probable liabilities that can be measured reliably. The most significant of these are the NNDR appeals provision (£11.1m as at 31/03/2022 in terms of the council's share, £33.2m in total including the central government and GLA shares) and the insurance fund provision (£16.4m as at 31/03/2021). The insurance fund provision covers anticipated liabilities for Errors and Omissions, Libel and Slander, Motor (Third Party), Employers' Liability, Public Liability, Fire and other risks – up to a specific limit for any one claim. External policies cover claims in excess of these limits.
- 6.2. Governance: Decisions on incurring new discretionary liabilities are taken by service managers in consultation with the Director of Finance and Director of Resources/Section 151 Officer. The risk of liabilities crystallising and requiring payment is monitored by corporate finance and reported as part of the annual closing of accounts process and as appropriate during the financial year. Corporate risks and risk management are also reported to Executive.
- 6.3. Further details on liabilities and guarantees in the 2021/22 statement of accounts.

7. Revenue Budget Implications

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

Table 16: Prudential Indicator: Proportion of financing costs to net revenue stream

	2022/23 forecast	2023/24 budget	2024/25 budget	2025/26 budget
Financing costs (£m)	4.778	4.654	11.047	10.032
Proportion of net revenue stream	1.8%	1.8%	4.3%	3.9%

- 7.2. Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for many years into the future. The Section 151 Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable because revenue costs of borrowing have been fully incorporated in the 2023/24 revenue budget and MTFs. Additionally, the council is moving towards the development of a ten-year capital programme, and indicative requirements to 2032/33 are known. This enhanced long term budgetary planning will continue to be developed.

8. Knowledge and Skills

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

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

Appendix E2: Investment Strategy 2023/24

1. Introduction

1.1. The council invests its money for three broad purposes:

- To achieve a return (in accordance with sector guidance) on the surplus cash it has from day-to-day activities. For example, when income is received in advance of expenditure (known as treasury management investments).
- To support local public services by lending to or buying shares in other organisations (service investments).
- To earn investment income (known as commercial investments where this is the main purpose).

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

2. Treasury Management Investments

2.1. The council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA).

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

2.3. Full details of the council's policies and its plan for 2023/24 for treasury management investments are covered in a separate document, the treasury management strategy (see Appendix E5).

3. Service Investments: Loans

Contribution

3.1. The council lends money to its subsidiaries, local businesses, local charities, local residents and its employees to support local public services and stimulate local economic growth.

3.2. The council has lent £0.050m to its wholly owned subsidiary, Islington Limited (iCo), at market rate. The loan serves to support the working capital of iCo where the timings of its payments and receipts do not coincide.

3.3. In addition, as at 31 March 2022, the council had lent £0.642m (including accrued interest) to three private companies responsible for managing schools under the Building Schools for the Future programme (Transform Islington Phase 1 Holdings Limited, Transform Islington Phase 2 Holdings Limited and Transform Islington Limited). All loans were issued at market rates.

3.4. Where loans are advanced at below market rates they are classed as 'soft loans'. As at 31 March 2022 the council had also issued around £1.104m of soft loans, mainly to employees (e.g. travel season ticket, gym membership, home computer loans).

Security

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

Table 1: Loans for Service Purposes (£m)

Category of borrower	31/03/22 actual			2023/24
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries	0.050	(0.021)	0.029	0.100
Local businesses	0.642	0.000	0.642	0.750
Local charities	0.084	0.000	0.084	0.200
Employees	1.104	0.000	1.104	1.500
TOTAL	1.880	(0.021)	1.859	2.550

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

Risk Assessment

- 3.7. The council assesses the risk of loss before entering into and whilst holding service loans:
- In relation to iCo, the council has representation (councillors and senior officers) on the board and regularly monitors performance and financial risks.
 - Regarding the soft loans available for employees, there is a process in place whereby employees can apply for the loans (season tickets, gym membership and a home computer scheme) and a monthly deduction is taken from salaries to repay this loan. There are procedures in place to deduct any remaining amount due in the event the employee leaves the organisation in their final pay cheque.
 - In relation to the loan to a local charity, we provide grants to this organisation annually in excess of the loaned amount. In the eventuality of a default, the organisation would reclaim payments through deductions grants or any other payments we make to them.
 - In relation to the three private companies responsible for managing schools under the Building Schools for the Future programme, the council has representation (a senior officer) on the board and regularly monitors performance and financial risks.

4. Service Investments: Shares

Contribution

- 4.1. The council invests in the shares of its subsidiaries and local businesses to support local public services and stimulate local economic growth.
- 4.2. The council holds equity investments in Islington Limited (iCo), a wholly owned subsidiary providing local services, and minority (10%) equity investments in three private companies responsible for managing schools under the Building Schools for the Future programme (Transform Islington Phase 1 Holdings Limited, Transform Islington Phase 2 Holdings Limited and Transform Islington Limited). The fair value of these shares is nil, and the shares are not traded in an active market. The council has no current plans to dispose any of these shareholdings.
- 4.3. Security: One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows:

Table 2: Shares Held for Service Purposes (£m)

Category of company	31/3/22 actual			2023/24
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Local businesses	n/a	0.099	0.099	0.150
TOTAL	n/a	0.099	0.099	0.150

- 4.4. Risk assessment: The council assesses the risk of loss before entering into and whilst holding shares. The council has no current plans to purchase any new shareholdings. In relation to the three private companies responsible for managing schools under the Building Schools for the Future programme, the council has representation (a senior officer) on the board and regularly monitors performance and financial risks.
- 4.5. Liquidity: Liquidity risk is considered low due to the nature of the shares held, their low value in the 2020/21 Statement of the Accounts (£98.5k for Transform Islington Limited and nil for all others) and the service reasons for holding the shares over the long term.
- 4.6. Non-specified Investments: Shares are the only investment type that the council has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the council's upper limits on non-specified investments. The council has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

5. Commercial Investments: Property

- 5.1. Contribution: The council invests in local, regional, commercial property with the intention of making a profit that will be spent on local public services. The market value of all such properties as at 31 March 2022 was £39.3m. The council has not purchased new commercial properties in recent years, nor does it have any plans to do so over the medium term. In 2021/22, rental income from investment property was £2.1m against direct operating expenditure arising from investment property of £0.8m
- 5.2. The purchase cost of investment properties is not held as they do not have a revaluation reserve and all changes in value are credited/debited in the comprehensive income and expenditure statement.

Table 3: Property Held for Investment Purposes (£m)

Property	31/3/22 actual	31/3/23 expected
	Value in accounts	Value in accounts**
Admin Building	0.639	0.639
Advertising site	0.076	0.076
Café	0.533	0.533
Offices	31.871	31.871
Shop	0.176	0.176
Store	3.719	3.719
Warehouse	2.244	2.244
TOTAL	39.258	39.258

**A fair value assessment of the council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2022/23 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.

- 5.3. Security: In accordance with government guidance, the council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.
- 5.4. Risk assessment: The council assesses the risk of loss before entering into and whilst holding property investments.
- 5.5. Liquidity: Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the council ensures dwellings are of a type and location that is marketable and has proven demand. The council also has scope to continue to generate an income stream whilst they are being marketed.

6. Loan Commitments and Financial Guarantees

- 6.1. Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the council and are included here for completeness.
- 6.2. The council has provided a guarantee to its wholly owned subsidiary, Islington Limited (iCo), should it request it. There is currently no indication that this is likely to happen. The net current assets of iCo (Unaudited Statement of Accounts) as at 31 March 2021 were £0.049m.

7. Net Zero Carbon

- 7.1. As a responsible investor, the council is committed to considering environmental, social, and governance issues, and has a particular interest in taking action to contribute to our strategy of Building a Net Zero Carbon Islington by 2030. However, investment guidance, both statutory and from professional guidelines (CIPFA), dictates that investment activities must adopt 'SLY' principles – prioritising security, liquidity and yield.
- 7.2. There are already touch points with local authority investing, including the incorporation of Environment, Social and Governance (ESG) metrics into credit rating agency assessments. There are also a small but growing number of financial institutions and fund managers promoting ESG products. Advisors are looking at ways in which to incorporate these factors into their creditworthiness assessment service that will be shared and adopted. The council will continue to monitor this as the market develops, noting that the lack of consistency and coverage in current market products alongside the treasury management 'SLY' priorities means that it is not currently practicable to formally include ESG targets as part of our treasury management or investment strategies. It is the council's intention to exploit the treasury strategy to further the aims of the council and it will therefore actively consider appropriate ESG products as they emerge.

8. Proportionality

- 8.1. Whilst the council is dependent on some profit generating investment activity from treasury management and commercial property investments to achieve a balanced revenue budget, this amounts to less than 1% of the overall gross revenue budget and therefore is considered proportionate. The assumptions around profit generating investment activity are reviewed as part of the annual budget monitoring process and, if necessary, revised as part of the following year's budget setting process. The 2023/24 revenue budget includes a general, corporate contingency budget of £5m to mitigate against budget risks.

9. Borrowing in Advance of Need

- 9.1. Government guidance is that local authorities must not borrow more than or in advance of their needs purely to profit from the investment of the extra sums borrowed. The council has chosen to follow this guidance. However, if market rates were to fall considerably, or future rates were expected to rise, then some borrowing could be taken ahead of spend. The

borrowing strategy will therefore consider opportunities to borrow not only for 2023/24 but ahead for the next two financial years.

10. Capacity, Skills, and Culture

- 10.1. Elected Members and Statutory Officers: There are procedures and processes that enable elected members and statutory officers to make appropriate investment decisions, including:
- All elected members and statutory officers are aware of the council’s strategic objectives.
 - Training on treasury management is available and can be tailored to needs.
 - The council’s constitution and financial regulations determine the authorisations required for investment decisions.
 - Financial and legal implications (including statutory and regulatory frameworks) are required as part of all decision-making reports.
 - The council has a multi-disciplinary governance process for reviewing budget proposals, including any future commercial investment proposals.
 - Specialist external advice is sought and considered where it is deemed necessary.
 - The council has an embedded risk management and reporting framework.
- 10.2. Commercial deals: Financial and legal implications (including statutory and regulatory frameworks) are required as part of all decision-making reports. Specialist external advice is sought where appropriate to advise on commercial transactions. The council ensures external advisors are fully aware of the prudential framework and of the regulatory regime within which it operates.
- 10.3. Corporate governance: The council’s Annual Governance Statement details arrangements put in place to ensure accountability and responsibility for those making decisions and can be found here: [2021/22 Annual Governance Statement](#)

11. Investment Indicators

- 11.1. The council has set the following quantitative indicators to allow elected members and the public to assess the council’s total risk exposure as a result of its investment decisions.
- 11.2. Total risk exposure: The first indicator shows the council’s total exposure to potential investment losses. This includes amounts the council is contractually committed to lend but have yet to be drawn down and guarantees the council has issued over third-party loans.

Table 4: Total Investment Exposure (£m)

Total investment exposure	31/3/22 Actual	31/3/23 Forecast	31/3/24 Forecast
Treasury management investments	125.500	90.000	66.939
Service investments: Loans	1.859	1.859	1.859
Service investments: Shares	0.099	0.099	0.099
Commercial investments: Property	39.258	39.258	39.258
TOTAL INVESTMENTS	166.716	131.216	108.155
Guarantees issued on loans	(0.049)	(0.049)	(0.049)
TOTAL EXPOSURE	166.667	131.167	108.106

- 11.3. How Investments are Funded: Government guidance is that these indicators should include how investments are funded. Since the council does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. It is assumed the council's investments are funded by usable reserves and income received in advance of expenditure, rather than borrowing.
- 11.4. Rate of Return Received: This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred. The rate of return on other investments (e.g. service loans/shares) is considered immaterial. Investment properties are not included as we do not hold at purchase cost.

Table 5: Investment rate of return (net of all costs)

Investments net rate of return	2021/22 Actual	2022/23 Forecast	2023/24 Forecast
Treasury management investments	0.28%	2.85%	3.5%

Appendix E3: Minimum Revenue Provision Statement - 2023/24

- 1.1. Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Government's Guidance on Minimum Revenue Provision most recently issued in 2018 ('the Guidance').
- 1.2. The broad aim of the Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 1.3. The Guidance requires the Authority to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance.
 - For unsupported capital expenditure incurred after 31st March 2008, MRP is determined by charging the expenditure over the expected useful life of the relevant asset as the principal repayment on an annuity with an annual interest rate equal to the average 20-year PWLB rate for the year of expenditure, starting in the year after the asset becomes operational. MRP on purchases of freehold land is charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction is charged over 20 years.
 - For assets acquired by leases or the Private Finance Initiative, MRP is determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability. However, for long life or high value PFI contracts, MRP is spread across the expected life of the asset, in equal instalments.
 - No MRP is charged in respect of assets held within the Housing Revenue Account.
- 1.4. Capital expenditure incurred during 2023/24 will not be subject to a MRP charge until 2024/25.
- 1.5. Based on the Authority's latest estimate of its capital financing requirement (CFR) on 31st March 2023, the budget for MRP has been set as follows:

	31.03.2023 Estimated CFR £m	2023/24 Estimated MRP £
Capital expenditure before 01.04.2008	88.462	1.010
Unsupported capital expenditure after 31.03.2008	116.008	4.168
Leases and Private Finance Initiative	79.427	-
Total General Fund	283.897	5.178
Total Housing Revenue Account	484.871	-
Total	768.768	5.178

Appendix E4: Treasury Management Strategy 2023/24

1. Introduction

- 1.1. Treasury management is the management of The Council's cash flows, borrowing and investments, and the associated risks. The Council has [borrowed and/or invested] substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to The Council's prudent financial management.
- 1.2. Treasury risk management at The Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires The Council to approve a treasury management strategy before the start of each financial year. This report fulfils The Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.
- 1.3. The Council is required to operate a balanced budget, which broadly means that monies received during the year will meet payments expenditure. The function of treasury management is to ensure that the Council's capital programme and corporate investment plans are adequately funded, and the cashflow is adequately planned, with cash being available when it is needed to discharge the Council's legal obligations and deliver Council services. Surplus monies are invested to obtain an optimal return, while ensuring security of capital and liquidity.
- 1.4. Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy, which can be found at **Appendix E3**.

2. Economic Outlook

- 2.1. 2022 forecasts changed dramatically when Vladimir Putin's troops crossed the Ukrainian border on 24th February. While the Ukraine war may eventually come to be seen as the fundamental moment of change for the post-Cold War world, its nearer term impact on economies and markets has been far clearer: as this review of the major themes shows, it has dictated much – but by no means all – of how they performed in 2022, and its continuation will play a big role in how 2023 shapes up as well" By Neil Shearing, Group Chief Economist Published on 12th December 2022". Appendix A examines the economic external context in which was a determinant for this strategy.

3. Interest rate forecast

- 3.1. The Council's treasury management adviser Arlingclose forecasts that Bank Rate will continue to rise in 2023 as the Bank of England attempts to subdue inflation which is significantly above its 2% target.
- 3.2. While interest rate expectations reduced during October and November 2022, multiple interest rate rises are still expected over the forecast horizon despite looming recession. Arlingclose expects Bank Rate to rise to 4.25% by June 2023 under its central case, with the risks in the near- and medium-term to the upside should inflation not evolve as the Bank forecasts and remains persistently higher.
- 3.3. Yields are expected to remain broadly at current levels over the medium-term, with 5-, 10- and 20-year gilt yields expected to average around 3.6%, 3.7%, and 3.9%

respectively over the 3-year period to December 2025. The risks for short, medium and longer-term yields are judged to be broadly balanced over the forecast horizon. As ever, there will undoubtedly be short-term volatility due to economic and political uncertainty and events. A more detailed economic and interest rate forecast provided by Arlingclose is in **Appendix B**.

- 3.4. For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate/yield of 3%, and that new long-term loans will be borrowed at an average rate of 4.5%.

4. **Local Context**

- 4.1. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while balance sheet resources are the underlying sums available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

- 4.2. On 31st December 2022, The Council held £265.606m of borrowing and £80.2m of treasury investments. Forecast changes in these sums are shown in the balance sheet analysis in **table 1** below.

Table 1: Balance sheet summary and forecast

	31.3.22 Actual £m	31.3.23 Estimate £m	31.3.24 Forecast £m	31.3.25 Forecast £m	31.3.26 Forecast £m
General Fund CFR	183.508	204.470	229.353	270.290	313.017
HRA CFR	84.024	79.427	74.973	70.101	64.829
PFI CFR	442.261	484.871	501.345	544.640	584.388
Capital financing requirement	709.793	768.768	805.671	885.032	962.234
Less: Other debt liabilities*	(84.024)	(79.427)	(74.973)	(70.101)	(64.829)
Loans CFR	625.769	689.341	730.698	814.931	897.405
Less: External borrowing**	(274.274)	(265.606)	(242.545)	(213.877)	(195.209)
Internal (over) borrowing	351.495	423.735	488.153	601.054	702.196
Less: Balance sheet resources	(476.995)	(391.335)	(394.853)	(392.654)	(394.596)
(Treasury investments)/ New borrowing	(125.500)	32.400	93.300	208.400	307.600

* leases and PFI liabilities that form part of The Council's total debt.

** shows only loans to which The Council is committed and excludes optional refinancing.

- 4.3. The Council has an increasing CFR due to the capital programme and will therefore be required to borrow up to £642m over the forecast period.

- 4.4. CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that The Council's total debt should be lower than its highest forecast CFR over the next three years. The Council expects to comply with this recommendation during 2023/24.

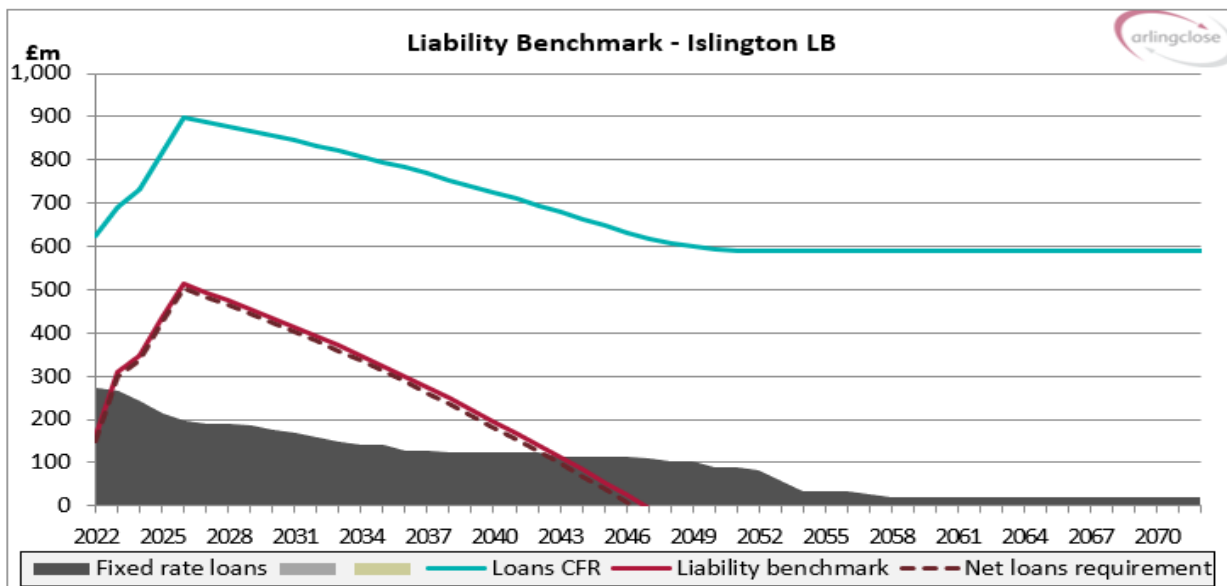
5. Liability benchmark

- 5.1. To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing (Table 2). This assumes the same forecasts as Table 1 above, but that cash and investment balances are kept to a minimum level of £10m at each year-end to maintain sufficient liquidity but minimise credit risk.
- 5.2. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

Table 2: Prudential Indicator

	31.3.22 Actual £m	31.3.23 Estimate £m	31.3.24 Forecast £m	31.3.25 Forecast £m	31.3.26 Forecast £m
Loans CFR	625.769	689.341	730.698	814.931	897.405
Less: Balance sheet resources	(476.995)	(391.335)	(394.853)	(392.654)	(394.596)
Net loans requirement	148.774	298.006	335.845	422.277	502.809
Plus: Liquidity allowance	10.000	10.000	10.000	10.000	10.000
Liability benchmark	158.774	308.006	345.845	432.277	512.809

- 5.3. Following on from the medium-term forecasts in **table 2** above, the long-term liability benchmark assumes capital expenditure funded by borrowing, minimum revenue provision on new capital expenditure based on a 25-year asset life and income, expenditure and reserves all increasing by inflation of 2.5% a year. This is shown in the chart below together with the maturity profile of The Council's existing borrowing. The indicator demonstrated that the Council's debt profile does not exceed the liability benchmarks:



- 5.5. The chart above shows how the optimum position determined by the benchmarks compares to the current portfolio commitments. Positive balances show the loans position compared to the Liability Benchmark and negative balances show Investments compared to the Investment Benchmark. Any areas of the chart where the current loan commitments are below the Liability Benchmark show the need for external borrowing. The Council must borrow up to that level to avoid the determined liquidity allowance from being insufficient. Anywhere on the chart that shows the existing commitments above the level of the Liability Benchmark shows an excess level of borrowing over the required position and is reflected in over benchmark investment positions.
- 5.6. As the net position has been derived, and the level of external borrowing determined (the maximum of existing commitments or Liability Benchmark), the consequential level of investments can be solved. Where there is excess borrowing, there is excess investments, over the level of liquidity required. Where borrowing is required, it will be determined as such a level to ensure the liquid investments do not fall below the specified level required.

6. **Borrowing Strategy**

- 6.1. The Council currently holds £265.606 million of loans, a decrease of £9.668 million on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that The Council expects to borrow up to £32m in 2023/24. The Council may also borrow additional sums pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £608.8 million.
- 6.2. **Objectives:** The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should The Council's long-term plans change is a secondary objective.
- 6.3. **Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, The Council's borrowing strategy continues to address the key

issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

- 6.4. By doing so, The Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of [internal / short-term] borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist The Council with this 'cost of carry' and breakeven analysis. Its output may determine whether The Council borrows additional sums at long-term fixed rates in 2023/24 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.
- 6.5. The Council has previously raised the majority of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pension funds and local authorities, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; The Council intends to avoid this activity in order to retain its access to PWLB loans.
- 6.6. Alternatively, The Council may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

Sources of borrowing

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

Other sources of debt finance

- 6.8. In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
- leasing
 - hire purchase
 - Private Finance Initiative
 - sale and leaseback

Municipal Bonds Agency

- 6.9. UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between

committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

LOBOs

- 6.10. Islington Council holds no LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the council has the option either to accept the new rate or to repay the loan at no additional cost.

Short-term and variable rate loans

- 6.11. These loans leave The Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section below).

Debt rescheduling

- 6.12. The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk. The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

7. Treasury Investment Strategy

- 7.1. The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, The Council's treasury investment balance has ranged between £100m and £150m. The levels are expected to be reduced in the forthcoming year to a range of £70million to £100 million, which is in line with the strategy.

Objectives

- 7.2. The CIPFA Code requires The Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.
- 7.3. The Council aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing.

Strategy

- 7.4. As demonstrated by the liability benchmark above, The Council expects to be a long-term investor and treasury investments will therefore include both short-term low risk instruments to manage day-to-day cash flows and longer-term instruments where limited additional risk is accepted in return for higher investment income to support local public services.

7.5. Where appropriate: The CIPFA Code does not permit local authorities to both borrow and invest long-term for cash flow management. But the Council may make long-term investments for treasury risk management purposes, including to manage interest rate risk by investing sums borrowed in advance for the capital programme; to manage inflation risk by investing usable reserves in instruments whose value rises with inflation; and to manage price risk by adding diversification to the investment portfolio.

ESG policy:

7.6. Environmental, social and governance (ESG) considerations are increasingly a factor in global investors’ decision making, but the framework for evaluating investment opportunities is still developing and therefore The Council’s ESG policy does not currently include ESG scoring or other real-time ESG criteria at an individual investment level. When investing in banks and funds, The Council will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code.

Business models

7.7. Under the IFRS 9 standard, the accounting for certain investments depends on the Council’s “business model” for managing them. The Council aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost. Alternatively, if you have a business model of achieving value by selling investments, and/or a combination of collecting and selling, describe this and clarify which investments are held in which business model.

Approved counterparties

7.8. The Council may invest its surplus funds with any of the counterparty types in **Table 3** below, subject to the limits shown.

Table 3: Treasury investment counterparties and limits

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	25 years	£15m	Unlimited
Secured investments *	25 years	£15m	Unlimited
Banks (unsecured) *	13 months	£5m	Unlimited
Building societies (unsecured) *	13 months	£5m	£10m
Registered providers (unsecured) *	5 years	£5m	£25m
Money market funds *	n/a	£10m	Unlimited
Strategic pooled funds	n/a	£10m	£50m
Real estate investment trusts	n/a	£10m	£25m
Other investments *	5 years	£5m	£10m

Minimum credit rating

7.9. The Council has reviewed the way it formulates its counterparty criteria. The lending list criteria is devised from the use of rating agencies which will include) as well as

other factors. The main sovereign states whose banks are to be included are Australia, Canada, Finland, France, Denmark, Germany, Netherlands, Switzerland and the US. These countries and the Banks within them have been selected after analysis and careful monitoring of:

- Credit Ratings (minimum long-term A+ minimum short term F1).
- Credit Default Swaps.
- GDP; Net Debt as a Percentage of GDP.
- Sovereign Support Mechanisms / potential support from a well-resourced parent institution.
- Share Price.

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

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

Government

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

Secured investments

7.11. Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

Banks and building societies (unsecured)

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

Registered providers (unsecured)

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

Money market funds

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

Strategic pooled funds

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

Real estate investment trusts

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

Other investments

- 7.17. This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.

Operational bank accounts

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

Risk assessment and credit ratings

- 7.19. Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,

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

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

Other information on the security of investments

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

7.22. When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest The Council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

Investment limits

7.23. To limit risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £15m. A group of entities under the same ownership will be treated as a single organisation for limit purposes.

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

Liquidity management

7.25. The Council uses purpose-built cash flow forecasting software [or describe other methods] to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of The Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to The Council's medium-term financial plan and cash flow forecast.

8. Treasury Management Indicators

- 8.1. The Council measures and manages its exposures to treasury management risks using the following indicators.

Security

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

Credit risk indicator	Target
Portfolio average credit	A+

Liquidity

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

Liquidity risk indicator	Target
Total cash available within 3 months	£25m

Interest rate exposures

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

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£2,600
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£1,600

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

Maturity structure of borrowing

- 8.6. This indicator is set to control The Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	30%	0%
12 months and within 24 months	35%	0%
24 months and within 5 years	40%	0%
5 years and within 10 years	40%	0%
10 years and within 20 years	50%	0%
20 years and above	100%	40%

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

Long-term treasury management investments

- 8.8. The purpose of this indicator is to control The Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management investments will be:

Price risk indicator	2023/24	2024/25	2025/26	No fixed date
Limit on principal invested beyond year end	£30m	£20m	£20m	£30m

Authorised Limit

8.9. The authorised borrowing limit for the Authority is £608.8m.

Related Matters

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

9. Financial derivatives

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

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

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

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

Housing Revenue Account

9.5. On 1st April 2012, The Council notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative.

Markets in Financial Instruments Directive

9.6. The Council has opted up to professional client status with its providers of financial services, including [advisers, banks, brokers and fund managers], allowing it access to a greater range of services but with the greater regulatory protections afforded to individuals and small companies. Given the size and range of The Council's treasury management activities, the Corporate Director of Resources believes this to be the most appropriate status.

Financial Implications

9.7. The budget for investment income in 2023/24 is £1 million. The budget for debt interest paid in 2023/24 is £13 million. If actual levels of investments and borrowing, or actual interest rates, differ from those forecasts, performance against budget will be correspondingly different.

10. Other Options Considered

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

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

Appendix A – Arlingclose Economic External Context – December 2022

The ongoing impact on the UK from the war in Ukraine, together with higher inflation, higher interest rates, uncertain government policy, and a deteriorating economic outlook, will be major influences on The Council's treasury management strategy for 2023/24.

The Bank of England (BoE) increased Bank Rate by 0.5% to 3.5% in December 2022. This followed a 0.75% rise in November which was the largest single rate hike since 1989 and the ninth successive rise since December 2021. The December decision was voted for by a 6-3 majority of the Monetary Policy Committee (MPC), with two dissenters voting for a no-change at 3% and one for a larger rise of 0.75%

The November quarterly Monetary Policy Report (MPR) forecast a prolonged but shallow recession in the UK with CPI inflation remaining elevated at over 10% in the near-term. While the projected peak of inflation is lower than in the August report, due in part to the government's support package for household energy costs, inflation is expected remain higher for longer over the forecast horizon and the economic outlook remains weak, with unemployment projected to start rising.

The UK economy contracted by 0.3% between July and September 2022 according to the Office for National Statistics, and the BoE forecasts Gross Domestic Product (GDP) will decline 0.75% in the second half of the calendar year due to the squeeze on household income from higher energy costs and goods prices. Growth is then expected to continue to fall throughout 2023 and the first half of 2024.

CPI inflation is expected to peak at around 11% in the last calendar quarter of 2022 and then fall sharply to 1.4%, below the 2% target, in two years' time and to 0% in three years' time if Bank Rate follows the path implied by financial markets with a peak of 5.25%. However, the BoE has stated it considers this path to be too high, suggesting that the peak in interest rates will be lower, reducing the risk of inflation falling too far below target. Market rates have fallen since the time of the November MPR.

The labour market remains tight for now, with the most recent statistics showing the unemployment rate was 3.7%. Earnings were up strongly in nominal terms by 6.1% for both total pay and regular pay but factoring in inflation means real total pay was -2.7%. Looking forward, the MPR shows the labour market weakening in response to the deteriorating outlook for growth, leading to the unemployment rate rising to around 6.5% in 2025.

Interest rates have also been rising sharply in the US, with the Federal Reserve increasing the range on its key interest rate by 0.5% in December 2022 to 4.25%-4.5%. This rise follows four successive 0.75% rise in a pace of tightening that has seen rates increase from 0.25%-0.50% in March 2022. Annual inflation has been slowing in the US but remains above 7%. GDP grew at an annualised rate of 3.2% (revised up from 2.9%) between July and September 2022, a better-than-expected rise, but with official interest rates expected to rise even further in the coming months, a recession in the region is widely expected at some point during 2023.

Inflation rose consistently in the Euro Zone since the start of the year, hitting a peak annual rate of 10.6% in October 2022, before declining to 10.1% in November. Economic growth has been weakening with an upwardly revised expansion of 0.3% (from 0.2%) in the three months to September 2022. As with the UK and US, the European Central Bank has been on an interest rate tightening cycle, pushing up its three key interest rates by 0.50% in December, following two consecutive 0.75% rises, taking its main refinancing rate to 2.5% and deposit facility rate to 2.0%.

Credit outlook:

Credit default swap (CDS) prices have generally followed an upward trend throughout 2022, indicating higher credit risk. They have been boosted by the war in Ukraine, increasing economic and political uncertainty and a weaker global and UK outlook, but remain well below the levels seen at the beginning of the Covid-19 pandemic.

CDS price volatility was higher in 2022 compared to 2021 and the divergence in prices between ringfenced (retail) and non-ringfenced (investment) banking entities has emerged once again.

The weakening economic picture during 2022 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several local authorities and financial institutions, revising them from to negative from stable.

There are competing tensions in the banking sector which could impact bank balance sheet strength going forward. The weakening economic outlook and likely recessions in many regions increase the possibility of a deterioration in the quality of banks' assets, while higher interest rates provide a boost to net income and profitability.

However, the institutions on our adviser Arlingclose's counterparty list remain well-capitalised and their counterparty advice on both recommended institutions and maximum duration remain under constant review and will continue to reflect economic conditions and the credit outlook.

Appendix B – Arlingclose Economic & Interest Rate Forecast – December 2022

Underlying assumptions:

- The influence of the mini-budget on rates and yields continues to wane following the more responsible approach shown by the new incumbents of Downing Street.
- Volatility in global markets continues, however, as investors seek the extent to which central banks are willing to tighten policy, as evidence of recessionary conditions builds. Investors have been more willing to price in the downturn in growth, easing financial conditions, to the displeasure of policymakers. This raises the risk that central banks will incur a policy error by tightening too much.
- The UK economy is already experiencing recessionary conditions and recent GDP and PMI data suggests the economy entered a technical recession in Q3 2022. The resilience shown by the economy has been surprising, despite the downturn in business activity and household

spending. Lower demand should bear down on business pricing power – recent data suggests the UK has passed peak inflation.

- The lagged effect of the sharp tightening of monetary policy, and the lingering effects of the mini-budget on the housing market, widespread strike action, alongside high inflation, will continue to put pressure on household disposable income and wealth. The short- to medium-term outlook for the UK economy remains bleak.
- Demand for labour appears to be ebbing, but not quickly enough in the official data for most MPC policymakers. The labour market remains the bright spot in the economy and persisting employment strength may support activity, although there is a feeling of borrowed time. The MPC focus is on nominal wage growth, despite the huge real term pay cuts being experienced by the vast majority. Bank Rate will remain relatively high(er) until both inflation and wage growth declines.
- Global bond yields remain volatile as investors price in recessions even as central bankers push back on expectations for rate cuts in 2023. The US labour market remains tight, and the Fed wants to see persistently higher policy rates, but the lagged effects of past hikes will depress activity more significantly to test the Fed's resolve.
- While the BoE appears to be somewhat more dovish given the weak outlook for the UK economy, the ECB seems to harbour (worryingly) few doubts about the short-term direction of policy. Gilt yields will be broadly supported by both significant new bond supply and global rates expectations due to hawkish central bankers, offsetting the effects of declining inflation and growth.

Forecast:

- The MPC raised Bank Rate by 50bps to 3.5% in December as expected, with signs that some members believe that 3% is restrictive enough. However, a majority of members think further increases in Bank Rate might be required. Arlingclose continues to expect Bank Rate to peak at 4.25%, with further 25bps rises February, March and May 2023.
- The MPC will cut rates in the medium term to stimulate a stuttering UK economy but will be reluctant to do so until wage growth eases. We see rate cuts in the first half of 2024.
- Arlingclose expects gilt yields to remain broadly steady over the medium term, although with continued volatility across shorter time periods.
- Gilt yields face pressures to both sides from hawkish US/EZ central bank policy on one hand to the weak global economic outlook on the other. BoE bond sales and high government borrowing will provide further underlying support for yields.

	Current	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
Official Bank Rate													
Upside risk	0.00	0.50	0.75	1.00	1.00	1.00	1.25	1.50	1.75	1.50	1.25	1.25	1.25
Arlingclose Central Case	3.50	4.00	4.25	4.25	4.25	4.25	4.00	3.75	3.50	3.25	3.25	3.25	3.25
Downside risk	0.00	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00
3-month money market rate													
Upside risk	0.00	0.50	0.75	1.00	1.00	1.00	1.25	1.50	1.75	1.50	1.25	1.25	1.25
Arlingclose Central Case	3.00	4.40	4.40	4.40	4.35	4.30	4.25	4.00	3.75	3.50	3.40	3.40	3.40
Downside risk	0.00	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00
5yr gilt yield													
Upside risk	0.00	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.43	3.60	3.80	3.80	3.80	3.70	3.60	3.50	3.40	3.30	3.30	3.30	3.30
Downside risk	0.00	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
10yr gilt yield													
Upside risk	0.00	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.47	3.50	3.60	3.60	3.60	3.60	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Downside risk	0.00	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
20yr gilt yield													
Upside risk	0.00	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.86	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85
Downside risk	0.00	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
50yr gilt yield													
Upside risk	0.00	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.46	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60
Downside risk	0.00	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

PWLB Standard Rate (Maturity Loans) = Gilt yield + 1.00%
PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%
UKIB Rate (Maturity Loans) = Gilt yield + 0.60%

Appendix C – Counterparty List

	Fitch L/T	Fitch S/T	Mood ys L/T	Mood ys S/T	S & P L/T	S & P S/T	Sovereign Rating - F/M/S & P	Maximum Limit - £	Maximum Term	LBI	Arlingclose Current Advice	Lending at 31/12/2022
UK Banks												
Barclays	A+	F1	A1	P-1	A	A-1	AA- /Aa3/ AAu	15,000,000	100 days	Council Bankers from Mar 2015 - overnight liquidity only	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Handelsbanken plc	AA	F1+	NR	NR	AA-	A-1+	AA+ /+Aa2/ AA-	15,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
HSBC	AA-	F1+	A1	P-1	A+	A-1	AA- /Aa3/ AAu	15,000,000	6 Months	Limit to 6 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Lloyds Bank PLC / Bank of Scotland	A+	F1	A1	P-1	A+	A-1	AA- /Aa3/ AAu	15,000,000	6 Months	Limit to 6 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
RBS	A+	F1	A1	(P)P-1	A	A-1	AA- /Aa3/ AAu	15,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
NATWEST PLC	A+	F1	A1	P-1	A	A-2	AA- /Aa3/ AAu	15,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Santander UK	A+	F1	A1	P-1	A	A-1	AA- /Aa3/ AAu	15,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	10,000,000
Standard Chartered	A+	F1	A1	P-1	A+	A-1	AA- /Aa3/ AAu	15,000,000	6 Months	Limit to 6 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
UK Building Societies												
Coventry	A	F1	A2	P-1			AA- /Aa3/ AAu	NONE			Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Leeds	A	F1	A3	P-2			AA- /Aa3/ AAu	NONE			Limit to 100 days / %5 Deposits & CDs/ 10% Secured	

	Fitch L/T	Fitch S/T	Moodys L/T	Moodys S/T	S & P L/T	S & P S/T	Sovereign Rating - F/M/S & P	Maximum Limit - £	Maximum Term	LBI	Arlingclose Current Advice	Lending at 31/12/2022
Nationwide	A+	F1	A1	P-1	A-1	A+	AA- /Aa3/ AAu	15,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Yorkshire	A	F1	A3	P-2	NR	NR	AA- /Aa3/ AAu	NONE			Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Non UK Banks												
Australia												
Australia & NZ Banking Group	A+	F1	Aa3	P-1	AA-	A-1+	AAA/ Aaa/ AAAu	10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Commonwealth Bank of Australia	A+	F1	Aa3	P-1	AA-	A-1+	AAA/ Aaa/ AAAu	10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
National Australia Bank	A+	F1	Aa3	P-1	AA-	A-1+	AAA/ Aaa/ AAAu	10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Westpac Banking Corporation	A+	F1	Aa3	P-1	AA-	A-1+	AAA/ Aaa/ AAAu	10,000,000	100 days	Limit to 3 Months		
Canada												
Bank of Montreal	AA	F1+	Aa2	P-1	A+	A-1+	AA+/ Aa1/ AA+	10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Bank of Nova Scotia	AA	F1+	Aa2	P-1	A+	A-1	AA+/ Aa1/ AA+	10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Canadian Imperial Bank of Commerce	AA	F1+	Aa2	P-1	A+	A-1	AA+/ Aa1/ AA+	10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	

	Fitch L/T	Fitch S/T	Moodys L/T	Moodys S/T	S & P L/T	S & P S/T	Sovereign Rating - F/M/S & P	Maximum Limit - £	Maximum Term	LBI	Arlingclose Current Advice	Lending at 31/12/2022
Royal Bank of Canada	AA+	F1+	Aa2	P-1	AA-	A-1+	AA+/Aa1/AA+	10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Toronto-Dominion Bank	AA	F1+u	Aaf1	P-1	AA-	A-1+	AA+/Aa1/AA+	10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Finland												
Nordea Bank ABP	AA	F1+	Aa3	P-1	AA-	A-1+	AA+/Aa1/AA+	10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Germany												
DZ BANK	AA	F1+	Aa2	P-1	A+	A-1	AAA/Aaa/AAAu	10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
DEUTSCHE ZENTRAL-LANDESBA	A	F1	Aa3	P-1	NR	NR	AAA/Aaa/AAAu	10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
BANK BADEN-WUERTTEMBERG												
Netherlands												
Cooperative Rabobank	AA-	F1+	Aa2	P-1	AA-	A-1	AAA/Aaa/AAA	10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	
Other												
UK Local Authorities (except for Slough Borough Council, Thurrock Council and Croydon)							AA-/Aa3/AAu	15,000,000(per authority)	24 Months +		Limit to 24 Months - WEF 11/12/2018	45,200,000

	Fitch L/T	Fitch S/T	Moodys L/T	Moodys S/T	S & P L/T	S & P S/T	Sovereign Rating - F/M/S & P	Maximum Limit - £	Maximum Term	LBI	Arlingclose Current Advice	Lending at 31/12/2022
Supra-National Bonds (EIB)	AA+	F1+	Aa1	P-1	AAA	A-1+	N/A	Unlimited	25 years		Limit to 25 years 10% of portfolio -	
Transport For London (Suspended)	A+	F1+	A=	P-2	Baaa1	A-1	AA-/Aa3/AAu	NONE			Up to 24 months - Limit 10% of portfolio (Approx £15m)	
UK DMADF	NR	NR	NR	NR	NR	NR	AA-/Aa3/AAu	Unlimited	50 years		Unlimited	15,000,000
MMFs (Fidelity suspended)		AAA mmf		Aaa-mf		AAA m		10,000,000	100 days	Limit to 3 Months	Limit to 100 days / %5 Deposits & CDs/ 10% Secured	10,000,000
LCR Finance PLC	AA-	NR	Aa3	NR	AA	NR	AA-/Aa3/AAu	15,000,000	10 years		OK - Limit to 10% of Fund Size (approx £ 15M)	
Network Rail Infrastructure Finance PLC	AA-	NR	Aa3	P-1	AA	NR	AA-/Aa3/AAu	15,000,000	10 years		OK - Limit to 10% of Fund Size (approx £ 15M)	
UK Government	AA-	NR	Aa3	NR	Aau	A-1+u	AA-/Aa3/AAu	Unlimited	50 years		Unlimited	
Wellcome Trust Finance PLC	NR	NR	Aaa	NR	AAA	NR	AA-/Aa3/AAu	10,000,000	20 years		OK - Limit to 5% of Fund Size (approx £10M)	
										TOTAL FUNDS INVESTED		80,200,000

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Appendix F: CIPFA Financial Management Code

Compliance Assessment – Islington Council 2023/24 Budget

Objectives and Principles

The CIPFA Financial Management Code (CIPFA FM Code) is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. The CIPFA FM Code sets a standard of financial management for local authorities.

The Code is based on a series of principles supported by specific standards and statements of practice to provide the strong foundation to:

- Financially manage the short, medium and long-term finances;
- Manage financial resilience to meet foreseen demands on services; and
- Financially manage unexpected shocks in financial circumstances.

Each local authority must demonstrate that the requirements of the Code are being satisfied. Demonstrating this compliance with the CIPFA FM Code is a collective responsibility of elected members, the Chief Finance Officer and professional colleagues in the leadership team.

The CIPFA FM Code applies a principle-based approach. It does not prescribe the financial management processes that local authorities should adopt. Instead, the Code requires that a local authority demonstrate that its processes satisfy the principles of good financial management for an authority of its size, responsibilities and circumstances. Good financial management is proportionate to the risks to the authority's financial sustainability posed by the twin pressures of scarce resources and the rising demands on services.

The principles focus on an approach which will assist in determining whether, in applying standards of financial management, an authority is financially sustainable:

- Organisational **leadership** - demonstrating a clear strategic direction based on a vision in which financial management is embedded into culture
- **Accountability** - based on medium-term financial planning which drives the annual budget process supported by effective risk management, quality supporting data and whole life costs
- Financial management is undertaken with **transparency** at its core using consistent, meaningful and understandable data, reported frequently with evidence of periodic officer action and elected member decision making
- Adherence to professional **standards** is promoted by the leadership team and is evidenced.
- Sources of **assurance** are recognised as an effective tool mainstreamed into financial management and includes political scrutiny and the results of both external audit, internal audit and inspection.
- The long-term **sustainability** of local services is at the heart of all financial management process and is evidenced by prudent use of public resources.

Assessment of Compliance with Statements of Standard Practice

	Section/Financial Management Standard/Statement of Standard Practice	Level of Compliance (H/M/L)	Current Treatment	Further Action(if required)
Section 1 The Responsibilities of the Chief Finance Officer				
A	The leadership team demonstrates that the services provided by the authority provide value for money.	H	Compliance is demonstrated by the application of other Standards and Statements in the FMCode	
B	The authority complies with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government			
B1	The Chief Finance Officer in a public service organisation is a key member of the leadership team, helping it to develop and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest.	H	The Corporate Director of Resources (CDR, S151) is a key member of the Corporate Management Board.	Keep under constant review and seek continuous improvements to processes and practice.
B2	The Chief Finance Officer must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer-term implications, opportunities and risks are fully considered, and alignment with the organisation's financial strategy.	H	All key and material financial decisions that require the approval of senior officers or Members must have first been considered by the CDR.	Keep under constant review and seek continuous improvements to processes and practice.
B3	The Chief Finance Officer must lead the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively. The Chief Finance Officer should regularly review the skill sets of elected members and all officers with budget/financial management responsibility and ensure appropriate support is provided.	H	Good financial management is promoted throughout the authority through regular communication. All managers with budgetary responsibility receive financial training from finance teams and there are regular Member training sessions/briefings.	Keep under constant review and seek continuous improvements to processes and practice.

	Section/Financial Management Standard/Statement of Standard Practice	Level of Compliance (H/M/L)	Current Treatment	Further Action(if required)
B4	<p>The Chief Finance Officer must lead and direct a finance function that is resourced to be fit for purpose.</p> <p>The Chief Finance Officer should regularly review the skillsets of all finance staff with senior budget/financial management responsibility and ensure ongoing appropriate support is provided.</p> <p>The ratio of qualified staff as a proportion of total finance staff ensures that the finance function has the necessary financial competence.</p>	H	<p>The Finance function has recently undergone a full review and is fit for purpose. This structure was based around core competencies against which job descriptions and recruitment decisions are made.</p> <p>A training needs analysis is undertaken annually.</p> <p>The professional team are either qualified or actively studying for a qualification.</p>	
B5	<p>The Chief Finance Officer must be professionally qualified and suitably experienced.</p> <p>The Chief Finance Officer must be able to demonstrate adherence to professional CPD requirements on an annual basis.</p>	H	<p>The CDR is CCAB qualified with extensive experience in local government finance.</p> <p>CPD is demonstrated as part of CCAB membership obligations.</p>	
B6	<p>The Chief Finance Officer should promote the highest standards of ethical behaviour in the conduct of financial management. Professionally qualified staff should evidence an ongoing commitment to the principles of objectivity, integrity professional behaviour, professional competence, due care and confidentiality.</p>	H	<p>Professionally qualified staff are required to adhere to the ethical standards of their professional bodies.</p> <p>Finance staff are also bound by ethical requirements in their Job Description and those within the Council's code of conduct.</p> <p>The Council is an accredited employer with CCAB bodies.</p>	

	Section/Financial Management Standard/Statement of Standard Practice	Level of Compliance (H/M/L)	Current Treatment	Further Action(if required)
B7	To enable financially informed decision making: The Chief Finance Officer should be able to provide the leadership team with sound advice on the key principles of local government finance; and The Chief Finance Officer should be able to demonstrate a sound system which ensures the authority has access to high standards of technical financial advice.	H	The CDR is an integral part of the leadership team and provides sound advice as part of this role. The authority employs a capable and experienced workforce and also has access to technical advice through external experts for funding, taxation, audit and pensions, as well as many forums to discuss London and national issues.	
B8	The Chief Finance Officer should report explicitly on the affordability and risk associated with the capital strategy and where appropriate have access to specialised advice to enable them to reach their conclusions.	H	The affordability and risk of the capital strategy is an integral part of the budget and MTFS.	
B9	The Chief Finance Officer must establish the reporting and monitoring processes and integrate the treasury management indicators into the overall financial planning process.	H	There is an established process for reporting and monitoring. Treasury Indicators are approved annually as part of the Treasury Management Strategy Statement alongside the budget papers each year. There is a year-end and mid-year Treasury Management review reported through to Members.	
B10	The Chief Finance Officer of Local Government Pension Scheme (LGPS) administering authorities satisfies the requirements of the CIPFA Code of Practice on Public Sector Pensions Finance Knowledge and Skills (2013 edition).	H	Fully complies. This organisation recognises the importance of ensuring that it has the necessary resources to discharge its pensions administration responsibilities and that all staff and Members charged with financial administration, governance and decision-making with regard to the	

	Section/Financial Management Standard/Statement of Standard Practice	Level of Compliance (H/M/L)	Current Treatment	Further Action(if required)
			<p>pension scheme are fully equipped with the knowledge and skills to discharge the duties and responsibilities allocated to them.</p> <p>Training is held quarterly for members and they are advised of external training opportunities. A log of training provided is recorded.</p>	
Section 2 Governance and Management Style				
C	The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control.	H	<p>CMB have hosted sessions on good financial management.</p> <p>An organisation wide internal controls board and Good Governance Group were established, and internal controls are tested annually as part of the work of Internal Audit.</p>	
D	The authority applies the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016)			
D1	The authority maintains an effective audit committee.	H	The Audit Committee meets at regular stages throughout the financial year. It has two knowledgeable and experienced independent members.	
D2	The audit committee receives and monitors the implementation of internal and external audit recommendations. When threats to the financial sustainability of the authority are identified by auditors the audit committee should ensure that the recommendations are communicated to the leadership team and that the	M	The audit committee receives details of all recommendations made by External Audit. The Committee receive an overview of assurance of all internal audit reports and the implementation	A practice of referring all financial sustainability related recommendations to management and the consideration of their response will be put in place.

	Section/Financial Management Standard/Statement of Standard Practice	Level of Compliance (H/M/L)	Current Treatment	Further Action(if required)
	committee are informed of the effectiveness of the leadership team's response.		progress of those.	
D3	The authority has a PSIAS conformant internal audit function	H	Fully complies.	The implementation of any recommendations from the External Quality Assessment (EQA)
E	The Financial Management Style of the authority supports financial sustainability			
E1	The organisation has an effective framework of financial accountability that is clearly understood and applied throughout, from the political leaders, elected members to directors, finance officers and front-line service managers.	H	Financial Regulations and Instructions provide a clear and understandable framework for financial accountability.	
E2	Finance teams and the organisation they support are actively committed to continuous improvement focused on efficient and effective delivery and organisational performance.	H	Finance act as effective business partners, working closely with budget managers and Corporate Directors. This has been strengthened in the new finance structure.	
E3	Enabling transformation: the finance team have input into strategic and operational plans taking into account proactive risk management, clear strategic directions and focus-based outcomes	H	Finance act as effective business partners, working closely with budget managers and Corporate Directors. Transformation colleagues work closely with their finance counterparts. The transformation process is established within the budget process.	

	Section/Financial Management Standard/Statement of Standard Practice	Level of Compliance (H/M/L)	Current Treatment	Further Action(if required)
E4	Managers understand they are responsible for delivering services cost effectively and are held accountable for doing so. Financial literacy is diffused throughout the organisation so that decision takers understand and manage the financial implications of their decisions.	H	Budgets and financial cash limits are clearly delegated to cost centre managers. Business partners and budget holders ensure implications of decisions are understood and that departments /managers are responsible for those decisions. Budget manager job descriptions set out their responsibilities for financial management.	
E5	The financial management of the authority has been critically evaluated	H	Internal Audit reviews core financial controls and systems on a cyclical basis. There have been four financial systems audits in 2022	
Section 3: Long to Medium Term Financial Management				
F	The authority has carried out a credible and transparent Financial Resilience Assessment.			
F1	Financial resilience is tested against best- and worst-case scenarios which cover a wide range of financial demographic and social challenges.	H	Financial resilience is tested against key risk scenarios when planning the MTFS. The budget setting process includes scenario planning and sensitivity analysis in working up budget forecasts and proposals.	
F2	The authority uses independent objective quantitative measures to assess the risks to its financial sustainability.	H	Key quantitative measures are used to assess financial stability and risks. For example, analysing the level of general fund balances and reserves.	

	Section/Financial Management Standard/Statement of Standard Practice	Level of Compliance (H/M/L)	Current Treatment	Further Action(if required)
F3	Decision making by the authority demonstrates a sound understanding of the risks associated with its strategic business partners.	M	Key partners are evaluated before entry into formal arrangements.	Potential to review and strengthen especially since the impact of the pandemic on partners.
G	The authority has a Long-Term Financial Strategy for financial sustainability.	H	Fully embedded within the rolling MTFS and long-term capital programme.	
H	The authority has a capital strategy aligned to its long-term financial strategy			
H1	The authority has an asset management plan that reviews the condition, sufficiency and suitability of assets in the light of business needs, and ambitions of the Medium to Long Term Financial Strategy. The plan should evidence rigorous assessment of asset portfolio in relation to service delivery.	H	The Council operates a corporate landlord model and is constantly evaluating the best use of its assets. A condition survey is carried out on a regular basis by external consultants, which provides a total cost and prioritisation to inform the capital programme and strategy.	
H2	The authority maintains processes to ensure that information about key assets and liabilities in its balance sheet is a sound and current platform for management action.	H	Information regarding whole-life cost of assets is maintained within the financial system and accounts.	
I	The authority complies with the CIPFA Prudential Code	H	Compliance is reported annually within the budget report. The Council is compliant. This is also reported on with the Treasury Management Strategy Statement.	
J	The authority has a rolling multi-year Medium Term Financial Plan	H	The MTFS is approved and updated annually within the budget report for a 3-year period.	
K	The authority has sustainable service plans that are consistent with its long-term financial strategy and the medium-term financial plan.			

	Section/Financial Management Standard/Statement of Standard Practice	Level of Compliance (H/M/L)	Current Treatment	Further Action(if required)
K1	The Medium-Term Financial Plan should make reference to other organisational plans (e.g. workforce planning) and performance measures to demonstrate an alignment between service and financial planning.	M	Whilst other plans (e.g.,workforce planning) are central to the MTFS, this link isn't explicit in published documents.	Explicit and written linking of the MTFS to all key organisational plans is recommended going forward. This should also be reflected in in-year budget monitoring.
K2	The authority has benchmarked the performance of its services against appropriate comparators.	H	The Authority uses CIPFA and other benchmarking services to analyse financial and service performance.	
K3	To inform the Leadership Team's decisions the authority has a single document tracking progress in the delivery of planned savings over the period of the Medium-Term Financial Plan.	H	A savings tracker is maintained and monitored regularly as part of in-year budget monitoring with ongoing implications picked up in the rolling MTFS.	
K4	<p>The authority publishes it plans for the use of reserves over the over the period of the Medium-Term Financial Plan</p> <p>The level of reserves at 31st March in any one year should not fall below the level previously agreed.</p> <p>The authority should demonstrate adherence to the mostrecent guidance on reserves from CIPFA's Local AuthorityAccounting Panel</p>	H	The Authority has an approved Reserves document that details plans for reserves over the period of the rolling MTFS - compliant with CIPFA guidance.	
Section 4: The Annual Budget				
L	The authority complies with its statutory obligations in respect of the budget setting process	H	All statutory obligations are fulfilled within the annual budget report.	

	Section/Financial Management Standard/Statement of Standard Practice	Level of Compliance (H/M/L)	Current Treatment	Further Action(if required)
M	The budget report includes an assessment of its consistency with the current medium term financial plan and long-term financial strategy.			
M1	The annual report proposing the budget includes an analysis of the success/failures in achieving the spending plans of the previous year and of departures from the planned use of reserves and balances.	H	<p>This is monitored and reported on an ongoing basis with reporting picked up in the budget report as appropriate where it relates to the rolling MTFS. The budget report addresses the long-term impact of in year variances.</p> <p>There is a clear linkage between the in-year budget monitoring process and the medium-term financial planning process, with the strategic implications of in-year monitoring taken forward in the future year budget process. This process is clearly set out in the council's budget report.</p>	
N	The budget report includes a statement by the Chief Finance Officer on the robustness of the estimates and a statement of the adequacy of the proposed financial reserves.	H	This is included within the annual budget report.	
Section 5: Stakeholder Engagement and Businesses Cases				
O	The authority has engaged with key stakeholders in developing its long-term financial strategy, medium term financial plan and annual budget.	H	The annual budget report and rolling MTFS is subject to full consultation including with key stakeholders (e.g. Council Management Board, political leadership and the business community).	

	Section/Financial Management Standard/Statement of Standard Practice	Level of Compliance (H/M/L)	Current Treatment	Further Action(if required)
P	The authority uses a documented option appraisal methodology to demonstrate the VFM of its decisions			
P1	Option appraisal complies with IFAC/PAIB Project and Investment Appraisal for Sustainable Value Creation: Principles in Project and Investment Appraisal.	H	There is a well-established and documented option appraisal process taking in to account the 5 case model and other elements of the Treasury Green Book.	This will be reviewed on an ongoing basis to ensure that the process continues to be robust going forward.
P2	The accounting treatment of material decisions is considered and demonstrated as part of the formal option appraisal process.	H	The accounting treatment and impact is determined and documented within formal financial implications.	
Q	The authority applies the principles contained in the CIPFA Service Reporting Code of Practice and utilises appropriate costing techniques in the development of business cases	H	SeRCoP principles are utilised consistently.	
Section 6: Performance Monitoring				
R	The authority takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability.			
R1	Timely time financial and performance information is available to managers via the appropriate systems. The systems are engineered to provide relevant data at a sufficiently accurate level. The organisation ensures that information is appropriately tailored and streamlined to avoid the risk of 'data overload'.	H	Managers are able to access information on demand. Reports have been developed with budget holders to provide them with the correct level of information.	
R2	All Financial monitoring reports include: <ul style="list-style-type: none"> The name of the budget holder responsible for the information presented Accruals based financial information Include the approved budget against which monitoring is taking place. A forecast for the remainder of the budget period, Service performance information	H	Complies with the exception of the inclusion of budget holder names. These are maintained on the financial system but not routinely included in monitoring reports. The Council's financial monitor includes performance information. The Corporate Performance	

	Section/Financial Management Standard/Statement of Standard Practice	Level of Compliance (H/M/L)	Current Treatment	Further Action(if required)
			Manager is embedded within the Finance Business Partner management structure to further align reporting.	
R3	<p>Financial monitoring reports for high-risk budgets are:</p> <ul style="list-style-type: none"> Scrutinised by the leadership team of the organisation (as a minimum) monthly basis. <p>Financial monitoring reports for steady state/low risk budgets are:</p> <ul style="list-style-type: none"> Received by budget holders on a monthly basis <p>Received (in aggregate) by the leadership team on a regular basis (in aggregate) by the leadership team.</p>	H	Fully compliant.	
R4	The authority has arrangements which allow annual service budgets to be recalibrated in response to unforeseen developments.	H	In-year budget realignments can be approved in line with the council's financial regulations.	
R5	At the financial monitoring period end the leadership team receives a set of financial statements with forecast outturn for the year ahead	H	Fully compliant.	
R6	There are appropriate arrangements in place for reporting and managing the financial performance of each of the organisation's delivery partnerships and collaborative arrangements.	H	Yes, to the appropriate officer and Member meetings/bodies.	
R7	There are appropriate arrangements in place for the project management and cost control of capital projects.	H	Capital projects and programme monitored on a monthly basis.	
S	The authority monitors the elements of its balance sheet which pose a significant risk to its financial stability			
S1	Unplanned and planned use of reserves are reported [quarterly] to the management team of the organisation and to Council.	H	Picked up on a regular basis as part of in-year budget monitoring.	

	Section/Financial Management Standard/Statement of Standard Practice	Level of Compliance (H/M/L)	Current Treatment	Further Action(if required)
S2	Management accounts include either a full balance sheet or an appropriate level of balance sheet information to meet business needs and evidence of monitoring of material items	H	Yes – where appropriate.	
Section 7 External Financial Reporting				
T	The Chief Finance Officer has personal responsibility for ensuring that the statutory accounts provided to the local authority comply with the Code of Practice on Local Authority Accounting in the United Kingdom.	H	The annual accounts are reviewed and signed by the CDR.	
U	The presentation of the final outturn figures and variations from budget allow the leadership team to make strategic financial decisions.	H	An annual report is presented that informs strategic decision making.	

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Appendix G: Budget 2023/24 Cumulative Equalities Impact Assessment

1. Purpose of Report

This report assesses the equalities impacts of the savings proposals set out in the Council's Budget for 2023/24.

It provides an assessment of the likely impacts of the budget savings on residents and employees with 'protected characteristics' as defined by the Equality Act 2010. It also considers the impacts on those who could be considered at a disadvantage in accessing opportunities or services (such as people with language difficulties or from low-income households), which is also a consideration in Islington's Equality Impact Assessment process.

The report assesses the overall impacts of the suite of savings proposals (cumulative impact) set out in the 2023/24 budget on residents and staff. It also provides a more detailed review – by specific groups and by directorate – of the cumulative impacts of previously agreed savings set out last year, and in this new budget, on specific groups, and the actions to reduce or mitigate these impacts.

There are significantly more savings proposals this year than there were last year, due to the significant medium-term budget gap.

2. Context

Our commitment to fairness and equality

Our [Islington Together: For a more equal future strategy](#) sets out the Council's vision to make Islington a more equal place – to create a place where everyone, whatever their background, has the same opportunity to reach their potential and enjoy a good quality of life.

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

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

Our EQIA Process

Equality impact assessments are an important part of ensuring our services are responsive to the needs of our diverse communities and help tackle inequality, creating a fairer more equal borough for all.

In Autumn 2021, we introduced a new EQIA process to improve efficiency and quality assurance. Each of the savings proposals set out in this budget have been considered through an equalities lens, with initial screening of all completed via our EQIA Screening Tool. Where the screening tool identified significant potential (or perceived) negative or positive impacts, a full Equalities Impact

Assessment was completed in order to mitigate any risks or maximise potential benefits. The Equalities Team was closely involved in all aspects of this process, working with services to identify potential or perceived impacts.

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

Our priorities

Over the next decade we will maintain a relentless focus on tackling inequality and eradicating poverty in our borough. To bring this vision to life, we have five clear priorities:

We nurture our children and young people in Islington, so everyone has the very best start ensuring that every young person in Islington has access to the opportunities they need to thrive in life, including an excellent education.

We make sure everyone has a place to call home, which is secure, decent, and genuinely affordable using our power and influence to stand up for private renters and all others in our communities to ensure equity in access to decent, safe, and affordable homes.

We stand with our communities, so they are safe, connected, and inclusive fostering a place made up of strong communities, where – regardless of background – people feel safe, connected, and have the resources they need to make change in their local areas.

We invest in local jobs and businesses to ensure a thriving local economy addressing precarious employment and ensuring equal access to well-paid jobs with prospects. This has been exacerbated by the pandemic, with the night-time economy and sectors such as leisure and hospitality hit hardest in the borough, which means creating local opportunities is more important than ever.

We work together to create a cleaner, greener, healthier borough seizing opportunities to create a sustainable future where people can live independent and healthy lives, while enjoying clean air and people-friendly streets.

Our legal duties

Under Section 149 of the Equality Act 2010, the Council has a legal duty to have “due regard” to the need to:

- eliminate unlawful discrimination, harassment, and victimisation
- advance equality of opportunity and
- foster good relations between different groups.

The precise wording of the Public Sector Equality Duty (PSED), together with a list of the ‘protected characteristics’ defined in the Act, is set out at Annex A.

We are required to demonstrate fulfilment of our duty to pay ‘due regard’ in the decision-making process and, as such, we need to understand the effect our policies and practices have on equality. Although the Council is not legally obligated to reject savings or growth proposals that could have negative impacts on any groups, it must carefully and with rigour consider the impact

of its proposals on the PSED, take a reasonable and proportionate view about the overall impact on particular groups, and seek to mitigate negative impacts where possible.

In addition, at Islington we go above and beyond our legal duties to consider impacts on those who could be considered at a disadvantage in accessing opportunities or services. This includes people from low-income households, carers, migrants, refugees, and people with No Recourse to Public Funds (NRPF), and those with low literacy levels.

Our diverse population

Islington is an Inner London borough with a diverse population. Data from our 2022 [State of Equalities](#) report paints a profile of Islington as a place and of our diverse communities:

- **Population:** The population of Islington is estimated to be 245,827 in 2022. This is an increase of approximately 19% (39,189 people) since 2011. It is estimated that our population will grow by a further 2.7% (6,600 people) over the next 10 years. Islington is the second most densely populated local authority area in England and Wales, with 16,699 people per square km. This is almost triple the London average and more than 38 times the national average.
- **Age:** Islington has a relatively young population: 9% of the population is aged over 65, compared with an average of 12% in London and 19% in England. Twenty-eight per cent of children under 16 live in low-income households, and 61% of secondary school pupils are eligible for the deprivation Pupil Premium, a grant aimed at raising the attainment of disadvantaged pupils.
- **Ethnicity:** Islington is a diverse borough, with Black, Asian, or Minority Ethnic groups accounting for 32% of our population. 32% of residents are estimated to be born outside of the UK, compared to a national average of 14%.
- **Children growing up in Black, Asian, or Minority Ethnic households in Islington are more likely to be living in poverty in comparison to white children.**
- **Sex:** The proportion of men and women in the borough is roughly 50/50. However, there are variations in life expectancy between men and women. Life expectancy at birth for men in Islington is 79.5 years, whilst women in Islington have a longer life expectancy of 83.2 years.
- **93% of lone parents with dependent children are female. This is significant because unemployment rates among lone parents are far higher than the wider population - this is likely to affect household income and therefore deprivation levels. In Islington 56% of lone parents are not in employment while just 21% are in full-time employment – half the figure for the wider population.**
- **Disability:** In May 2021, there were 5,157 Disability Living Allowance claimants in Islington. The estimated number of Islington residents with a disability in 2022 is 34,416, or 14% of the population. There are 3930 people in Islington living with a serious mental illness, the fourth highest prevalence of serious mental illness in London.
- **National research has demonstrated that disabled jobseekers need to apply for 60% more jobs than their non-disabled counterparts.**
- **Socio-economic:** Islington is the most deprived borough in London for income deprivation affecting children, and fourth highest for income deprivation affecting older people. Poverty is an issue in every part of the borough: almost every ward includes one of the most deprived LSOAs in Islington. Finsbury Park is the most deprived ward. As mentioned

above, children in Black and Minority Ethnic households or in lone parent households, and households with a disabled person, are more likely to be living in poverty.

- Housing: Islington has a relatively high proportion of social housing. Those in social housing are more likely to be on low income, though increasingly we are seeing households in the private rented sector struggling. Both social and private sector tenants who have moved to Universal Credit have seen increased levels of debt, which may put their tenancies at risk.

The impact of the cost-of-living crisis

The cost-of-living crisis has put further pressure on households who were already struggling. In Islington there are more than 11,500 families living in fuel poverty, and 27,400 people in households receiving housing benefit or council tax support. Many households who are just about managing will also soon start to see a decrease in their financial resilience.

Businesses in Islington are closing at the fastest rate since 2017, faced with uncertainty on energy bills and soaring costs for services, labour, and raw materials. In addition, some businesses are already experiencing a drop in consumer spend (e.g., delivery food items) and this is only expected to increase as households reduce discretionary spend. At the same time, the number of businesses carrying debt has more than doubled, initially because of the pandemic, and now increasing because of increased supply and borrowing costs.

In September 2022, the Council declared a “cost of living emergency” and pledged to do all it can to help the tens of thousands of residents likely to be hit hardest by spiralling energy and food costs, and soften the blow for local small and medium-sized businesses.

Despite ongoing pressures on local authority funding, the Council continues to provide a comprehensive range of support for vulnerable and low income households and to support local businesses and communities. In addition to the core support offer, a range of additional support is being delivered or planned, including ensuring any government grants are targeted as effectively as possible in support of the cost-of-living crisis and distributed as quickly as possible.

[Islington's response to the cost-of-living crisis](#) sets out the full range of actions which Islington is taking to protect residents and businesses.

This year, as in previous years, we have made every endeavour to protect those in greatest need and at most risk. Where possible, savings focus on optimising efficiencies in service delivery. However, some reductions in services have been unavoidable. Where this is the case, we have assessed the potential impact on groups with protected characteristics. In Islington, with high levels of poverty and deprivation, we also consider socio-economic disadvantage when assessing the impacts of changes to policies and services.

3. Equalities Impacts: overall cumulative impact

The overall assessment is that there is a **potential negative impact** because of the budget savings proposals for 2023/24. Much of this is due to the current climate we find ourselves in with the cost-of-living crisis impacting the lives of our residents. Whilst many of these decisions are taken nationally by government, it is the council that feels the brunt of them with even less funding to support those most in need.

The Chancellor's Autumn statement (17/11/22) set out further measures that will impact our residents. The savings proposed as part of this budget are essential in order to be able to continue to deliver services to the most vulnerable. But within this challenging context any savings impacting residents are likely to exacerbate their difficult circumstances.

The majority of savings for this year will come from council tax and tariff fee rises or changes, service restructures, maximising use of the various funding streams the Council has access to, and making better use of technology. These will result in 'back office' changes with small impacts on staff but with little or no impact on residents.

The majority of these impacts were not deemed significant enough to progress to a full EQIA, or had robust enough mitigation in place to mitigate fully against any negative impacts. However, 17 of the new savings proposals submitted for 2023/24 progressed to a full EQIA, and 11 will require a full EQIA at a later stage (for example, following an organisational review).

The 17 full EQIAs identified potential negative impacts on:

- Residents
- Service users
- Staff

Impacts on all residents

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

- Restricting non-sports park keepers to the main period of park use
- Council Tax and Adult Social Care precept increase

The proposal to restrict park keepers' role to the main period of park use will mean that public toilets in four parks are closed between October and March, as they cannot be safely kept open without a keeper on site to offer supervision and regular cleaning.

This will affect all residents and is likely to have a disproportionate impact on residents who are disabled, older, pregnant, or caring for small children. Residents may also feel less safe without the presence of park keepers, though the parks security team will continue to respond to and deal with anti-social behaviour.

The Parks Service will mitigate the impact of toilet closures by providing key access to trusted community partners to use the facilities when programmes are being delivered in the park, as well as looking at possible agreements with concession holders to open/close and clean the toilets.

The service will continue to develop opportunities such as volunteering, health-based activities, and community partner programmes in our parks, and to encourage greater diversity in park use and an increased feeling of safety for all users through the Parks for Health programme.

Residents will see a small increase in their Council Tax, including the Adult Social Care precept. However, the most vulnerable residents will continue to be protected. Older people and those on low incomes remain eligible for subsidised Council Tax through our Council Tax Support Scheme, and Islington's Resident Support Scheme continues to provide a safety net for those in crisis and facing severe financial hardship.

The council has also taken steps to protect vulnerable residents through its response to the cost-of-living crisis, which has included work with voluntary sector partners to maximise the borough's collective offer, including the rollout of warm spaces, a communications campaign to increase awareness and take up of the support which is available to residents, and a core offer of financial and other support (e.g., the work of the Income Maximisation team).

Impacts on specific service users

Most of the proposed changes will have no impact on service users, as the savings focus on contracts, 'back office' staffing, the deletion of vacancies, changes to funding sources, and the removal of excess budgets where there is currently an underspend.

However, five proposals could impact specific groups of service users. The proposals are:

- Charging for all rechargeable repairs
- Repairs staffing review
- Changes to the Bright Start operating model
- Changes to Bright Start locality working
- New administrative charge for appointeeships

The proposal to charge for all rechargeable repairs – council housing repairs where the damage/loss is a result of misuse or neglect – could have a negative impact on older and disabled council tenants, as tenants with a recorded disability are currently exempt from the charges. The proposal will also disproportionately affect low-income and Black and minority ethnic residents, who are overrepresented on our estates.

The service plan to mitigate these impacts by offering tenants access to a subsidised handyperson service. If a tenant calls up about a rechargeable repair and is flagged as vulnerable, they will be referred to housing management and can be linked into intensive support if appropriate. The Income team will also continue to refer tenants who end up having a debt against their property to the Income Maximisation team.

The review of staffing in the repairs service could also have a negative impact on council tenants. As above, any change in service quality would disproportionately affect low-income and Black and minority ethnic residents, who are overrepresented on our estates. The service will mitigate this risk by carrying out a full equality impact assessment alongside the review and focusing on back-office staff.

The changes to Bright Start, which include the deletion of one family support practitioner post and reduced area budgets, could have a negative impact on people who are more likely to access family support – including mothers, families with young children, families where someone has a disability, global majority families, lone parent families, and families experiencing poverty. The proposal will also impact families where a parent attends English for Speakers of Other Languages (ESOL) classes, as the creche facilities for these classes will no longer be able to run.

However, this will be mitigated by improvements in universal early help services, including the development of Family Hubs and the introduction of a universal Early Help case recording system. Families with the greatest needs will be prioritised for support, including through targeted outreach

to temporary accommodation and community organisations, and the service will develop alternatives to creche facilities for ESOL classes.

The proposal to charge clients who have over £1,000 in savings for the council's appointeeship service, which manages the financial affairs of individuals who have been deemed to lack the mental capacity to do so themselves, will impact service users who are older and/or disabled. However, in assessing someone's ability to pay, the team will consider their income and liabilities to ensure that any charges do not have an unfair impact.

Impacts on staff

The vast majority of staff savings and efficiencies will come from deleting / not recruiting to vacant posts, so there will be no direct impact on most staff or specific protected characteristics. However, a small number of proposals could lead to redundancies or redeployment. These staffing changes are subject to consultation and are not expected to have any negative impacts on protected groups.

The proposal to reduce the number of vehicles in the Repairs and Maintenance fleet could have a negative impact on a small number of older staff, disabled staff and staff in financial hardship, as some operatives will lose the ability to drive their vehicles home and to work and will have to find alternative transport. This will be mitigated by a train loan scheme and by the possibility of on-site storage to minimise transport of tools.

Some of the staffing changes proposed in the 23/24 budget are likely to have a positive impact on staff from protected groups. For example, the proposed new Reablement model in Adult Social Care and the reorganisation of the Mental Health Service will improve career progression opportunities for staff on lower pay grades, who are more likely to be from Black, Asian and minority ethnic backgrounds.

Several proposals include organisational reviews to identify further savings, which will likely lead to changes in staffing. In these cases, services have committed to completing a full EQIA once each review has taken place. The proposals are summarised in section 5 below.

Of the proposals that did not progress to a full EQIA, there were potential impacts – with mitigating action in place – on the following groups:

- Service users
- Residents
- Staff

However, as these impacts were not significant enough to progress to a full EQIA, they have been outlined in section 5 in the summary of all proposals.

Overall equalities impact assessment

Looking at the totality of the savings to be delivered in 2023/24, the impacts on Islington residents and staff are assessed as follows:

- The proposals could negatively impact older and disabled residents, Black residents (who are overrepresented among our tenants), households who are more likely to access family

support, and families where a parent attends ESOL classes. However, the council will seek to mitigate these impacts wherever possible. For example, alternatives to creche facilities are being developed for ESOL classes, and older and disabled tenants who are no longer exempt from rechargeable repairs will be able to access a subsidised handyman service.

- While few proposals will have a negative impact on staff, the proposal to reduce the number of vehicles in the Repair and Maintenance fleet could negatively impact a very small number of older or disabled operatives, and a small number of proposals could lead to redundancies or redeployment. The EQIA process did not identify any disproportionate impacts on protected groups from changes to staffing.

In light of the extremely challenging fiscal situation and the need for services to remain financially sustainable, the conclusion is that the Council’s proposals for achieving savings are considered reasonable and have shown due regard to the PSED.

4. Equalities groups impacted by savings proposals

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

Based on individual Equalities Impact Assessments the following protected characteristics are potentially impacted by one or more of the savings proposals for 2023/24:

Characteristic	Proposal	Directorate
Age (older people)	<ul style="list-style-type: none"> • Charge for all rechargeable repairs • Remodel Repairs and Maintenance fleet strategy • New administrative charge for appointeeships • Restricting non-sports park keepers 	Homes and Neighbourhoods Homes and Neighbourhoods Community Wealth-Building Environment
Age (younger people)	<ul style="list-style-type: none"> • New Children’s Services Operating Model: Bright Start 	Children’s Services
Disability	<ul style="list-style-type: none"> • Charge for all rechargeable repairs • Remodel Repairs and Maintenance fleet strategy • New administrative charge for appointeeships • Restricting non-sports park keepers 	Homes and Neighbourhoods Homes and Neighbourhoods Community Wealth-Building Environment
Race	<ul style="list-style-type: none"> • New Children’s Services Operating Model: Bright Start • Restricting non-sports park keepers • Repairs staffing review 	Children’s Services Environment Homes and Neighbourhoods

Socio-economic	<ul style="list-style-type: none"> Remodel Repairs and Maintenance fleet strategy New Children's Services Operating Model: Bright Start Repairs staffing review 	Homes and Neighbourhoods Children's Services Homes and Neighbourhoods
Pregnancy / maternity	<ul style="list-style-type: none"> Restricting non-sports park keepers 	Environment
Gender	<ul style="list-style-type: none"> New Children's Services Operating Model: Bright Start 	Children's Services
Other	<ul style="list-style-type: none"> Bright Start Locality Working (families where English is spoken as an additional language) 	Children's Services

There are no disproportionate impacts relating to:

- Marriage and civil partnership
- Sexual orientation
- Religion or belief
- Gender reassignment

5. Savings proposals and impacts – by directorate

This section provides a detailed assessment by Directorate of those savings proposals – both new and existing - that will potentially impact specific groups. This includes proposals that necessitated full EQIAs as well as proposals that only necessitated completion of an EQIA screening tool – i.e., the proposal did not demonstrate a significant (negative or positive) equalities impact.

a) Council wide

New savings:

Five cross-cutting proposals were submitted, two of which will require a full EQIA at a later stage.

Making the Organisation more Efficient (full EQIA to be completed at a later stage)

The proposal is to review back-office structures and management to reduce silo working between departments, ensure technology and processes are in place to get things right first time and eliminate waste to focus on what matters for residents. This review will include consideration of staff and budgets from around the council associated with complaints, information governance, business support, printing/paper, postage/courier costs, payments and processing teams and other relevant budgets.

The screening tool identified that the proposal will likely lead to the deletion of multiple posts, and to potential redundancies. A full EQIA will be completed following the review.

Reduction in departmental management costs (full EQIA to be completed at a later stage)

The proposal is to delete four Senior Officer posts. While the screening tool did not identify any negative equalities impacts at this stage, a consultation will be held with all impacted staff and a full EQIA will be completed after this has taken place.

Removal of Unallocated Member Investment Base Budget

The 2022/23 budget included investment to fund manifesto commitments. The proposal is to remove the unallocated investment budget – the amount which remained after all commitments were funded. The screening tool did not identify any negative equalities impacts.

Enhanced Business Efficiency scheme

The proposal is to establish a time-limited scheme where staff can request to leave the council voluntarily, on either redundancy or business efficiency grounds. The scheme will be applied consistently to all employees and proposed application outcomes will be subject to equality impact analysis. The screening tool did not identify any negative equalities impacts.

Previously agreed savings

None of the cross-cutting savings proposals from the 2022/23 budget required a full EQIA.

b) Adult Social Care

New savings:

The budget for 2023/24 sets out seven savings proposals, five of which were assessed to have no significant equalities impacts at the screening stage. One proposal will require a full EQIA as it is developed further.

Review Mental Health Crisis and Recovery Pathways (full EQIA to be completed for 2024/25 savings)

This proposal is based on efficiencies in several contracts for commissioned mental health services, following service reviews. It includes savings for the financial years 2023/24 and 2024/25.

The savings for 2023/24 are based on a reduction in contract value for the commissioned Community Wellbeing Service, and on the outcome of a procurement process for the Islington-commissioned Crisis House Service. The screening tool did not identify any significant negative equalities impacts. Savings in the Community Wellbeing Service will not undermine the community outreach for protected groups which is provided by the service, and the successful provider for Crisis House submitted a tender which met the department's quality criteria but was below the allocated budget.

However, the screening tool did identify a potential small negative impact on service users' mental health, within the protected characteristic of disability. While the quality of the service will not change, the transition to a new provider could be unsettling for some service users. The tool set out appropriate mitigations: tailored and timely engagement with service users and their families and a carefully managed transition process.

The savings for 2024/25 are based on the outcomes of two further service reviews, one of which is ongoing and one of which has not yet started. The reviews are expected to lead to a reduction in the value of contracts, and a shift towards more flexible and strengths-based support in the community. The screening process found that a full EQIA would be needed at a later stage, as the service reviews will likely lead to the redesign of services.

Introduction of a 7-day 'Recovery Model' to reduce the demand for ongoing care services

The proposal is to pilot the 7-Day Recovery Model, an approach to managing discharges from hospital which has already been introduced in other local authorities (Kent, Camden, and Gateshead) with positive outcomes. In this model, people who have been discharged from hospital receive free homecare support for up to 7 days, helping them to recover and providing space to assess their needs.

The screening tool explained that Reablement are finding it difficult to respond to the level of demand from hospital discharge and are quickly hitting capacity. Once this happens, people can only be discharged with a long-term care package or, in exceptional circumstances, into residential care. The new model will allow for a more targeted reablement approach, allowing more people to discharge safely back home and receive support which matches their needs.

The screening tool identified that the proposal mainly affected older people, disabled people, and carers, but found that it would have a positive impact on these groups, as the new model will maximise people's independence and work on their strengths before any long-term decisions are made. Data and feedback from residents and staff will be captured throughout the six-month pilot, allowing Adult Social Care to adjust the service before committing to a final model.

New Reablement Model

This proposal is based on a restructure of Reablement. The proposed savings are from staffing changes and an expected reduction in the homecare budget, as a more effective reablement service will reduce the need for long-term care. The screening process identified no negative equalities impacts, as service quality will not be affected and the reduction in staffing will be achieved through deleting vacancies and reducing agency use. The service had engaged with staff through a consultation process and had been able to ensure that the restructured roles met individual and home/family needs.

The screening tool also identified potential positive equalities impacts. While the staff in the service are predominantly from Black, Asian and minority ethnic backgrounds, the restructure may benefit this group by providing more consistency, more opportunities for career progression and a potential increase in paygrade. The screening also found that the restructure will benefit disabled people by increasing capacity in the reablement service, providing more focused support, and extending the service to people with a learning disability or mental health needs.

Review Floating Housing Related Support Contract

This proposal is based on efficiencies identified through an ongoing strategic commissioning review. The early stages of the review process found that six staff posts in this commissioned

service could likely be reduced through vacancies and redeployment, without any significant change in service provision.

The screening tool identified no negative impacts on protected groups. However, as the proposal was still under development and it was not possible to rule out future negative impacts, the screening tool committed to working with the provider to continually monitor the equalities impact of each proposed and agreed change. The screening tool will be updated as the proposal develops.

Review of Older People's Day Services

This proposal is to redesign day service provision by reconfiguring a day centre building, adopting a new model which was more enabling and community focused, and developing inhouse day provision to meet more complex needs. The saving is based on a reduction in the homecare budget and delayed admission to residential care, as more residents will be able to access day services which meet their enhanced needs.

The screening tool identified a positive impact on older people, disabled people and unpaid carers, whose needs would be better met by the redesigned service. It did not identify any impacts on other protected groups.

Improved price negotiations with providers

The proposal is to introduce a dedicated post to focus on contract negotiation. The postholder will draw on their commercial knowledge and experience to achieve the best value for money in contracts with providers, without impacting quality of care. The screening tool did not identify any negative or positive equalities impacts.

Reorganisation of the mental health service

This proposal is to restructure the Mental Health Service. While the number of FTE positions will be reduced, all permanent members of staff will be assimilated into the new structure and (due to vacancy levels in the service) there will be no redundancies.

The screening tool found that there were no negative equalities impacts. Staff on maternity leave would be included in the consultation and the new structure would improve career progression opportunities for more junior staff, who were more likely to be from a Black or other ethnic minority background.

Previously agreed savings

None of the savings proposals from Adult Social Care in the 2022/23 budget required a full EQIA.

c) Fairer Together

New savings

The budget for 2023/24 sets out two savings proposals, both of which required a full EQIA.

The proposals include:

Redirecting money from commissioning budgets into new Voluntary & Community Sector (VCS) grants programme (full EQIA completed)

The proposal is to identify commissioned contracts which can be effectively delivered by local Voluntary and Community Sector organisations, then divert them into the grants programme. The saving will come from a small reduction in the value of the grant compared to the previous contract.

The EQIA identified potential positive and negative impacts for each protected group. The shift to VCS delivery was assessed as positive for protected groups, as local VCS organisations have expertise in reaching people from different backgrounds. However, the reduction in funding could mean reduced capacity to support residents. The EQIA identified that additional screening tools would be required for each contract which was moved to the grants programme, to identify any potential impacts on protected groups.

Library/Access Islington Savings (full EQIA completed)

The proposal is to bring together Libraries and Heritage and Access Islington, to form a division within the new Community Engagement and Wellbeing Directorate. The savings will come from a realignment of managerial roles and responsibilities. Separately, the service will carry out reviews of non-management roles and the borough's libraries and community centres/spaces. The service will aim to make any staffing changes through deleting vacancies, and the reviews may also identify sufficient savings without any reduction in posts.

The EQIA identified positive impacts for residents with limited mobility and those with complex needs, as a range of services and support would be moved closer to people's homes – for example, through the development of the new Fairer Together hubs and the use of libraries to deliver frontline services. However, it also identified the need for a further screening tool, or potentially a full EQIA, if changes to staffing are made following the reviews.

The service will also update the EQIA following the review of the borough's libraries and community centres, to consider any potential negative impact on protected groups who may have to change where they access support.

Current savings

This directorate did not exist at the time proposals were submitted for 2022/23.

d) Environment

New savings:

The budget for 2023/24 sets out 16 savings proposals. One proposal required a full EQIA, and an additional three proposals may require full EQIAs at a later stage, depending on the outcome of organisational reviews.

The proposals include:

Non-sports park keepers winter provision (full EQIA completed)

The proposal is to restrict provision of park keepers to the main period of park use, from April to September, and to redeploy staff to other suitable roles within the grounds maintenance council cleaning service. Public toilets in four parks would be closed between October and March, as they could not be safely kept open without a keeper on site to offer supervision and regular cleaning. The EQIA found that the negative impacts of the proposal on protected groups could not be fully mitigated.

The EQIA identified that the closure of public toilets would have a negative impact on disabled people, older people, and parents of young children. By reducing supervision and perceived safety in the affected parks, the loss of park keepers could also disproportionately affect people who feel less safe in our open spaces, including disabled people and people from Black, Asian and minority ethnic backgrounds.

The Park Service will mitigate the impact of toilet closures by providing key access to trusted community partners, so that the toilets can be kept open when programmes are being delivered in the park. The service will look into making arrangements with concession holders to open/close and clean the toilets.

The service will mitigate the impact on perceived safety through the work of the parks security team (which will continue to respond to reports of anti-social behaviour), and by working closely with the police and the Community Safety team. The service will also address perceptions of safety by developing opportunities for positive activities in the parks and through its Parks for Health programme, which works with target groups from different racial backgrounds.

Integrate and commission the Out of Hours ASB service with the Patrolling and ASB Enforcement service contract (full EQIA required at a later stage)

The proposal is to add the Out of Hours Anti-Social Behaviour Service – including the response to noise complaints – as a provisional item in the tender for the next Patrolling and ASB Enforcement service contract. The screening tool found that there could be a negative impact on residents and staff with protected characteristics, especially in-house Out of Hours ASB staff whose roles could be deleted. However, as any changes adopted following the tender will be subject to an organisational review, the service committed to carrying out a full EQIA alongside this review (in 2023).

Out of Hours ASB Service Hours (full EQIA required at a later stage)

The proposal is to reconfigure the Out of Hours ASB Service to operate from 10pm, instead of 5pm. While most out-of-hours calls are after 10pm, 44% of premises-based ASB calls are made during the hours from 5pm to 10pm. The proposal is that these calls would be assigned to the response and patrol team, with callers advised that ASB officers could call back and visit from 10pm if needed. Any immediate safeguarding concerns would still be escalated, e.g., to police or the duty social worker.

The screening tool found that there could be a negative impact on residents and staff with protected characteristics. However, as any changes to the structure of the service would

require an organisational review, the service committed to carrying out a full EQIA alongside this review (by April 2023).

Integration of the appeals processing and correspondence staff into the parking services contract (full EQIA required at a later stage)

The proposal is to either integrate the appeals processing and correspondence teams into the outsourced parking services contract, or to relocate appeals staff from Greater Manchester to Islington. The screening tool identified that this could negatively impact disabled staff, who could be disproportionately impacted by relocation, and staff on a low income who would be faced with higher living costs. The service committed to completing a full EQIA once a decision had been made, and before the implementation of any restructure.

Revise Street Cleansing and Enforcement Operations to meet needs of the borough - Variable Back Street Sweeping (4 days)

The proposal is to remodel the street cleansing service to provide a better value for money solution, while maintaining a high level of cleanliness. The changes will affect side/residential streets with low footfall and the saving will come from reduced agency use. The screening tool did not identify any negative equalities impacts.

Additional filming income via the Filmfixer contract

The proposal is based on additional income from the suspension of parking for filming. The surplus income has been generated through the creation of a specific officer post, streamlining the process, and ensuring that parking suspensions are implemented in a timely way. The post was created in the previous financial year and has already successfully increased income.

Increase in pavement licence fees

This proposal is based on an upcoming increase in the statutory fees which businesses must pay to apply for a pavement licence. These fees are set by central government and will be increased through legislation in 2023. The screening tool did not identify any negative impacts on protected groups.

Increasing CPZ controllable hours on a Saturday

The proposal is to introduce consistent Saturday operating hours for all Controlled Parking Zones (CPZ) in the borough. This will increase CPZ hours for 11 zones and will generate additional income from pay and display parking charges and resident visitor vouchers. It will also mean that residents and businesses have greater access to their parking zones, as CPZs provide priority parking for residents, their visitors, and businesses. The screening tool did not identify any negative impacts on protected groups.

Reducing energy costs in street lighting

The proposal is to accelerate the replacement of older streetlights with low energy, low maintenance LED lights. The LED lights are lower in terms of energy consumption but have no impact on lighting levels. The screening tool did not identify any negative impacts on protected groups.

Commercial Waste Service

The proposal is to implement a commercial waste and recycling strategy developed with ReLondon, a partnership between the Mayor of London and London boroughs to improve waste and resource management. The strategy aims to increase commercial recycling and will raise money by increasing the number of customers for the council's Commercial Waste Service. The screening tool did not identify any negative impacts on protected groups.

Improving waste crime enforcement

This proposal will increase the number of night-time Waste and Environmental enforcement officers from one to two. The savings will come from overtime and an increase in enforcement fines. The screening tool did not identify any negative impacts on protected groups.

Improved hosted IT system

The proposal is to introduce a hosted parking system, which will increase functionality, support intelligence-led parking enforcement, and improve resident experience by creating functionality for online permits and enabling residents to apply for parking suspensions online. The saving will come from an expected increase in the number of Penalty Charge Notices (PCNs) for traffic violations, as a greater proportion of traffic offences will lead to enforcement. The screening tool did not identify any negative equalities impacts.

Improve debt recovery of Penalty Charge Notices

The proposal is to begin the debt recovery process earlier, which will increase the likelihood of recovery via our internal teams and reduce the number of cases where debt recovery is passed to specialist companies, with associated costs. The screening tool did not identify any negative equalities impacts.

Accelerated vehicle purchases to reduce hire costs

The proposal is to accelerate the purchase of council vehicles where the existing vehicle is leased or hired, to reduce revenue costs. The initial programme will replace nine hired vehicles with purchased electric vehicles. The screening tool did not identify any negative impacts on protected groups.

Restructuring street trading

The proposal is to reduce the managerial role in the Street Trading service from a full-time to a part-time (3 days a week) role. The screening tool did not identify any negative impacts on protected groups. However, if the proposal is accepted, an organisational review and a full EQIA will be carried out during the restructure (by April 2023).

Additional Streetworks Inspector enforcement activity

The proposal is to recruit an additional Streetworks inspector to support highways enforcement. Streetworks is an internal council service which checks on external street works, e.g., by utility companies. The saving will come from an increase in Fixed Penalty Notices

(FPNs) for non-compliant permits, and from an increase in licences issued for works. The screening tool did not identify any negative impacts on protected groups.

Previously agreed savings:

Three savings proposals from the 23/24 budget required a full EQIA. However, two of these proposals – Review of in-house compliance service and Stream-lining the daytime response services – were not implemented.

The other proposal, Re-design and simplify the resident parking zone permit price-tariff, has been included in a separate report on an in-year increase in fees and charges.

e) Homes and Neighbourhoods

New savings

The budget for 2023/24 includes 16 savings proposals, two of which required a full EQIA. A further two proposals will require a full EQIA at a later stage.

Charge for all rechargeable repairs (full EQIA completed)

Rechargeable repairs are council housing repairs where the damage/loss is a result of misuse or neglect, and where the tenant can be charged for the cost of the repair. Currently, tenants who have a vulnerability recorded on the system will not be charged for these repairs – for example, the council will change their locks free of charge if they lose their keys. The proposal is to charge all tenants for rechargeable repairs.

The EQIA identified a negative impact on older and disabled people, who are more likely to have a recorded vulnerability (the flag is used for physical and mental ill-health, learning difficulties and neurodevelopmental conditions) and so to be exempt from the charges. The service plan to partially mitigate this impact by offering tenants access to a subsidised handyperson service. However, as the subsidised service is not free, it will not fully mitigate the impact of the charges.

There are additional safeguards built into the process, which will help to protect disabled and low-income tenants. If a tenant calls up about a rechargeable repair and is flagged as vulnerable, they will be referred to housing management and can be linked into intensive support if needed. Any tenant who ends up with a debt against their property will also be referred to financial support by the Income team.

Remodel Repairs and Maintenance fleet strategy (full EQIA completed)

The proposal is to reduce the number of vehicles in the Repairs and Maintenance fleet. The EQIA identified that some staff would lose the ability to drive their vehicles home and to work, and that this would have a negative impact on older staff (operatives are disproportionately over 55), disabled staff (though the nature of the job means that staff are unlikely to have mobility problems), and staff in financial hardship.

The impact will be partly mitigated through a train loan scheme, and the service will investigate on-site storage so that operatives do not have to transport hand tools.

Repairs staffing review (full EQIA to be completed at a later stage)

The proposal is to review staffing levels and identify any areas where the service can reduce staff numbers, with a focus on back-office staff. The screening tool identified potential negative impacts on staff and residents with protected characteristics, depending on the outcome of the review.

For example, a reduction in staffing following the review could undermine service quality. This would disproportionately affect Black and minority ethnic residents, particularly Black residents, who are overrepresented among our tenants. While data quality is poor due to a high level of missing data, more than a quarter of tenants with a recorded ethnicity are Black, compared to 12 per cent of the borough's population overall.

The service will complete a full EQIA alongside the review and will ensure that the consultation process includes staff members who are on maternity or sickness leave. The service will also prioritise the deletion of vacancies and redeployment over redundancies.

Establish corporate contracts (full EQIA to be completed at a later stage)

The proposal is to review the possibility of combining contracts for day-to-day repairs, cyclical repairs, and compliance. The saving would come from larger, more competitive contracts and the need for fewer staff to manage contractors.

The screening tool identified the need for a full EQIA alongside the reorganisation of the service, which will take place in summer 2024. The service will ensure that the consultation process includes staff members who are on maternity or sickness leave and will prioritise the deletion of vacancies and redeployment rather than redundancies.

Setting adaptations budget at current demand

The Housing Revenue Account funds all adaptations for disabled residents in council homes. The proposal is to set the adaptations budget at a level which reflects current demand, as this budget has been underspent in recent years. However, the service will spend more than the new allocated budget if needed, as adaptations are a statutory duty. The screening tool did not identify any negative impacts for protected groups, as service provision will remain the same.

Temporary Accommodation (TA) Demand Management

The proposal is to place homelessness prevention at the heart of the service and ensure that fewer people are placed in temporary accommodation outside the borough. The savings will come from improvements in performance management and efficiency, and from a reduction in expensive and unnecessary private sector temporary accommodation. The screening tool did not identify any negative impacts for protected groups.

Commercial letting of storage space in disused car park

The proposal is to convert unused car parking facilities into storage facilities for Islington residents. The screening tool did not identify any negative impacts for protected groups.

Staffing review of the Housing Strategic Business Planning and Investment team and the Integrated Services team

The proposal is to delete two vacant posts from the service. The screening tool did not identify any negative impacts for protected groups.

Insource more voids work

The voids service is currently delivered by both external contractors and in-house teams. The proposal is to increase the work levels taken on by in-house teams, saving money and benefitting local employment. The screening tool did not identify any negative impacts for protected groups.

PFI 2 rationalisation

The proposal is to reduce the budget for repairs to housing which was previously provided through Islington's Partners for Improvement 2 contract, but which has now been integrated into the council's housing stock. The service's forecasts have identified that the agreed budget is excessive and can be reduced without any impact on service delivery. The screening tool did not identify any negative impacts for protected groups.

Completed multi-skills training program

The proposal is to reduce the Repairs and Maintenance training budget, as the service's investment in multi-skill training for inhouse repair operatives has ensured that all current staff have now been trained, and new employees will be multiskilled as a matter of course where there is a business need. The screening tool did not identify any negative impacts for protected groups.

Diversify funding and provision of apprenticeships

The proposal is to apply the success achieved to date in other areas of council procurements and fund apprenticeships in the repairs team via corporate social responsibility contributions from contractors rather than paying for them directly. The screening tool did not identify any negative impacts for protected groups.

Remodel the HRA Income team

The proposal is to reverse an internally agreed restructure of the Income team. The savings are compared to the budget agreed for the previous restructure proposal, which had not yet been communicated to staff, and are based on the deletion of three vacant posts. The screening tool did not identify any negative impacts for protected groups.

Reducing Homes and Neighbourhoods management team

The proposal is to reduce the Homes and Neighbourhoods departmental management team by one post by 2026/27. This will be achieved through consolidating senior management across services and will not impact frontline service delivery. The screening tool did not identify any negative impacts for protected groups.

Review Floating Housing Support

This proposal will be implemented by Adult Social Care and is summarised above (page 15).

Review the Repairs and Maintenance team power tools procurement strategy

The in-house repairs operative service currently hires all power tools. The proposal is for the council to purchase these power tools following the end of the current contract, as this would

be more cost effective. The screening tool did not identify any negative impacts for protected groups.

Pre-existing savings

None of the savings proposals from Homes and Neighbourhoods in the 2022/23 budget required a full EQIA.

f) Children's Services

New savings

The budget for 2023/24 sets out 14 savings proposals, seven of which progressed to a full EQIA. The proposals include:

Lunch Bunch: 5–16-year-olds (full EQIA completed)

The proposal is to remove £140k from the core Lunch Bunch budget, as the government-funded Holiday Activities and Food (HAF) programme has funded and expanded holiday activities and a healthy meal for 5–16-year-olds in receipt of benefits-related free school meals. The overall level of funding through the HAF grant is over six times as much as the Lunch Club budget. The proposal would retain £20k to develop and provide a food order for children under five and their families. The EQIA did not identify any negative equalities impacts.

New Children's Services Operating Model: Motivational Practice Review - Phase 1 (full EQIA completed)

The proposal is to reconfigure the operating model for children's social care and early help, following a reduction in re-referrals for the Children in Need and Child Protection services. The saving would come from a reduction in staffing in these services, with most of the deleted posts – and all deleted frontline posts – currently vacant.

The EQIA found that while global majority groups are overrepresented within the child protection system, the new operating model will realign service capacity to the areas of greatest demand and will not negatively impact service users. The EQIA did not identify any other negative impacts on protected groups at this stage. However, the service noted that the demographic profile of staff at risk would be compared against the overall profile of staff, to understand and mitigate any potential equalities impacts.

New Children's Services Operating Model: Motivational Practice Review - Phase 2 (provisional EQIA completed, full EQIA required at a later stage)

The proposal has not been worked up as it is subject to legislative changes that are due to be reported on, in terms of implementation by December 2022. Any reductions are likely to protect frontline practitioners and to maintain caseloads as they are in line with our Practice Model. A full EQIA will be completed after the government announces its response to the Independent Review of Social Care.

Redundancies across Bright Futures - in conjunction with Fairer Together (full EQIA completed)

The proposal is to reduce either the hours or the number of administrative posts in the Bright Futures team. The EQIA did not identify any negative equalities impacts, as the number of posts affected is small and the consultation process will be inclusive of staff members on maternity leave. It also found that there will likely be no impact on residents/service delivery, due to changed workstyles and a modernisation of systems since these roles were first created.

New Children's Services Operating Model: Early Years and Childcare (full EQIA completed)

The proposal is to reduce staffing in the Quality function of the Early Years and Childcare Service, which supports providers across the Early Years sector to improve practice. The EQIA identified potential negative impacts for the protected characteristics of gender (as all team members are women), though natural attrition could mean that no current postholders were subject to redundancy or redeployment.

The EQIA did not identify negative impacts for service users, as the service will continue to prioritise quality support for providers with low Ofsted outcomes, concerns around risk, or a higher proportion of vulnerable or disadvantaged children.

New Children's Services Operating Model: Bright Start (full EQIA completed)

The proposal is to reduce the overall number of family support practitioners by one Full Time Equivalent post. The reduction will likely come from turnover rather than redundancy or redeployment. The EQIA identified potential negative impacts on families with young children, families where someone has a disability, global majority families, lone parent families and families experiencing poverty – all of whom are more likely to access family support.

However, these impacts will be mitigated by improvements in universal early help services, including the development of Family Hubs and the introduction of a universal Early Help case recording system. If some families cannot be allocated support at the point of referral because of the reduction in capacity, the service will mitigate negative impacts by prioritising families with the highest needs. Requests for service will also be signposted elsewhere via triage, and families will remain linked into universal support services.

Bright Start - Locality Working (full EQIA completed)

The proposal is to reduce the area budgets for each Bright Start locality, leading to reduced capacity to deliver the current broad and varied range of commissioned universal services for families. The screening tool identified potential negative impacts on people who have English as a second language, as access to creche facilities for English for Speakers of Other Languages classes will be reduced.

However, this will be mitigated by Family Hub funding for children aged 0–2 and their families; by alternatives to creche facilities; and by the service continuing to prioritise children and families living in poverty, homeless families and refugees. The service does this through targeted outreach, including to temporary accommodation and community organisations who are linked into and directly inform service delivery.

Adopt London North (Regional Adoption Arrangements)

Adopt London North (ALN) includes six North London boroughs and was formed in October 2019, following legislation which required local authorities to enter into Regional Adoption Agency arrangements by 2020. The ALN Governance Board are currently reviewing its financial contribution arrangements and are considering a range of alternatives, all of which would lead to a reduction in Islington's budget contribution. The screening tool identified no negative equalities impacts from Islington's reduced contribution to ALN, as there will be no impact on staff or service delivery.

Bright Start - Hosting Arrangements

The proposal is to remove Bright Start hosting budgets from the 5 LBI-maintained children's centre nurseries, giving a saving to core council budgets of £106k. Costs will be passed onto settings, which are judged to be easily able to absorb them. The screening tool found that the impact of the proposal was expected to be minimal, with no impact for residents. It identified no negative equalities impacts.

New Children's Services Operating Model: Learning and Culture

The proposal is based on the deletion of vacant posts in Learning and Culture and will not impact postholders or service users. The screening tool identified no negative equalities impacts.

New Children's Services Operating Model: Young Islington

The proposal is to review the management and staffing structure and recruitment and retention costs in Young Islington, and to reduce staffing through natural turnover. The views of service users, the Youth Justice Service and Targeted Youth Support Young Advocates will be incorporated in the review process. The screening tool identified no negative equalities impacts.

Elective Home Education

The proposal is to switch the funding source for an Elective Home Education officer post. The new role will focus on reintegrating children who are at risk of poor outcomes from Elective Home Education – for example, children who have been illegally removed from school because of their impact on educational outcomes ('off rolling'). The existing vacancy will be replaced by a post funded through the School Improvement Monitoring and Brokerage Grant, instead of core funding, and the post will increase from 1.5 days a week to three days a week. The screening tool did not identify any negative equalities impacts.

SEND transport

The proposal is to increase the use of flexible personal transport budgets for families where children have special educational needs and disabilities (SEND), as the service is not currently achieving value for money. The saving is expected to come from an increase in personal budgets to parents/carers as opposed to commissioned transport, and from the provision of independent travel training for older children. The service will also review the cost of commissioned taxi and minibus routes, to assess value for money against existing contracts.

The screening tool identified no negative equalities impacts. Personal transport budgets will only be taken up by those opting for this flexibility, and any change of providers will be managed sensitively so that children and families can adjust to any change in routine.

Family hubs: funding swap/s

The proposal is to swap core council funding for 5.3 FTE Family Engagement Worker (FEW) posts with family hubs grant funding, achieving an annual saving of £210k. FEWs funded through the Family Hubs programme will focus their work on outreach to families in the conception – 2 phase, while FEWs funded through core council funding will have a focus on children aged 2–5 and their families. The screening tool identified no negative equalities impacts, as the proposal is a funding swap which will not reduce staffing or service provision.

Previously agreed savings

None of the savings proposals from Children's Services in the 2022/23 budget required a full EQIA.

g) Community Wealth Building

New savings

The budget for 2023/24 sets out four savings proposals, one of which progressed to a full EQIA and one of which will require a full EQIA at a later stage. The proposals include:

Council Tax Support Scheme: Introducing Banded Scheme (full EQIA to be completed)

The proposal is to change the Council Tax Support Scheme to a banded income scheme for residents on Universal Credit. At present, a new payment instalment plan is issued with each new council tax bill. For residents on Universal Credit who have a fluctuating income, new payment plans can begin before the first instalment of the previous plan is due. The banded scheme will mean that small fluctuations in income do not lead to a changed payment plan.

The screening tool identified a potential negative impact on low-income households with children, if parents have to find additional money to cover the shortfall in Council Tax Support. However, the income from disability benefits will be disregarded in the new scheme and there will be greater consistency for residents on Universal Credit. A full EQIA will be completed as the proposal develops.

Future Work Business Case (full EQIA to be completed at a later stage)

The proposal is to provide diverse and modern workspaces that support the organisation's commitment to hybrid working. The saving will come from a reduction in excess office space, with several options under consideration.

The screening tool identified a positive impact on disabled staff, as office spaces will become more accessible. However, other impacts cannot be predicted until a preferred option is agreed. Community Wealth Building will complete a full EQIA once this has happened.

New administrative fee for adult social care self-funders

The proposal is to introduce an administrative fee for Adult Social Care service users who are funding their own care (as they have assets above the upper capital limit of £23,250). Self-funders will be able to choose between arranging their own care or paying the administrative fee and allowing Islington to arrange their care.

The screening tool found that the proposal would have a positive impact on disabled and elderly service users, as self-funders who opted to pay the admin fee would be able to access lower-cost provision through the council's block contracts.

New administrative charge for Appointeeships

The council can manage the financial affairs of someone who has been deemed to lack the mental capacity to do so themselves through an appointeeship order. The proposal is to begin charging for the appointeeship service where clients have over £1,000 in savings. The screening tool identified that the proposal would affect older and disabled service users, most of whom are men, but assessed that the negative impact is likely to be low.

Previously agreed savings

None of the savings proposals from Community Wealth-Building in the 2022/23 budget required a full EQIA.

h) Resources

New savings

The budget for 2023/24 sets out six savings proposals, two of which will require a full EQIA at a later stage. The proposals include:

Future Operating Model Staffing (full EQIA to be completed at a later stage)

As the modernisation of the services reduces staffing requirements in Digital Services, the proposal is to transfer administrative staff to appropriate services and reduce posts related to technology which is no longer being used. The screening tool identified that a full EQIA might be required prior to the review of staffing structures.

Reduced costs in HR services (full EQIA to be completed at a later stage)

The proposal is to reduce staffing in the operational HR team, following a restructure. The service plan to make savings through natural attrition, with vacant posts being deleted as people leave the service or are promoted. However, if this is not possible, some staff could be placed at risk of redundancy. The screening tool identified that a full EQIA could be required at a later stage if the savings cannot be made through natural attrition of staff.

Reduced costs of the finance service

The proposal is to reduce costs through consolidating systems, improving processes, and developing staff. Staffing-related savings will come from natural attrition over time, as vacant posts are deleted when staff leave the service or are promoted into more senior roles. The screening tool did not identify any negative equalities impacts.

Legal Income

This proposal is based on maintaining and maximising additional legal income. The current increase in income – which the service expects to continue – comes from leaseholder lease extensions, Right to Buy applications, and developers looking to complete their section 106 agreements so that they do not have to retender in the current market (these agreements set out the contributions which developers will make to mitigate the impact of the development). The service is looking at alternative/revised charging processes to consider opportunities to maximise this income.

The screening tool identified that leaseholders, developers and Right to Buy applicants will be impacted if charging processes are revised (though this has not yet been decided). However, the service could mitigate any impacts on protected groups by reducing or waiving legal fees where the use of the service arises out of necessity – for example, where the seeking of a landlord’s consent to carry out works is necessary because of the particular needs of a disabled service user.

Contract Consolidation

The proposal is to consolidate and eliminate third-party contracts in Digital Services to provide better value. Some core costs can be offset through services moving to the cloud, the downgrading of consumption-based contracts (e.g., less use of Zoom), contract renewals and improved auditing of usage. Under the Future Operating model, IT service costs will be transferred to services rather than being held by Digital Services. This will incentivise services to reduce consumption within contracts. The screening tool did not identify any negative equalities impacts.

Council tax increase and additional Adult Social Care precept

The proposals are to increase council tax by the government’s council tax referendum threshold and to include an additional Adult Social Care precept to fund increased costs. The council recognises that council tax is a regressive taxation method within which the more asset rich in society will generally pay proportionately less of their income. Nevertheless, the council has no control over the structure of this tax, which is vital to funding our essential services.

One screening tool was completed for both proposals. The screening tool judged that, given the safety net for residents who struggle to pay council tax, the proposal would not have a negative impact on protected groups. Households on low incomes can apply for a significantly reduced rate of council tax through Islington’s Resident Support Scheme, foster carers are exempt from paying council tax and older people receive a £100 discount.

Previously agreed savings

None of the savings proposals from Resources in the 2022/23 budget required a full EQIA.

i) Public Health

New savings

The budget for 2023/24 sets out two savings proposals, neither of which progressed to a full EQIA. The proposals include:

Introduce Targeted Offer of Oral Health Fluoride Varnish

The proposal is to move from the current, universal, fluoride varnish offer for children aged 3-7 to a more targeted offer for children aged 3-7 years old within selected Children's Centres and Primary School based on levels of deprivation and tooth decay. Fluoride varnish will remain freely available through general dental services, and the proposal will only be implemented if payment for the fluoride varnish offer within schools and early years settings is not transferred to the NHS.

The screening tool identified that some children and families could struggle to access general dental services, for example because of language barriers or not being signed up to a general dental practice. However, if the proposal is implemented, Public Health will work with dental commissioners on a communications campaign to promote fluoride varnish and will develop a more targeted fluoride varnish offer at a smaller scale. This will mitigate the proposal's potential equalities impacts.

Commissioning Efficiency – containing commissioning cost increases in order to release PH Grant uplift

The proposal is to work with commissioned services to deliver efficiencies. Depending on the service type, this will build on the adoption of new delivery models and ways of working developed during the Covid-19 pandemic, such as increased use of online and remote appointments and support.

By containing commissioning costs growth, the department will be able to release the Public Health grant uplift awarded in the financial year 2022/23, which will be re-invested in other eligible expenditure across the council.

The screening tool did not identify any negative equalities impacts.

Previously agreed savings

None of the savings proposals from Resources in the 2022/23 budget required a full EQIA.

6. Staffing Impacts

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

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

Our established organisational change process ensures we support all of our staff through this change. Where restructures are proposed we carry out a comprehensive Staffing Impact Assessment that identifies the implications for those with protected characteristics and finds ways to mitigate accordingly.

Where a redundancy situation is possible, we will take a number of steps including:

- not filling vacancies in advance of a restructure so as many opportunities as possible are available to our existing staff
- using our redeployment process to help staff at risk find suitable alternative employment within the council
- considering alternative options to redundancy such as early retirement, flexible working or other 'working differently' options.
- stress management support and counselling services will be offered to staff through the Employee Assist Programme to help them cope with the additional pressures that structural change may bring.

We have an ongoing commitment to making Islington an employer of choice and are Timewise accredited, supporting flexible working opportunities available where possible, including condensed hours, flexible start and end times and part time working.

The Council is committed to a workforce that is representative of the borough at all levels and will continue to look for new ways to improve progression routes for staff and equip them to be senior managers of the future. We will continue to promote our staff equality forums as a way of engaging with staff and working together to continually improve their experience of working in Islington.

7. Human Rights and Safeguarding

Human Rights

It is unlawful for the council to act in a way that is incompatible with a European Convention right (unless the council could not have acted differently as a result of a statutory provision).

An interference with a qualified right (e.g., the right to respect for private and family life) is not unlawful if the council acts in accordance with the law and the interference is necessary in a democratic society.

In deciding whether the interference is necessary, the law applies a proportionality test, including whether a fair balance has been struck between the rights of the individual and the interests of the community.

Safeguarding

Implications for safeguarding in Adult Social Care

Proposals outlined in this document build on the Council's work on Making Safeguarding Personal (MSP). MSP is enshrined in the Care Act (2014) and the Pan London Safeguarding Adults Policies and Procedures.

MSP puts the person at risk of harm or abuse at the centre of decisions and actions about them. Just like the Strengths Based Practice approach for general social work activities, MSP respects that adults often bring ideas and solutions which will work best for them and the outcomes they need support in achieving.

This means that safeguarding adults continues to be integral in the work we are undertaking to really embed strengths-based practice. Ensuring vulnerable adults are safe and focusing on wellbeing is a core element of strengths-based practice and ensures there is consistency in approach whether we are working with a vulnerable person on a support plan or a safeguarding plan.

Implications for safeguarding in Children's Services

Safeguarding children is about protecting them from maltreatment, preventing their health and development being impaired, ensuring that they grow up in environments which provide safe and effective care and taking action to enable all children to have the best outcomes.

The mitigation identified for each proposal reduces very significantly the risk of poor safeguarding practice. The council's mitigation should include not adopting any policy where safeguarding practice is adversely affected.

The proposals put forward have been tested against effective safeguarding practice. A broad range of quality assurance measures are already in place and will continue to be monitored and responded to robustly.

8. Monitoring

This year, the Equalities Team has reviewed the equalities impacts from current savings to screen for any unexpected impacts as the projects have progressed – this process will continue.

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

Annex A: Public Sector Equality Duty

Section 149 of the Equality Act 2010 provides that:

- (1) A public authority must, in the exercise of its functions, have due regard to the need to —
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- (2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).
- (3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to —
 - (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- (4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- (5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to —
 - (a) tackle prejudice, and
 - (b) promote understanding.
- (6) Compliance with the duties in this section may involve treating some persons more favorably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.
- (7) The relevant protected characteristics are —
 - age
 - disability
 - gender reassignment, including non-binary and gender-fluid identification

- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

(8) A reference to conduct that is prohibited by or under this Act includes a reference to —

(a) a breach of an equality clause or rule;

(b) a breach of a non-discrimination rule.

(9) Schedule 18 (exceptions) has effect.

Appendix H: London Borough of Islington Pay Policy Statement 2023/2024

The London Borough of Islington supports openness and accountability and is pleased to publish its Pay Policy Statement and reaffirm its commitment to pay its employees on a fair basis to reflect the work that they do, some of whom are residents of the borough, and reduce inequality.

In compliance with the statutory provisions of section 38 of the Localism Act 2011, this annual statement outlines the Council's pay policy and benefits for Council employees and specifically for its Chief Officers and senior management. This pay policy is reviewed annually and is included with the budget setting report that is agreed at Full Council. This statement does not apply to Council employees based in Schools.

Updates since the last annual report for 2022/2023

National Pay Agreement

There has been a national pay agreement for Local Government Services employees, with effect from 1 April 2022, and this has added the following amounts to all pay points (spinal column points 2-65) for staff at Islington Council in the grade range scale 1 to principal Officer 11 as below:

- An increase of £2,355 on all London pay points and £1,925 on out of London pay scales, i.e. Ashton and Cardfields
- Planned overtime rates and allowances increased by 4.04%.

For Chief Officers (all senior management posts above PO11), grade range CO4 to CO1 including the Chief Executive, a similar national agreement was reached. With effect from 1 April 2022, all pay points to be increased by £1,925.

The pay scales and allowances have since all been updated accordingly.

Annual Leave Increase

The NJC has agreed that from 1 April 2023, all employees covered by this National Agreement which includes Islington Borough Council, regardless of their current leave entitlement or length of service, will receive a permanent increase of one day (pro rata for part-timers) to their annual leave entitlement.

London Living Wage Update

The London Living Wage has been increased from £11.05 to £11.95 per hour or £21,808 per annum. Islington Council's lowest paid employees are currently paid the London Living Wage and this new rate will apply from January 2023.

The Restrictions of Public Sector Exit Payments (Revocation) Regulations 2021 (Exit Payment Cap Directions 2021)

Legislation formerly introduced to cap exit payments of public sector workers at a maximum amount of £95,000 from November 2020 under The Restrictions of Public Sector Exit Payments Regulations 2020 has been withdrawn.

Realignment of Corporate Management Board Portfolios

The Council has recently undertaken a portfolio review to ensure that the Council's services are best configured to deliver its ambitious plans, while also contributing to its challenging savings targets. Following approval of the proposals, in January 2023 there will be a requirement to transfer budgets between departments to match the cash limit with the revised costs of the overall structure. There are some senior management job changes, and these are shown in table 1 for Chief Officer pay bandings.

LGPS Pension Scheme

Islington Council's policy on abatement of pensions following receipt of a pension resulting from either voluntary or compulsory redundancy was amended in September 2016. Islington Council pension payments are **not** subject to abatement (this means no reduction is applied) where re-employment is obtained either in local government or elsewhere. This has not been updated in previous annual statements and is now included for accuracy.

1. Chief Officer Pay scales

The Council defines its senior management as the top tiers in the management structure. The Council's Chief Officers, as defined in the Localism Act, are its Chief Executive, senior officers reporting to the Chief Executive (Corporate Directors) and senior officers reporting to the Corporate Directors.

The Council's Chief Executive is paid on a spot salary, and this is currently £194,864 per annum.

Chief Officers, as defined in the Localism Act, are paid on the council's Chief Officer pay scale. While the scale comprises five separate salary bands, this is locally determined, and Islington Council does not currently use the highest-grade range CO1+ (£145,460 to £156,230) although it has done historically for some roles.

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

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

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

Table 1 sets out details of the Chief Officer posts paid on the Chief Officer scale effective from 1 April 2022 and the pay band which applies to each post.

Table 1 – Chief Officer Pay Bandings

As of 1 January 2023, there are currently 6 Chief Officer roles at CO1 level, 21 Chief Officer roles at CO2 level and 1 role at CO4 level as defined by Localism Act, as they report into a Corporate Director. Only Chief Officers are shown in the Table 1. Some senior manager posts which are not Chief Officers, for the purposes of reporting under the Localism Act, are also paid on this salary scale but are not included. Following a recent consultation and realignment of Corporate Management Board Portfolios, Chief Officer roles highlighted in green are new posts and those in yellow will no longer exist in the new senior management structure which is due to be implemented March 2023.

Grade	Pay Banding £	Number of points in pay banding including threshold point	Job role
CO1	121,316-145,529	10	Corporate Director of Environment Corporate Director of Children's Services Corporate Director of Resources Corporate Director of Homes & Neighbourhood Partnership Director of Fairer Together Corporate Director of Community Wealth Building Corporate Director, Strategy, Community Engagement & Wellbeing
CO2	110,021-124,181	7	Director of Community Solutions Director of New Build Homes and Corporate Landlord Services Director of Housing Operations and Deputy Corporate Director Director of Community Safety, Security and Resilience Director of Law and Governance Director of Human Resources Director of Finance Director of Digital Services Director of New Build Director of Housing Property Services Director Housing Needs and Strategy Director of Homes and Community Safety Director of Family Support and Safeguarding Director of Integrated & Strategic Commissioning

			Director of Young Islington Director of Learning & Achievement Director of Adult Social Care Director of Public Protection Director of Environment & Commercial Operations Director of Climate Change and Transport Director of Early Intervention & Prevention Director of Inclusive Economy & Jobs Director of Corporate Landlord Services Director of Planning and Development Director of Public Health*
CO3	92,918-109,547	7	No Chief Officers as defined by the Localism Act
CO4	79,238-96,008	7	Assistant Director of Communications and Change

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

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

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

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

2. Pay ratios

The council is committed to tackling income inequality as a means of ensuring a fairer Islington and is setting an example to other local employers by reducing the pay differential between the lowest and highest paid employees. The council also works with other local employers and its own contractors to ensure that the London Living Wage is the minimum pay to their staff.

The information below describes the pay ratio between the council's highest paid employee (the Chief Executive who is on a salary of £194,864 per annum and other staff by reference to the following:

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

Reference Point		Annual Salary	Ratio to highest paid employee salary
i)	lowest paid full time council employee – London Living Wage £11.95 per hour	£21,808	1:8.93
ii)	Most common salary paid to a council employee (the mode)	£38,934	1:5.00
iii)	Mid -point between the highest and lowest salaries (the median)	£38,934	1:5:00
iv)	Average salary (the mean)	£40,296	1:4:84

The Islington Fairness Commission, set up by the council in June 2010 to look into how to make the borough a fairer place, produced its final report in June 2011. This report recommended that the pay ratio between the highest and lowest salaries should be no more than 1:10. This was adopted as policy by the council in its Corporate Strategy. The current pay ratio is at 1:8:93. This is below the recommended ratio between the highest and lowest salary (1:10).

3. Recruitment of Chief Officers

Recruitment to Chief Officer Posts at Corporate Director and Director level is covered by the requirements of the Council's Officer Employment Procedure Rules as set out in the Council's Constitution. The appointment of the Chief Executive is subject to the approval of the full Council. The appointment of other eligible Chief Officers is by the Personnel Sub-Committee.

The starting salary level of such officers is also agreed by the Personnel Sub-Committee. This ensures that elected councillors are accountable for the salaries of these senior appointments and that they are made in a transparent way without delay to appointment processes. New entrants to the council are generally appointed to the first point of the pay scale. Only in exceptional circumstances, such as the need to match a candidate's existing salary are appointments made above the first point of the salary scale. All new entrants to the council are placed on a probationary period of six months, regardless of previous local government service,

including senior staff. During this time, the new recruit is expected to demonstrate their suitability for their job role. Failure to do so could lead to their appointment being terminated. Employees who successfully complete their probationary period are entitled to a salary increment, if it would otherwise mean that they would have to wait more than twelve months for their next salary increment.

On occasion, individuals are appointed on an interim basis to cover a vacant Chief Officer post, whether directly employed or engaged through an agency or as a contractor. The council takes a proactive and stringent approach to ensuring that all arrangements are lawful, follow procurement rules, represent value for money and properly reflect the substance of the relationship between the council and the individual concerned.

4. Pension Arrangements

All council employees up to 75 years of age and who have a contract for at least three months service are auto enrolled into the Local Government Pension Scheme (LGPS). There is also a scheme for staff to enhance their pension benefits by taking out Additional Voluntary Contributions and the current AVC scheme provides tax relief on contributions made. A new Shared Cost AVC scheme is planned for implementation in 2023 which will in addition, enable national insurance savings to be made providing a cost-efficient way for staff to save more money for their retirement.

The LGPS is a contributory scheme, whereby the employee contributes to the scheme from their own salary. Details of the Council's policy and benefits of the scheme are published on the staff intranet and LGPS website including contributions levels paid according to salary. Employers' contributions to the LGPS vary to ensure that the benefits under the scheme are properly funded and are set independently.

The LGPS scheme offers the option to pay lower contributions for a short time where finances are tight, which is can be helpful given the current cost of living crisis. Scheme members can elect to move to the 50/50 section of the scheme and pay half the normal contributions. Regardless of which section of the scheme staff are in, all members will get full life assurance cover. There is a right to opt out of the scheme and employees can make their own private pension arrangements if they wish.

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

The Council includes staff that are transferred in from the NHS, and they continue to contribute to the NHS Pension scheme which is also a contributory scheme based on salary. These rates are subject to review by Government with the employer's contributions also determined by the Government.

5. Additional Payments

The council recognises that in certain, limited circumstances additional payments may need to be attached to particular posts because of recruitment difficulties or particular employees may need to be remunerated or awarded an additional payment above that of their normal pay scale either

for exceptional performance or additional work undertaken. Such payments must be authorised in advance by senior management and are available to all Council employees except those employed in schools. Market supplements are applied following a robust evidence-based case that meets the criteria defined in the Market Supplement Policy.

Table 4 - Allowances

Type of allowance	Reason for Payment include:
Honorarium payments	One-off piece of work outside normal scope of duties, work or additional duties which falls short of taking on the full duties of a higher graded job, temporarily carrying out some but not all duties of an officer on a higher graded post.
Market Factor Supplement	To attract and retain employees with specialist skills in a competitive and/or changing job market, to enable an effective workforce to provide high quality public services.

The Corporate Director of Resources post receives an allowance for statutory duties as the Council's s.151 officer. Section 151 of the Local Government Act 1972 requires local authorities to decide for the proper administration of their financial affairs and appoint a S151 Officer, also known as a Chief Financial Officer (CFO), to have responsibility for those arrangements. As such, the CFO must lead on a local authority's financial functions and ensure they are fit for purpose.

The Director of IT and Digital Services post attracted a Market Factor Supplement of £5,000 during the 2022/23 year.

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

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

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

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

6. Hours of work

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

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

7. Annual and other leave arrangements

Annual leave plays an important part of the council's commitment to work-life balance. The Chief Executive and senior officers of the council on Chief Officer Pay and conditions are entitled to 27 days' annual leave and after five years' continuous local government service a further 5 days. London based employees receive 27 days' annual leave with an additional five days after five years' service. Staff also, in addition to annual leave, receive three privilege days and eight bank holidays per year. A maximum carry over of 5 days is permitted where leave has not been able to be taken due to work demands. In line with the recent NJC Agreement, from 1 April 2023, all employees will receive a permanent increase to the above entitlement of one day (pro rata for part-timers).

8. Benefits

To maintain employee engagement, the council recognises, particularly in the current financial climate, that it is important to reward and motivate staff through other non-salaried means. The council promotes a range of benefits which all staff, irrespective of grade, can access. These include training support, flexible and hybrid-working, salary sacrifice schemes including pension, childcare vouchers and information technology and bike schemes. There are interest free travel loans for commuting to work. There are many discounted shopping and service benefits such as discounted gym membership, holiday and travel offers. Staff are updated regarding benefits and promotions by email and the staff intranet. Professional fees and charges will be paid where this is a requirement of the role. Any benefits, gifts or hospitality must be properly authorised and recorded in accordance with the Council's Code of Conduct.

9. Leaving the Council

Employees who voluntarily resign from the council are not entitled to a termination payment. If the Council terminates the employment of an employee, including a Chief Officer, on the grounds of redundancy, they will be entitled to a redundancy payment based on the statutory redundancy scheme with regards the calculation of the number of week's redundancy pay but, as sanctioned in the Local Government (Early Termination of Employment) Discretionary Compensation Regulations, actual salary is used rather than the statutory maximum per week (currently £571 per week).

From time-to-time the Council may run non contractual schemes to reduce staff numbers where there are challenging financial pressures that could result in compulsory redundancies. The Council has therefore run voluntary redundancy schemes in the past and in November 2022

launched a Voluntary Business Efficiency and Redundancy Scheme where staff could apply for approval, where there was a business case to delete their substantive post or to enable their release where savings could be made from elsewhere, on the grounds of business efficiency. The payments and benefits for termination of employment are contained within the individual schemes run and are made available to all staff.

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

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

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

The Audit Committee (or its Personnel Sub-Committee) will also approve any payment outside of established contractual, statutory; or other right such as but not limited to ex-gratia or settlement payments funded by the council in line with guidance set out by the Treasury on Special Severance Payments (SSPs) issued in May 2021. This ensures that elected councillors are accountable for payments made in these circumstances without delay to finalising arrangements.

SSPs are exceptional and are required to be value for money. SSPs will be personally approved and signed off by the Chief Executive Officer with a record of the Leader's approval. SSPs are still reported in accordance with existing guidance on reporting exit payments within the Council and the Council will disclose in its annual report and accounts, anonymous information about all exit payments including SSPs paid during the financial year, including the relevant band that the payment falls into.

10. Returning to work for the council after leaving

Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be on merit. Employees who leave the council voluntarily without a severance payment are free to apply for jobs that are advertised at their discretion.

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

Employees who leave the council with an enhanced severance package will not normally be re-employed or engaged under a contract for services for a period of two years. Employees who leave the council on ill-health retirement with the possibility of a return to work under the Local

Government Pension Scheme Regulations or who are granted early retirement will be considered on a case-by-case basis depending upon the circumstances and having due regard to their termination package.

Appendix I: Retail Relief Scheme 2023/24

1. Introduction

- 1.1. In the 2018 Budget, the Government introduced a new relief scheme for retail properties and these 'retail relief' schemes have existed, albeit with some variations, since the 2019/20 financial year. This paper addresses the need to adopt the government's scheme variation, for the financial year 2023/2024.
- 1.2. To this end, we recommend the adoption of the local policy described below, to award Retail Relief in accordance with the Discretionary Rate Relief powers as contained within Section 47 of the Local Government Finance Act 1988 (as amended), for the year 2023/2024.
- 1.3. The Islington Retail Relief Scheme proposed reflects the Government's guidance.
- 1.4. This guidance can be found at: <https://www.gov.uk/government/publications/business-rates-relief-202324-retail-hospitality-and-leisure-scheme-local-authority-guidance>

2. Islington Retail Relief Scheme 2023/2024

- 2.1. The Islington Retail Relief Scheme 2023/2024 will award Retail Relief to qualifying businesses equivalent to 75% of their daily rates charge in respect of chargeable days during the financial year 2023/24 subject to a cash cap of £110,000 per business and on the condition that the ratepayer for that chargeable day has not refused the relief for the eligible hereditament.
- 2.2. The ratepayer may refuse the relief for each eligible hereditament anytime up to 30 April 2024. The ratepayer cannot withdraw their refusal for either all or part of the financial year.

Which properties will benefit from relief?

- 2.3. Properties that will benefit from the relief will be occupied hereditaments that are wholly or mainly being used:
 - a. as shops, restaurants, cafes, drinking establishments, cinemas and live music venues,
 - b. for assembly and leisure; or
 - c. as hotels, guest and boarding premises and self-catering accommodation
- 2.4. It is considered shops, restaurants, cafes and drinking establishments, cinemas and live music venues to mean:
 - i. Hereditaments that are being used for the sale of goods to visiting members of the public:**
 - Shops (such as: florists, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licences, chemists, newsagents, hardware stores, supermarkets, etc)
 - Charity shops
 - Opticians
 - Post offices
 - Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
 - Car/caravan show rooms
 - Second-hand car lots
 - Markets
 - Petrol stations
 - Garden centres
 - Art galleries (where art is for sale/

ii. Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Hair and beauty services (such as: hairdressers, nail bars, beauty salons, tanning shops, etc)
- Shoe repairs/key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/TV/domestic appliance repair
- Funeral directors
- Photo processing
- Tool hire
- Car hire

iii. Hereditaments that are being used for the sale of food and/or drink to visiting members of the public:

- Restaurants
- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

iv. Hereditaments which are being used as cinemas

v. Hereditaments that are being used as live music venues:

- live music venues are hereditaments wholly or mainly used for the performance of live music for the purpose of entertaining an audience. Hereditaments cannot be considered a live music venue for the purpose of business rates relief where a venue is wholly or mainly used as a nightclub or a theatre, for the purposes of the Town and Country Planning (Use Classes) Order 1987 (as amended).
- Hereditaments can be a live music venue even if used for other activities, but only if those other activities (i) are merely ancillary or incidental to the performance of live music (e.g. the sale/supply of alcohol to audience members) or (ii) do not affect the fact that the primary activity for the premises is the performance of live music (e.g. because those other activities are insufficiently regular or frequent, such as a polling station or a fortnightly community event).
- There may be circumstances in which it is difficult to tell whether an activity is a performance of live music or, instead, the playing of recorded music. Although we would expect this would be clear in most circumstances, guidance on this may be found in

2.5. We consider assembly and leisure to mean:

i. Hereditaments that are being used for the provision of sport, leisure and facilities to visiting members of the public (including for the viewing of such activities).

- Sports grounds and clubs
- Museums and art galleries
- Nightclubs
- Sport and leisure facilities
- Stately homes and historic houses
- Theatres
- Tourist attractions
- Gyms
- Wellness centres, spas, massage parlours
- Casinos, gambling clubs and bingo halls

ii. Hereditaments that are being used for the assembly of visiting members of the public.

- Public halls
- Clubhouses, clubs and institutions

We consider hotels, guest and boarding premises and self-catering accommodation to mean:

iii. Hereditaments where the non-domestic part is being used for the provision of living accommodation as a business:

- Hotels, Guest and Boarding Houses
- Holiday homes
- Caravan parks and sites

2.6. To qualify for the relief the hereditament should be wholly or mainly being used for the above qualifying purposes. In a similar way to other reliefs (such as charity relief), this is a test on use rather than occupation. Therefore, hereditaments which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.

2.7. The list set out above is not intended to be exhaustive as it would be impossible to list the many and varied uses that exist within the qualifying purposes. There will also be mixed uses. However, it is intended to be a guide for businesses as to the types of uses that the Council considers for this purpose to be eligible for relief. The Council will determine whether particular properties not listed are broadly similar in nature to those above and, if so, to consider them eligible for the relief. Conversely, properties that are not broadly similar in nature to those listed above should not be eligible for the relief.

2.8. The list below sets out the types of uses that the Council does not consider to be an eligible use for the purpose of this relief. The Council will determine whether particular properties are

¹ The statutory guidance can be accessed here:

broadly similar in nature to those below and, if so, to consider them not eligible for the relief under their local scheme.

iv. Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Financial services (e.g. banks, building societies, cash points, bureaux de change, short term loan providers, betting shops, pawn brokers)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, employment agencies, estate agents, letting agents)
- Post office sorting offices
- Businesses whose main function is to rent out rooms or office space, conference centres, training facilities, remote working facilities
- Businesses whose main function is to provide services or goods to the building industry, builders merchants, timber yards, plumbers merchants

- 2.9. In line with the legal restrictions in section 47(8A) of the Local Government Finance Act 1988, billing authorities may not grant the discount to themselves, a precepting authority, or a functional body, within the meaning of the Greater London Authority Act 1999.
- 2.10. Retail Relief will normally be awarded pro-actively by the Council using information it already holds about the rateable value and nature of the business. However, any business who considers themselves to qualify can apply for this relief by sending an email to Business.Rates@islington.gov.uk asking for an assessment. The decision on any award is delegated to the Director of Finance who in turn can authorise officers in their service directorate to take such decisions on his behalf.
- 2.11. State Aid (De Minimis Regulations) and Subsidy Allowance rules will apply when granting Retail Relief and ratepayers will be required to declare any such Aid or Allowance either at the application stage or after the award is made if it is made proactively.
- 2.12. An appeal against a refusal to award on the grounds of whether it is occupied and is being wholly or mainly being used for one of the qualifying purposes in 6.2 can be made to the Council within one month of the Council's notification to the rate payer of this refusal. Any appeal will be considered by the Head of Revenues and Technical Services within a reasonable time period of its submission.
- 2.13. Retail Relief will be calculated in the same format as Business Rate charges and apportioned accordingly, if the occupation, other reliefs or rateable value of a premises, changes. Any award will be credited to the business rates account that is maintained by the Council.
- 2.14. Any award made in error or applied for by the ratepayer or his representative fraudulently, may be recovered by the Council.

Extract from Business Rates Information Letter (7/2022)



Ministry of Housing,
Communities &
Local Government

21 December 2022

Non-Domestic Rates Team
LGF – Local Taxation
SE Quarter - 2nd Floor Fry Building
2 Marsham Street
London SW1P 4DF

ndr@levellingup.gov.uk

Chief Finance Officers of English Billing Authorities

FOR THE ATTENTION OF THE BUSINESS RATES SECTION

Dear Chief Finance Officer

Business Rates Information Letter (7/2022): Business Rates guidance and general information

Start of extract:

“2023/24 Retail, Hospitality and Leisure (RHL) relief scheme guidance

At Autumn Statement 2022 the Chancellor announced a new business rates relief scheme for retail, hospitality, and leisure properties, worth an estimated £2.1 billion in 2023-24.

The 2023/24 Retail, Hospitality and Leisure (RHL) relief scheme will provide eligible, occupied, retail, hospitality, and leisure properties with 75% relief, up to a cash cap of £110,000 per business.

Under the cash cap, no ratepayer can in any circumstances exceed the £110,000 cash cap across all of their hereditaments in England. Where a ratepayer has a qualifying connection with another ratepayer then those ratepayers should be considered as one ratepayer for the purposes of the cash caps.

The RHL relief scheme guidance provides local authorities with information about the intended operation and delivery of the policy. The Government anticipates that local authorities will include details of the relief to be provided to eligible ratepayers for 2023/24 in their bills for the beginning of the 2023/24 billing cycle.

The Government has published guidance setting out the eligibility criteria for the scheme. This guidance can be found at: <https://www.gov.uk/government/publications/business-rates-relief-202324-retail1hospitality-and-leisure-scheme-local-authority-guidance>”

End of Extract

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Appendix J1: GLL Activity Prices 2023/24

Department	Fee/ Charge	Description/Unit	Better H&F over 60		Better H&F Adult Con		Better H&F Adult Non Mem		Better H&F Adult		Better H&F Jnr Non Mem		Better H&F Junior		Better H&F Jnr Con	
			2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price
Activities	Badminton	Adult Club/League	£ 5.76	£ 6.34	£ 5.76	£ 6.34	£ 8.86	£ 9.74	£ 6.03	£ 6.63	-	0.00	£ 4.89	£ 5.38	-	0.00
Activities	Badminton	Clinic/Club	£ 7.34	£ 8.08	£ 7.34	£ 8.08	£ 9.79	£ 10.76	£ 8.39	£ 9.23	-	0.00	£ 6.28	£ 6.91	-	0.00
Activities	Badminton	Course x five	£ 51.61	£ 56.77	£ 51.61	£ 56.77	£ 62.62	£ 68.89	£ 55.11	£ 60.62	-	0.00	£ 53.05	£ 58.35	-	0.00
Activities	Badminton	Court 55 minutes: Off peak	£ 8.42	£ 9.26	£ 9.44	£ 10.38	£ 12.00	£ 13.20	£ 10.09	£ 11.10	-	0.00	£ 9.58	£ 10.54	-	0.00
Activities	Badminton	Court 55 minutes: Peak	£ 13.46	£ 14.81	£ 13.57	£ 14.92	£ 17.61	£ 19.37	£ 14.52	£ 15.98	-	0.00	£ 14.11	£ 15.52	-	0.00
Activities	Badminton	Junior Clinic/ Club 2 hrs	-	-	-	-	-	-	-	-	£ 6.03	£ 6.63	-	-	£ 3.37	£ 3.70
Activities	Badminton	Racket hire	£ 2.65	£ 2.92	£ 2.60	£ 2.86	£ 2.83	£ 3.12	£ 2.88	£ 3.17	£ 2.73	£ 3.00	£ 2.78	£ 3.06	£ 2.65	£ 2.92
Activities	Basketball	1hr Basketball	£ 87.87	£ 96.66	£ 87.92	£ 96.72	£ 106.55	£ 117.21	£ 94.04	£ 103.44	£ 103.72	£ 114.09	£ 91.46	£ 100.61	£ 87.98	£ 96.77
Activities	Basketball	2hr open session-Sobell	-	-	-	-	-	-	-	-	£ 6.03	£ 6.63	£ 4.79	£ 5.27	£ 3.37	£ 3.70
Activities	Basketball	Basketball at Finsbury	£ 58.55	£ 64.40	£ 58.55	£ 64.40	£ 75.24	£ 82.77	£ 62.57	£ 68.83	£ 73.13	£ 80.44	£ 60.31	£ 66.34	£ 58.60	£ 64.46
Activities	Basketball	Block Booking at Sobell	£ 87.92	£ 96.72	£ 87.87	£ 96.66	£ 106.55	£ 117.21	£ 94.04	£ 103.44	£ 101.66	£ 111.83	£ 90.49	£ 99.53	£ 87.98	£ 96.77
Activities	Classes	Aerobics 55 Mins: Off-peak	£ 2.45	£ 2.69	£ 3.83	£ 4.21	£ 8.45	£ 9.29	£ 6.54	£ 7.19	-	0.00	-	-	-	0.00
Activities	Classes	Aerobics 55 Mins: Peak	£ 3.06	£ 3.37	£ 5.20	£ 5.72	£ 10.09	£ 11.10	£ 8.24	£ 9.06	-	0.00	-	-	-	0.00
Activities	Classes	Aerobics 55+ mins: Off-peak	£ 2.96	£ 3.25	£ 4.94	£ 5.44	£ 9.48	£ 10.42	£ 8.24	£ 9.06	-	0.00	-	-	-	0.00
Activities	Classes	Aerobics 55+ mins: Peak	£ 3.16	£ 3.48	£ 5.05	£ 5.55	£ 10.87	£ 11.95	£ 9.12	£ 10.03	-	0.00	-	-	-	0.00
Activities	Classes	Mind and Body 1hour+: Off-peak	£ 2.96	£ 3.25	£ 5.31	£ 5.84	£ 10.35	£ 11.39	£ 8.96	£ 9.86	-	0.00	-	-	-	0.00
Activities	Classes	Mind and Body 1 hour+: Peak	£ 3.16	£ 3.48	£ 5.81	£ 6.40	£ 12.36	£ 13.60	£ 10.50	£ 11.55	-	0.00	-	-	-	0.00
Activities	Classes	Running Club	£ 2.96	£ 3.25	-	-	£ 5.10	£ 5.61	£ 3.81	£ 4.19	-	0.00	-	-	-	0.00
Activities	Gym Session	Gym with swim: peak- Inclusive	-	-	£ 5.20	£ 5.72	£ 9.01	£ 9.92	-	-	-	0.00	-	-	-	0.00
Activities	Gym Session	Cally Gym with Swim- Off peak	-	-	£ 2.96	£ 3.25	£ 6.70	£ 7.36	-	-	-	0.00	-	-	-	0.00
Activities	Gym Session	Cally Gym with Swim- peak	£ 2.96	£ 3.25	£ 4.08	£ 4.49	£ 6.70	£ 7.36	-	-	-	0.00	-	-	-	0.00
Activities	Gym Session	gym with swim: off-peak	£ 2.44	£ 2.69	£ 4.03	£ 4.43	£ 9.01	£ 9.92	-	-	-	0.00	-	-	-	0.00
Activities	Gym Session	gym with swim: Peak	£ 2.96	£ 3.25	£ 5.15	£ 5.67	£ 5.67	£ 6.23	-	-	-	0.00	-	-	-	0.00
Activities	Gym Session	Non Member day membership Cally	-	-	-	-	£ 12.05	£ 13.26	-	-	-	0.00	-	-	-	0.00
Activities	Gym Session	Non Member day membership Highbury	-	-	-	-	£ 12.05	£ 13.26	-	-	-	0.00	-	-	-	0.00
Activities	Gym Session	Non Member day membership Other	-	-	-	-	-	-	-	-	-	0.00	-	-	-	0.00
Activities	Gym Session	Gym	-	-	-	-	£ 12.05	£ 13.26	-	-	-	0.00	-	-	-	0.00
Activities	Ice Rink	After School Session	-	-	-	-	-	-	-	-	£ 6.03	£ 6.63	£ 4.79	£ 5.27	£ 3.37	£ 3.70
Activities	Ice Rink	under 5's	-	-	-	-	-	-	-	-	£ 3.60	£ 3.97	£ 2.47	£ 2.72	£ 1.33	£ 1.46
Activities	Ice Rink	Skate Hire	-	-	-	-	£ 1.55	£ 1.70	-	-	£ 1.55	£ 1.70	-	-	-	0.00
Activities	Ice Rink	Skating per session	-	-	£ 4.18	£ 4.60	£ 7.57	£ 8.33	£ 5.10	£ 5.61	£ 6.03	£ 6.63	£ 4.79	£ 5.27	£ 3.37	£ 3.70
Activities	Sauna Session	Sauna	£ 3.01	£ 3.31	£ 5.15	£ 5.67	£ 10.09	£ 11.10	£ 8.19	£ 9.01	-	0.00	-	-	-	0.00
Activities	Sauna Session	Sauna Partial Service	£ 2.44	£ 2.69	£ 5.20	£ 5.72	£ 7.47	£ 8.21	£ 6.70	£ 7.36	-	0.00	-	-	-	0.00
Activities	Swimming	Aqua Classes 55min	£ 1.02	£ 1.12	£ 4.03	£ 4.43	£ 8.45	£ 9.29	£ 6.28	£ 6.91	£ 4.84	£ 5.33	£ 3.61	£ 3.97	£ 2.65	£ 2.92
Activities	Swimming	Casual/Lane Swim	£ 1.02	£ 1.12	£ 2.60	£ 2.86	£ 5.51	£ 6.06	£ 4.58	£ 5.04	£ 3.09	£ 3.40	£ 1.03	£ 1.13	-	0.00
Activities	Swimming	Over 60's Free Swimming	-	-	-	-	-	-	-	-	-	0.00	-	-	-	0.00
Activities	Swimming	Swim For A Pound	-	-	-	-	£ 1.08	£ 1.19	-	-	-	0.00	£ 1.03	£ 1.13	-	0.00
Activities	Swimming	Aqua Card Monthly DD	-	-	-	-	£ 35.54	£ 39.09	-	-	-	0.00	-	-	-	0.00
Activities	Table Tennis	Adult Drop in	-	-	£ 4.90	£ 5.39	£ 7.47	£ 8.21	£ 5.87	£ 6.46	-	0.00	-	-	-	0.00
Activities	Table Tennis	Bat Hire	-	-	£ 2.70	£ 2.98	£ 2.99	£ 3.29	£ 2.99	£ 3.29	-	0.00	-	-	-	0.00
Activities	Table Tennis	Court booking	£ 5.51	£ 6.06	£ 5.51	£ 6.06	£ 8.24	£ 9.06	£ 5.87	£ 6.46	-	0.00	-	-	-	0.00
Activities	Table Tennis	Junior drop In	-	-	-	-	-	-	-	-	£ 5.92	£ 6.51	-	-	£ 4.54	£ 4.99
Activities	Tennis Casual	Casual Coached Session	-	-	£ 5.71	£ 6.28	£ 13.18	£ 14.50	£ 10.50	£ 11.55	£ 8.55	£ 9.40	£ 7.16	£ 7.87	£ 3.67	£ 4.04
Activities	Tennis Casual	Munchkin Tennis	-	-	-	-	-	-	-	-	£ 5.00	£ 5.50	£ 3.61	£ 3.97	£ 2.96	£ 3.25
Activities	Tennis Casual	Pay & Play: 2hrs	-	-	£ 4.90	£ 5.39	£ 9.99	£ 10.99	£ 8.86	£ 9.74	-	0.00	-	-	-	0.00
Activities	Tennis Casual	Pay & Play: 3hrs	-	-	£ 5.92	£ 6.51	£ 13.08	£ 14.39	£ 10.72	£ 11.79	-	0.00	-	-	-	0.00
Activities	Tennis Indoor	Adult Playing with Concession/ Child Off	-	-	-	-	£ 14.52	£ 15.98	£ 14.32	£ 15.75	-	0.00	-	-	-	0.00
Activities	Tennis Indoor	Tennis Centre	-	-	£ 6.94	£ 7.63	£ 31.83	£ 35.01	£ 28.27	£ 31.10	-	0.00	-	-	-	0.00
Activities	Tennis Indoor	Tennis : 7am-6pm + w/e	-	-	-	-	-	-	-	-	£ 14.11	£ 15.52	£ 11.43	£ 12.58	-	0.00
Activities	Tennis Indoor	Tennis: off-peak	-	-	£ 6.68	£ 7.35	-	-	-	-	-	0.00	£ 7.05	£ 7.76	-	0.00
Activities	Tennis Indoor	Tennis: Vacant Court	-	-	-	-	-	-	-	-	£ 6.08	£ 6.68	£ 4.89	£ 5.38	-	0.00
Activities	Tennis Outdoor	Adult playing with Concession/ Child off	-	-	-	-	£ 7.00	£ 7.70	-	-	-	0.00	-	-	-	0.00
Activities	Tennis Outdoor	Tennis	-	-	-	-	£ 11.79	£ 12.97	£ 10.15	£ 11.16	£ 5.30	£ 5.83	£ 4.22	£ 4.65	-	0.00
Activities	Tennis Outdoor	Tennis : 7am-6pm + w/e	-	-	-	-	-	-	-	-	£ 5.41	£ 5.95	£ 4.33	£ 4.76	-	0.00
Memberships	Pay and Play	Annual- 60 plus	-	-	-	-	£ 6.18	£ 6.80	-	-	-	0.00	-	-	-	0.00
Memberships	Pay and Play	Annual- Concession	-	-	-	-	£ 30.69	£ 33.76	-	-	-	0.00	-	-	-	0.00
Memberships	Pay and Play	Annual- Junior	-	-	-	-	-	-	-	-	£ 12.20	£ 13.42	-	-	-	0.00
Memberships	Pay and Play	Annual-Junior Concession	-	-	-	-	-	-	-	-	£ 6.08	£ 6.68	-	-	-	0.00

Appendix J1: GLL Activity Prices 2023/24

Department	Fee/Charge	Description/Unit	Better H&F over 60		Better H&F Adult Con		Better H&F Adult Non Mem		Better H&F Adult		Better H&F Jnr Non Mem		Better H&F Junior		Better H&F Jnr Con	
			2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price
Memberships	Pay and Play	Annual- Regular	-	£ -	-	£ -	£ 65.20	£ 71.72	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Archway	Pool: hour	-	£ -	-	£ -	£ 363.38	£ 399.72	£ 313.07	£ 344.37	-	0.00	-	£ -	-	0.00
Centres	Archway	Daytime swim: peak (60+)	£ 1.02	£ 1.12	-	£ -	-	£ -	-	-	-	0.00	-	£ -	-	0.00
Centres	Archway	Fun and waves	£ 1.02	£ 1.12	£ 2.60	£ 2.86	£ 6.70	£ 7.36	£ 4.84	£ 5.33	£ 3.30	3.63	£ 1.65	£ 1.81	-	0.00
Centres	Archway	Lane Swimming	-	£ -	£ 2.65	£ 2.91	£ 5.77	£ 6.34	£ 4.48	£ 4.93	£ 3.09	3.40	£ 1.65	£ 1.81	-	0.00
Centres	Cally	Main Pool: 1hr: CAL	-	£ -	-	£ -	£ 102.70	£ 112.96	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Cally	Main Pool: 1hr: CAL- Anaconda	-	£ -	-	£ -	£ 78.95	£ 86.84	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Cally	Party Pool Hire: additional fee: CAL	-	£ -	-	£ -	£ 23.23	£ 25.55	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Cally	Training Pool: 1hr: CAL- Anaconda	-	£ -	-	£ -	£ 57.73	£ 63.50	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Cally	Training Pool: 1hr: CAL	-	£ -	-	£ -	£ 77.71	£ 85.48	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Cally	Main Pool	-	£ -	-	£ -	£ 169.13	£ 186.04	£ 131.43	£ 144.57	-	0.00	-	£ -	-	0.00
Centres	Cally	Shallow Pool	-	£ -	-	£ -	£ 119.07	£ 130.97	£ 93.99	£ 103.39	-	0.00	-	£ -	-	0.00
Centres	Cally	Cally Master/ Premier Swim	£ 2.55	£ 2.80	£ 2.50	£ 2.75	£ 6.44	£ 7.08	£ 4.33	£ 4.76	£ 3.04	3.34	£ 1.03	£ 1.13	£ 1.02	1.12
Centres	Cally	Parent And Toddler	£ 4.28	£ 4.71	£ 4.03	£ 4.43	£ 7.00	£ 7.70	£ 5.77	£ 6.34	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Activity Room- Day Rate	-	£ -	-	£ -	£ 212.90	£ 234.19	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Activity Room- Per hour	-	£ -	-	£ -	£ 46.35	£ 50.99	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Basement Sport: 1hr: Finsbury	-	£ -	-	£ -	£ 58.35	£ 64.18	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Finsbury	DOJO Hire: per hour	-	£ -	-	£ -	£ 33.17	£ 36.48	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Main Studio- day rate	-	£ -	-	£ -	£ 250.50	£ 275.55	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Main Studio - Per hour	-	£ -	-	£ -	£ 60.10	£ 66.11	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Meeting Room: Community Use	-	£ -	-	£ -	£ 25.08	£ 27.59	£ 12.57	£ 13.82	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Treatment Room	-	£ -	-	£ -	£ 40.74	£ 44.81	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Bouncy Castle	-	£ -	-	£ -	£ 65.20	£ 71.72	£ 56.34	£ 61.98	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Football	-	£ -	-	£ -	£ 65.20	£ 71.72	£ 56.34	£ 61.98	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Party Room	-	£ -	-	£ -	£ 40.17	£ 44.19	£ 33.94	£ 37.33	-	0.00	-	£ -	-	0.00
Centres	Finsbury	5 A-Side Football League	£ 429.37	£ 472.31	£ 429.37	£ 472.31	£ 470.92	£ 518.01	£ 458.97	£ 504.86	-	0.00	-	£ -	-	0.00
Centres	Finsbury	6 A-side Evening League- Per evening	£ 501.99	£ 552.19	£ 501.99	£ 552.19	£ 549.14	£ 604.06	£ 536.53	£ 590.18	-	0.00	-	£ -	-	0.00
Centres	Finsbury	6 A-side Lunchtime football League	£ 501.99	£ 552.19	£ 501.99	£ 552.19	£ 549.14	£ 604.06	£ 536.53	£ 590.18	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Football Hire	£ 3.52	£ 3.87	£ 3.52	£ 3.87	£ 3.86	£ 4.25	£ 3.81	£ 4.19	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Football League deposit	-	£ -	-	£ -	£ 125.25	£ 137.77	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Small Pitch 45 min: Peak	£ 76.19	£ 83.81	£ 76.19	£ 83.81	£ 87.70	£ 96.47	£ 81.52	£ 89.68	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Small Pitch Junior 45 min: Off-peak	-	£ -	-	£ -	-	£ -	-	£ 31.52	34.67	£ 27.66	£ 30.42	£ 26.62	29.28	
Centres	Finsbury	Small Pitch Off-peak weekends	£ 56.92	£ 62.61	£ 56.92	£ 62.61	£ 67.26	£ 73.98	£ 60.77	£ 66.85	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Squash Clinic- Finsbury	£ 5.61	£ 6.17	£ 5.61	£ 6.17	£ 8.24	£ 9.06	£ 6.08	£ 6.68	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Court 40min:FLC: Off-peak	£ 9.18	£ 10.10	£ 9.18	£ 10.10	£ 11.95	£ 13.14	£ 9.79	£ 10.76	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Court 40min:FLC: Peak	£ 10.91	£ 12.01	£ 10.91	£ 12.01	£ 14.47	£ 15.92	£ 11.69	£ 12.86	-	0.00	-	£ -	-	0.00
Centres	Finsbury	Sport Session (Finsbury)	-	£ -	-	£ -	-	£ -	-	£ 5.97	6.57	£ 4.84	£ 5.33	£ 2.30	2.52	
Centres	IRB	Main pool hire	-	£ -	-	£ -	£ 102.79	£ 113.07	-	£ -	-	0.00	-	£ -	-	0.00
Centres	IRB	Teaching pool hire	-	£ -	-	£ -	£ 77.71	£ 85.48	-	£ -	-	0.00	-	£ -	-	0.00
Centres	IRB	Self Service 7kg wash	-	£ -	£ 5.20	£ 5.72	£ 8.19	£ 9.01	£ 7.31	£ 8.04	-	0.00	-	£ -	-	0.00
Centres	IRB	Self Service 16kg wash	-	£ -	£ 7.59	£ 8.35	£ 11.69	£ 12.86	£ 10.45	£ 11.49	-	0.00	-	£ -	-	0.00
Centres	IRB	Self Service Dry	-	£ -	£ 1.73	£ 1.91	£ 4.12	£ 4.53	£ 2.27	£ 2.49	-	0.00	-	£ -	-	0.00
Centres	IRB	Ironing service 5 item	-	£ -	£ 2.70	£ 2.98	£ 4.48	£ 4.93	£ 4.48	£ 4.93	-	0.00	-	£ -	-	0.00
Centres	IRB	SPA London	£ 10.35	£ 11.39	£ 10.10	£ 11.11	£ 28.43	£ 31.28	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Tennis Centre	Studio: 1hr Off-peak	-	£ -	-	£ -	£ 33.94	£ 37.33	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Tennis Centre	Studio: 1hr Peak	-	£ -	-	£ -	£ 40.17	£ 44.19	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Market Road	Adult one hour full pitch off peak	£ 53.24	£ 58.57	£ 53.24	£ 58.57	£ 64.99	£ 71.49	£ 57.06	£ 62.77	-	0.00	-	£ -	-	0.00
Centres	Market Road	Adult one hour full pitch peak	£ 90.83	£ 99.91	£ 90.83	£ 99.91	£ 109.80	£ 120.78	£ 97.07	£ 106.78	-	0.00	-	£ -	-	0.00
Centres	Market Road	Block Bookings	-	£ -	-	£ -	£ 86.67	£ 95.34	-	£ -	£ 43.36	47.70	-	£ -	-	0.00
Centres	Market Road	Football Hire	-	£ -	-	£ -	£ 3.71	£ 4.08	-	£ -	£ 3.71	4.08	-	£ -	-	0.00
Centres	Market Road	Junior one hour full pitch peak	-	£ -	-	£ -	-	£ -	-	£ 65.45	72.00	£ 50.93	£ 56.03	£ 49.47	54.42	
Centres	Market Road	Outdoor 5 a side 60min	£ 70.23	£ 77.25	£ 70.23	£ 77.25	£ 87.81	£ 96.59	£ 75.09	£ 82.60	£ 41.97	46.17	£ 35.54	£ 39.09	-	0.00
Centres	Sobell	Martial Arts	-	£ -	-	£ -	£ 31.26	£ 34.39	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Sobell	Outdoor 5 a side 60min	£ 70.44	£ 77.48	£ 70.23	£ 77.25	£ 87.81	£ 96.59	£ 75.09	£ 82.60	£ 41.97	46.17	£ 35.54	£ 39.09	-	0.00
Centres	Sobell	Judo room: 1 hr	-	£ -	-	£ -	£ 38.83	£ 42.71	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Sobell	Rink Hire: 1 hour	-	£ -	-	£ -	£ 137.92	£ 151.71	£ 118.04	£ 129.84	-	0.00	-	£ -	-	0.00
Centres	Sobell	Studio 1hr - SLC	-	£ -	-	£ -	£ 52.89	£ 58.18	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Sobell	Studio- Day rate	-	£ -	-	£ -	£ 250.65	£ 275.72	-	£ -	-	0.00	-	£ -	-	0.00

Appendix J1: GLL Activity Prices 2023/24

Department	Fee/Charge	Description/Unit	Better H&F over 60		Better H&F Adult Con		Better H&F Adult Non Mem		Better H&F Adult		Better H&F Jnr Non Mem		Better H&F Junior		Better H&F Jnr Con	
			2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price	2022/23 Price	2023/24 Price
Centres	Sobell	VIP Suite- Commercial Rate per session	-	£ -	-	£ -	£ 250.65	£ 275.72	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Sobell	VIP suite- Community Use per session	-	£ -	-	£ -	£ 25.03	£ 27.53	£ 12.57	£ 13.82	-	0.00	-	£ -	-	0.00
Centres	Sobell	Bouncy Castle & catering room	-	£ -	-	£ -	£ 169.07	£ 185.98	£ 146.67	£ 161.34	-	0.00	-	£ -	-	0.00
Centres	Sobell	Ice Rink	-	£ -	-	£ -	£ 250.55	£ 275.60	£ 225.72	£ 248.30	-	0.00	-	£ -	-	0.00
Centres	Sobell	Soft Play: Off peak	-	£ -	-	£ -	£ 150.33	£ 165.36	£ 131.53	£ 144.68	-	0.00	-	£ -	-	0.00
Centres	Sobell	Soft Play: Peak	-	£ -	-	£ -	£ 237.72	£ 261.50	£ 212.80	£ 234.08	-	0.00	-	£ -	-	0.00
Centres	Sobell	Sports party & catering	-	£ -	-	£ -	£ 169.13	£ 186.04	£ 150.38	£ 165.42	-	0.00	-	£ -	-	0.00
Centres	Sobell	Trampoline & catering	-	£ -	-	£ -	£ 169.13	£ 186.04	£ 150.38	£ 165.42	-	0.00	-	£ -	-	0.00
Centres	Sobell	Zumba tonic Dance Parties	-	£ -	-	£ -	£ 169.13	£ 186.04	£ 150.38	£ 165.42	-	0.00	-	£ -	-	0.00
Centres	Sobell	Squash Clinic- Sobell	£ 7.45	£ 8.19	£ 7.40	£ 8.13	£ 9.48	£ 10.42	£ 7.98	£ 8.78	-	0.00	-	£ -	-	0.00
Centres	Sobell	Court 40min:SLC: Off-peak	£ 5.51	£ 6.06	£ 5.41	£ 5.95	£ 10.15	£ 11.16	£ 5.67	£ 6.23	-	0.00	-	£ -	-	0.00
Centres	Sobell	Court 40min:SLC: Peak	£ 10.91	£ 12.01	£ 10.91	£ 12.01	£ 14.52	£ 15.98	£ 11.69	£ 12.86	-	0.00	-	£ -	-	0.00
Centres	Sobell	Leaguer Players Per Person	£ 6.17	£ 6.79	£ 6.17	£ 6.79	£ 8.24	£ 9.06	£ 6.75	£ 7.42	-	0.00	-	£ -	-	0.00
Centres	Sobell	Racket hire	£ 2.65	£ 2.92	£ 2.60	£ 2.86	£ 2.88	£ 3.17	£ 2.88	£ 3.17	-	0.00	-	£ -	-	0.00
Centres	Sobell	Football Hire	-	£ -	-	£ -	£ 3.76	£ 4.14	-	£ -	-	0.00	-	£ -	-	0.00
Centres	Sobell	Main Hall 60min	£ 88.03	£ 96.83	£ 87.98	£ 96.77	£ 106.55	£ 117.21	£ 94.04	£ 103.44	-	0.00	-	£ -	-	0.00
Centres	Sobell	Outdoor 60min	£ 70.23	£ 77.25	£ 70.23	£ 77.25	£ 87.81	£ 96.59	£ 74.88	£ 82.37	-	0.00	-	£ -	-	0.00
Centres	Sobell	Junior Gym	-	£ -	-	£ -	-	£ -	-	£ -	£ 5.97	6.57	£ 4.79	£ 5.27	£ 3.37	3.70
Centres	Sobell	Sport session	-	£ -	-	£ -	-	£ -	-	£ -	£ 5.97	6.57	£ 4.79	£ 5.27	£ 3.37	3.70
Centres	Sobell	Holiday Programme 5.5 hour day	-	£ -	-	£ -	-	£ -	-	£ -	£ 9.79	10.76	£ 7.52	£ 8.27	£ 5.81	6.40
Centres	Sobell	Holiday Programme 5.5 hour playgroups	-	£ -	-	£ -	-	£ -	-	£ -	£ 6.39	7.02	-	£ -	-	0.00
Centres	Sobell	Soft Play Groups up to 20	-	£ -	-	£ -	-	£ -	-	£ -	£ 43.87	48.26	-	£ -	-	0.00
Centres	Sobell	Soft Play Groups up to 30	-	£ -	-	£ -	-	£ -	-	£ -	£ 69.42	76.36	-	£ -	-	0.00
Centres	Sobell	Soft Play over 1 m	-	£ -	-	£ -	-	£ -	-	£ -	£ 4.79	5.27	£ 3.55	£ 3.91	£ 2.30	2.52
Centres	Sobell	Soft Play Under 1m	-	£ -	-	£ -	-	£ -	-	£ -	£ 4.79	5.27	£ 3.55	£ 3.91	£ 2.30	2.52

Appendix J2: GLL Memberships 2023/24

	Prepaid Memberships						Swimming Lesson			
	Monthly		Annual		Joining Fees		Monthly		1-1 Lessons	
	Current	23/24	Current	23/24	Current	23/24	Current	23/24	Current	23/24
60+	£21.30	£ 22.58	£234.30	£248.36	£10.00	£10.00	-	-	-	-
Adult Concession	£31.20	£ 33.07	£343.20	£363.79	£10.00	£10.00	£22.18	£ 24.40	£27.00	£ 31.05
Adult (BHF)	£53.00	£ 56.18	£583.00	£617.98	£10.00	£10.00	£30.15	£ 34.67	£27.00	£ 31.05
Student	£39.25	£ 41.61	£431.75	£457.66	£10.00	£10.00	-	£ -	-	£ -
Student Spa	£55.15	£ 58.46	£606.65	£643.05	£10.00	£10.00	-	£ -	-	£ -
Junior	£16.85	£ 17.86	£185.35	£196.47	£10.00	£10.00	£24.25	£ 27.89	£27.00	£ 31.05
Junior Concession	£11.57	£ 12.26	-	£0.00	£10.00	£10.00	£16.55	£ 18.21	£27.00	£ 31.05
BHF Off Peak	£48.40	£ 51.30	£532.40	£564.34	£10.00	£10.00	-	-	-	-
Corporate	£51.00	£ 54.06	£561.00	£594.66	£10.00	£10.00	-	-	-	-
NHS	£44.30	£ 46.96	£487.30	£516.54	£10.00	£10.00	-	-	-	-
Joint	£107.00	£ 113.42	£1,177.00	£1,247.62	£10.00	£10.00	-	-	-	-
Adult ICE	£30.08	£ 31.88	-	£0.00	£10.00	£10.00	-	-	-	-
H&F ICE Junior	£22.40	£ 23.75	-	£0.00	£10.00	£10.00	-	-	-	-
Swim UK	£36.00	£ 38.16	£396.00	£419.76	£10.00	£10.00	-	-	-	-
Better Health Senior Archway	£35.00	£ 37.10	£385.00	£408.10	£10.00	£10.00	-	-	-	-
Better Saver Archway	£36.00	£ 38.16	£396.00	£419.76	£10.00	£10.00	-	-	-	-
Better Health Archway	£41.20	£ 43.67	£453.20	£480.39	£10.00	£10.00	-	-	-	-
Better Health Senior Cally	£27.80	£ 29.47	£305.80	£324.15	£10.00	£10.00	-	-	-	-
Better Saver Cally	£31.00	£ 32.86	£341.00	£361.46	£10.00	£10.00	-	-	-	-
Better Health Cally	£33.00	£ 34.98	£363.00	£384.78	£10.00	£10.00	-	-	-	-
Better Health Senior Highbury	£43.20	£ 45.79	£475.20	£503.71	£10.00	£10.00	-	-	-	-
Better Saver Highbury	£36.00	£ 38.16	£396.00	£419.76	£10.00	£10.00	-	-	-	-
Better Health Highbury	£51.50	£ 54.59	£566.50	£600.49	£10.00	£10.00	-	-	-	-
Better Health Senior IRB	£31.00	£ 32.86	£341.00	£361.46	£10.00	£10.00	-	-	-	-
Better Saver IRB	£36.00	£ 38.16	£396.00	£419.76	£10.00	£10.00	-	-	-	-
Better Health IBR	£41.20	£ 43.67	£453.20	£480.39	£10.00	£10.00	-	-	-	-
Better Health Senior ITC	£35.00	£ 37.10	£385.00	£408.10	£10.00	£10.00	-	-	-	-
Better Saver ITC	£36.00	£ 38.16	£396.00	£419.76	£10.00	£10.00	-	-	-	-
Better Health ITC	£41.20	£ 43.67	£453.20	£480.39	£10.00	£10.00	-	-	-	-
Better Health Senior Sobell	£31.00	£ 32.86	£341.00	£361.46	£10.00	£10.00	-	-	-	-
Better Saver Sobell	£31.00	£ 32.86	£341.00	£361.46	£10.00	£10.00	-	-	-	-
Better Health Sobell	£37.00	£ 39.22	£407.00	£431.42	£10.00	£10.00	-	-	-	-
INCLUSIVE	£22.60	£ 23.96	-	£0.00	£10.00	£10.00	-	-	-	-

Appendix J2: GLL Memberships 2023/24

	Tennis Lessons	
	Monthly	
	Current	23/24
L&C Adult Dry Tennis 60mins monthly		
L&C Junior Concessionary Dry Tennis 30mins monthly	£12.10	£ 13.31
L&C Junior Dry Tennis 30mins monthly	£17.10	£ 19.67
L&C Junior Concessionary Dry Tennis Sch Yr 1-3 60mins monthly	£20.05	£ 22.06
L&C Junior Dry Tennis Yr1-3 60mins monthly	£36.82	£ 42.34
L&C Junior Concessionary Dry Tennis Sch Yr 4-5 60mins monthly	£23.65	£ 26.02
L&C Junior Dry Tennis Yr4-6 60mins monthly	£38.95	£ 44.79
L&C Junior Concessionary Dry Tennis Sch Yr 6-11 60mins monthly	£24.67	£ 27.14
L&C Junior Dry Tennis Yr6-11 60mins monthly	£41.45	£ 47.67
L&C Junior Dry Tennis 120mins	£50.72	£ 58.33
L&C Junior Dry Tennis 180mins monthly	£73.40	£ 84.41
L&C Junior Dry Tennis 240mins monthly	£85.05	£ 97.81
Better Squads Tennis 5hrs monthly	£115.50	£ 132.83
Islington Parks		
L&C Adult Dry Tennis 60mins monthly	£47.00	£ 54.05
L&C Junior Concessionary Dry Tennis Sch Yr 1-3 60mins monthly me	£21.05	£ 23.16
L&C Junior Dry Tennis Yr1-3 60mins monthly	£27.51	£ 31.64
L&C Junior Dry Tennis Yr4-6 60mins monthly	£29.05	£ 33.41
L&C Junior Dry Tennis Yr6-11 60mins monthly	£34.60	£ 39.79

Appendix J3: Trampoline Pricing 2023/24

Trampoline Park Pricing	2022/23	2023/24
1 hr Peak Adult	£12.00	£ 13.20
1hr Peak Junior	£9.52	£ 10.47
1 hr Peak 1 Adult & 1 Under 5	£16.32	£ 17.95
1 hr Off Peak Adult	£8.40	£ 9.24
1hr Off Peak Junior	£8.40	£ 9.24
1hr Off Peak 1 Adult & 1 Under 5	£13.00	£ 14.30
1hr Off Peak Toddler Jump 1 Adult & 1 Toddler	£8.40	£ 9.24
Disability Jump	£6.30	£ 6.93
This Girl Can Jump	£3.30	£ 3.63
1 hr Early Bird Jump	£6.50	£ 7.15
Early Bird Jump 1 adult & 1 under 5	£10.90	£ 11.99
1hr Family Adult jump	£8.40	£ 9.24
1hr Junior Family Jump	£8.40	£ 9.24
1hr 1 Adult & 1 under 5 Family Jump	£8.40	£ 9.24
Birthday party (Price Per Person - Minimum 10)	£19.80	£ 21.78