



## COUNCIL MEETING - 25 FEBRUARY 2016

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, **25 February 2016 at 7.30 pm.**

Lesley Seary

Chief Executive

### AGENDA

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1. Minutes of the previous meeting 1 - 18

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 by the Majority and Opposition parties

4. Leader's Announcements

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| 5. Petitions and Questions from Members of the Public | 19 - 20  |
| 6. Amendment to the allocation of Executive Functions | 21 - 24  |
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Despatched : 17 February 2016

**LONDON BOROUGH OF ISLINGTON**  
**COUNCIL MEETING - 3 DECEMBER 2015**

**MINUTES OF PROCEEDINGS**

At the meeting of the Council held at Council Chamber, Town Hall, Upper Street, N1 2UD on 3 December 2015 at 7.30 pm.

**Councillors present:**

Andrews	Hull	Poole
Burgess	Ismail	Poyser
Caluori	Jeapes	Russell
Chowdhury	Kaseki	Shaikh
Convery	Kay	Smith
Court	Khan	Spall
Debono	Murray	Turan
Diner	Ngongo	Ward
Fletcher	Nicholls	Ward
Gallagher	O'Halloran	Watts
Gantly	Parker	Wayne
Gill	A Perry	Webbe
Greening	R Perry	Williamson
Heather	Picknell	

**The Mayor (Councillor Richard Greening) in the Chair**

**73 MINUTES**

That the Minutes of the meeting on 15 October be confirmed as a correct record and the Mayor be authorised to sign them.

**74 DECLARATIONS OF INTEREST**

None.

**75 MAYORAL ANNOUNCEMENTS**

**(i) Apologies for absence**

Apologies for absence were received from Councillors Comer-Schwartz, Donovan, Doolan, Hamitouche, Klute and Shaikh.

**(ii) Order of business**

The Mayor advised that two very similar motions on the Transatlantic Trade and Investment Partnership had been submitted to the meeting and that the order in which the motions would

be considered would be changed to allow the two motions to be debated together.

**(iii) Declarations of discussion items**

None.

**(iv) Mayor's Announcements**

The Mayor led the Council in a minute's silence in memory of those who died in the recent attacks in Paris and in remembrance of Vasso Kakko who very sadly died after being stabbed last week.

The Mayor also reminded colleagues of the vigil taking place at Finsbury Park Mosque on 4 December, and stressed the importance of maintaining a welcoming, supportive and inclusive society.

The Mayor advised that he had been honoured this morning to open a special event to mark the International Day for Disabled People; an important day which aims to promote to social and economic inclusion of disabled people worldwide and which will hopefully move the agenda forward for people with both visible and invisible disabilities.

The Mayor welcomed the new Youth Councillors to their roles as representatives of Islington's young people and thanked everyone who attended the Remembrance events during November. Colleagues were also reminded that they can now submit nominations for the Civic Awards and Ben Kinsella Award for younger people.

Finally, the Mayor reminded colleagues of the charity dinner on 11 February to celebrate Chinese New Year.

**76 LEADER'S ANNOUNCEMENTS**

Councillor Watts thanked the Mayor and advised that lobbying the government for the UK to do its bit in responding to the refugee crisis, and for funds for Islington to play its part, had been successful and that we will be taking 13 refugees between now and Christmas. Councillor Watts advised that he had been proud to work with Citizens UK to help make this possible and that Refugee Action and the Families First team will help the refugees to adapt to life in London. Councillor Watts also thanked residents for all their donations, which had been led by Councillor Ngongo. Councillor Watts also mentioned that the French government is being lobbied to improve the conditions in the refugee camps and noted that all of this is a great sign of tolerance and inclusiveness in Islington.

Councillor Watts mentioned the recent terrible attack on the Finsbury Park Mosque and advised that since the attack he has visited the mosque twice, with the Rt Hon Jeremy Corbyn MP and the Borough Commander and Councillors Shaikh and Convery. Councillor Watts advised that all faiths, including Muslims, play a part in community and that the Finsbury Park Mosque is a force for good in the borough.

Councillor Watts advised that local government was bearing the brunt of the 60% cuts the government is making to the public sector, but it is not yet clear what this means for Islington. The financial settlement has still not been announced; it is only 4 or 5 weeks until we have to set the budget and the cut could be as much as a further £170 million on top of the £150 million already cut, in one of the country's most deprived areas. Councillor Watts advised that we will continue to try to help residents and will discuss the proposals in more detail at the next meeting.

Finally, Councillor Watts thanked Police for their swift action following the terrible murder of Vasso Kakko, the third young person this year who has died as a result of knife crime in the borough. Councillor Watts advised that his thoughts are with family and friends and that we have continued work on the Youth Crime Strategy over the summer. Although crime figures generally are falling, there is no complacency and we will continue our work on this.

**77 PETITIONS**

Dr Jayne Kavanagh of the UCL Medical School presented a petition opposing the proposed closure of the Margaret Pyke Centre.

**78 INTRODUCING THE NEW YOUTH COUNCIL**

The newly elected Youth Councillors were introduced to Council and signed the council's Register of Youth Councillors.

**79 QUESTIONS FROM MEMBERS OF THE YOUTH COUNCIL**

**Question 1 Youth Councillor Zinari to Councillor Watts**

Since the Employment Commission was launched 1 year ago, what has been the impact, particularly for young people in the borough?

Reply:

Thank you for your question. I would also like to add my personal thanks to the Youth Councillors who have served for the last two years and congratulations to the newly elected Youth Councillors who he looked forward to working with.

Councillor Watts advised that he is proud that the Employment Commission has made real progress in reducing poverty and improving life chances for people in the borough. Careers advice was being significantly improved by aligning schools and businesses. City and Islington College are also leading on work to improve this and we think it will make a significant difference.

**Question 2 Youth Councillor Christiane to Councillor Caluori**

How can schools work more closely with youth providers to promote the youth offer particularly to young people who are not currently accessing services outside of schools?

Reply:

Thank you for your question. There are a number of things that schools can do to promote information about Youth Services; Assemblies, letters to parents, websites and it would be good if champions in the youth hubs could visit schools to explain what it's like. There are lots of things they could do; we will listen to the ideas of the existing and new Youth Councillors and talk to you about what young people at school are really looking for. I look forward to working with you.

**Question 3 Youth Councillor Hiba to Councillor Burgess**

Recently celebrities have helped raise awareness around mental health and over 86,855 people have pledged to end mental health stigma. What more can be done in Islington to reduce the stigma particularly amongst young people who may be experiencing mental health issues?

Reply:

Thank you for your question. I agree that stigma is one of the main burdens for people suffering from mental health problems, especially for young people, and it can prevent them seeking help. We are working to make mental health the same as physical health and are supporting Time to Change. In Islington we have Youth Mental Health training and first aid training and help to dispel the myths and fears by providing people with the facts. We run creative workshops in community settings. We want all schools to teach healthful mind lessons to reduce the stigma. We have Child and Adolescent Mental Health service at Lift and Platform and will work with young people to develop services more and to help with the website. Thank you again for your question.

**Question 4 Youth Councillor Ryan to Councillor Caluori**

How can Islington Council work with key partners in business and education to create and promote high quality apprenticeships for 16-18 years olds in the borough?

Reply:

Thank you for your question which has hit the nail on the head; there is an array of different businesses in and around the borough that say they want to work with schools, but have found it difficult to join up and to find a way in. We are trying to get more opportunities for businesses to engage and for more work place learning in companies we do work with. We don't want dull apprenticeships but challenging interesting opportunities. There is a charity in Kings Cross which has a list of people in business leadership – a panel of experts who go into schools to talk about what they do. We need to increase the number of schools using the resource. The Saturday Campaign encourages employers to create job opportunities for 15-17 year olds, to give them invaluable experience, help them build up their CVs and develop employability skills and we are trying to get more. We are trying to get businesses to recruit people in line with the academic year.

Supplementary question:

I recently got an apprenticeship with the NHS and the school did not help, in fact they were against it. What can the council do to change this attitude?

Reply:

This is a really interesting example of how the Youth Council adds value and is information that we will be able to use when we speak to head teachers when we come to stress test what schools say they're doing. Information like that is gratefully received.

**80 QUESTIONS FROM MEMBERS OF THE PUBLIC**

Question (a) from Ernestas Jegorovas to Councillor Watts, Leader of the Council.

Does the council agree that the government was wrong to cut Education Maintenance Allowance (EMA) and as its attack on education continues, in particular on Further and Higher Education, that providing support to post-16 students should be a key priority. Will you pledge now to ringfence the budget for Islington Year 12 Bursary to provide students the necessary support?

Reply:

Yes, of course. Cutting the EMA was very wrong and we introduced the Islington Bursary, while I was the Executive Member, to reduce the damage. Over 300 children a year receive

£300 and many say they are only able to stay on in further education because of it. We made a manifesto commitment to keep the bursary.

Supplementary question:

What has been done to support STEM Academy Tech City to make sure students don't become NEET?

It is a challenging situation and the poorest Ofsted report I have ever seen. We continue to be concerned about the standards at the Academy and continue to work with them, but can only do so to the extent they choose to, which underlines how ridiculous government policy is; we run great schools.

Question (b) from Greg Foxsmith to Councillor Convery, Executive Member for Community Safety

How many cycles have been stolen in the Borough in the last 12 month period for which figures available and how many have been recovered?

Reply:

1,021 bicycles were reported stolen between 1/11/14 and 31/10/15. Of these, 36 were recovered and linked to an offence/returned to owner. However, it should be noted that many more cycles are recovered by the police but for various reasons cannot be traced to an original owner or linked to a specific theft offence.

Question (c) from Claire Poyner to Councillor Webbe, Executive Member for Environment and Transport

What did the Council do to promote National Walking Month this year?

Reply:

On foot is the best way to see Islington. We've got extensive information on the website on the Get Active pages; there are 20 maps and sound maps of walks in the borough. My favourite is around the graveyards in Bunhill and through the markets and the squares of Clerkenwell.

Supplementary question:

That is impressive if you are connected to the internet, but what have you got for those who are not and what plans have you got for next year?

Reply:

We support a number of walking groups across Islington and will work with you on what we may be able to do next year. For those who can't get on line we have very good wayfinders and walking routes across the borough. I've certainly found it helpful and know some need updating, we will try to find the resources where we can. We will keep trying to obtain Transport for London funding for walking.

Question (d) from Katie Dawson to Councillor Convery, Executive Member for Community Safety

With the latest crime figures showing rocketing crime levels in Islington, what action are currently taking to turn this around?

Reply:

Katie Dawson was not present in the chamber and a written reply will be sent.

Question (e) from Anita Frizzarin to Councillor Webbe, Executive Member for Environment and Transport

How many Islington Council lorry drivers and Islington contractors' lorry drivers have been trained on how to deal with cyclists on the road by swapping places with cyclists, as Catherine West said would happen when she was leader, with evidence please and confirmation of what proportion that is of the total number of drivers, both Council ones and those of Islington-employed contractors?

Reply:

Welcome again Anita. Nice to see you with a different question about drivers. 93 of 115 lorry drivers have completed the Driver Certificate of Professional Competence (DCPC), which includes them swapping places with cyclists and the vulnerable road user course is a standard part of the DCPC. Our lorry drivers will complete regular training over the next five years to keep their competence certificate. Similarly we expect our contractors to use accredited drivers.

Supplementary question:

On Sunday I photographed an Islington van at traffic lights in the cycle box. He saw me taking pictures and looked puzzled; he didn't know why I was. How does this training filter down to van drivers? I will send the picture to all of you.

Reply:

Please do send it to me. All drivers get access to the training and I will look into this specific case in detail. We expect high standards and don't want conflict between cycles and lorries and want drivers to experience what it is like to be a cyclist.

Question (f) from Benali Hamdache to Councillor Convery, Executive Member for Community Safety

Are people from black and ethnic minority groups more likely to be stopped and searched than white people in Islington?

Reply:

This question was asked and answered at the most recent meeting of Policy and Performance Scrutiny Committee. You are about 2.5 times more likely to be stopped and searched in Islington if you are black and ethnic minority than if you are white. There are lots of complex reasons for this, but this disproportionality is lower here than almost any other borough in London; stop and search is done tactically and done well in this borough.



Supplementary question:

That sounds positive but the figures show that arrests are in decline, it is 18% now and was 25% last October, why is that?

Reply:

I am delighted that you have the data. The figures are true. We've set the Police target to increase the proportion of stop and searches that result in arrests, but don't regard 1 in 5 to be a bad number; if stop and search was used arbitrarily we would expect a much lower rate. It is used to physically take weaponry off young people on our streets. If Police didn't use it there would be many more dangerous situations in this borough; the stabbings would not have happened had those individuals been stopped and searched. We have high levels of transparency, report the figures to community boards and to Policy and Performance Scrutiny Committee and made the figures public. It is a very fair question, but we are proud of Police performance and alongside other measures Stop and Search is an essential tool if the Police use it fairly and proportionately.

Question (g) from Ben Hickey to Councillor Webbe, Executive Member for Environment and Transport

At the last meeting of Full Council, Councillor Webbe and Councillor Murray committed to look into whether Islington would sign up to the "London as a National Park City" initiative. Will they update this meeting on their findings?

Reply:

We did discuss the National Park City initiative at a previous meeting, I believe it was raised by ex-Councillor Barry Edwards, the Chair of Islington's Friends of Parks organisation. We have been able to distribute the information to all councillors to make them aware and sought further information with Councillor Murray regarding the details of the proposal and I am delighted that the next Mayor of London, Sadiq Khan, has looked at it as well and we warmly welcome the aims of the National Park City, especially making London a cleaner, healthier, better place to live. We already have very strong planning policies and strategies in place with similar aims and there are no direct financial implications for the council and no plans to formally designate London as a national park and remove planning plans. Based on our current understanding of the proposal we are able to recommend that this council supports it. If it becomes a financial burden in the future we will have to reconsider, but currently we do support it.

Supplementary question:

Thank you, that's great to hear. Could you ask ward councillors to submit agreement and encourage councillors to respond?

Reply:

As a council we support it, I speak on behalf of all.

Question (h) from Tim Shand to Councillor Hull, Executive Member for Finance and Performance

Why is there not easily accessible wi-fi access for members of the public at Council meetings?

Reply:

Thank you for your question. The historic fabric of the Town Hall requires particular care when installing ICT services as we don't have the raised floors, false ceilings and service ducts that are common in modern buildings and we require more wireless access point to address poor coverage caused by the solid construction. However, Digital Services are looking to provide wi-fi to visitors. As an interim solution councillors and staff can access wi-fi on the first floor and the next step is to extend this to visitors. I understand this will be available from February 2016.

Question (i) from Shaughan Dolan to Councillor Shaikh Executive Member for Economic and Community Development

Charities and the third sector play an essential role in Islington and their importance has only been magnified in recent years. As Local Authorities make difficult financial decisions across the country it is often charitable organisations that step in and fill the gap. I hope this council will share my sadness that the Ethical Property Company has decided to serve notice on the 8 charities based at 1B Waterlow Road, with no offer of help or support to ensure they find future accommodation. Will Islington Council work with the charitable organisations based at 1B and the Ethical Property Company to ensure that these organisations remain in Islington and find suitable and affordable accommodation so they can continue their vital work in our Borough?

Reply:

Councillor Watts responded for Councillor Shaikh: Thank you for your question. Despite the huge cuts we continue to support the voluntary sector with grant funding and are looking at further ways to provide support. It is clear that rising cost pressures are a challenge to the voluntary sector in the borough and to community groups. Our strategy is to help the sector cut costs and to collaborate on properties and to help them get the best value financial and legal services. We will work with the sector.

Supplementary question

There is some urgency. Will you meet with the organisations?

Reply:

Yes, we will be in touch to ensure we understand the needs and how we can help.

Questions were taken from the floor in the remaining time available:

Question from Catherine Bailey to Councillor Convery, Executive Member for Community Safety

A lot of evidence has been given to council officers about an anti-social behaviour problem which has been going on for 8 years or more and the council is equalising blame and trying to neutralise the problem and I want assurances that resources are not being wasted and that the council will now do something.

Reply:

I share your concern and frustration, especially with historic progress. I am very conscious that one of the toughest challenges is dealing with relatively low level nuisance behaviour, but that over time for the people affected this can become a very big deal indeed. One problem is that most of the tools available don't apply; in extreme circumstances we will consider evictions, but very high standards of proof are required; we can't just evict people. The first choice is to pursue mediation, but where the problems are insurmountable and clear, we will certainly act.

Question from a resident of Packington Street to Councillor Murray, Executive Member for Housing and Development

There is a planning application by the council to infill car park and garage areas belonging to two big housing blocks, but the consultation has not been adequate. These are in the pre-planning stage at the moment, but I am fearful that we will be railroaded. We have engaged in the consultation only to find out about extraordinary omissions; why haven't we been told about the new development at 13 Windsor Street? Why were residents overlooking the development not involved in the consultation?

Reply:

The proposal for Windsor Street is a residential development, which will be an improvement on overlooking car parking, but we spoke in some detail about the process going forward at the meeting.

Question from Jen Cronin:

Thank you for your responses so far and the legal advice from the QC regarding the investments the council pension funds holds in fossil fuel industry. However, I understand that advice is out of date and don't believe the legal duty prevents ethical investment. Given that the Environment Agency pension fund set a precedent, would Islington Council take a prudent decision to review its investment in fossil fuels?

Reply by Council Greening, Mayor of the Council and Chair of Pension Sub Committee

Thank you for your question. I am happy to talk to you further. The Environment Agency is an interesting one and it conflicts with the advice we have been given. I am happy to engage with this as long as we can remain within the legislation and to focus on ways to invest in sustainable forms of energy production.

## 81 **QUESTIONS FROM MEMBERS OF THE COUNCIL**

Question (a) Councillor Rupert Perry to Councillor Murray, Executive Member for Planning and Development.

Can the Executive Member for Housing and Development please tell me how many landlords the Council has taken action against for renting sub-standard accommodation?

Reply:

I won't waste any time explaining to members what we have all experienced. We do have an increasing problem with bad landlords; people are so desperate for somewhere to live they accept poor conditions. We have limited powers but we do use them, we go out and proactively find sub-standard properties. In the last 12 months we've

- Served 231 notices or legal letters requiring landlords to take action

- successful prosecuted 8 landlords where they failed to comply
- settled 3 cases before proceedings commenced

That's 166 substandard properties that have been improved over the last year. You'll be aware of the HMO Licensing zone and once year end has passed we can enforce there too.

Supplementary question:

In view of this success would we consider using the councils powers to clamp down on people have B&Bs, sort of hotels on short term lets; it is depriving the borough of good quality housing.

Reply:

The government have recently deregulated how long properties can be let for, so they can now be rented out for very short term lets with no restrictions. When somewhere is routinely let out on short term lets, rather than just a week or two during holidays, it does concern us, but there are no relevant regulations to enforce. However, I can confirm we will go after bad landlords and you may have seen our recent success in the papers.

Question (b) Councillor Parker to Councillor Burgess, Executive Member for Health and Wellbeing.

Can the Executive Member for Health and Wellbeing advise what the council is doing to meet its obligations as set out in the Autism Act 2009 and subsequent statutory guidance?

Reply:

Since the implementation of the Autism Act, Islington has progressed its work on autism in a variety of key areas. The Autistic Spectrum Conditions diagnostic service (or NDD) is now well established and providing access to a service that was not previously available. This service aligns with the strategic objectives of the Autism Strategy and NICE guidelines on Autism. It offers full diagnostic assessments, some post diagnostic support, signposting, and interventions for adults. Autism awareness training and other advanced training for frontline professionals from Skills for Care has been undertaken since the Act was implemented. Work is currently being progressed to provide a comprehensive training plan from basic awareness training to advanced professionals training, which will be offered on a rolling basis. This training will also be offered to a variety of stakeholders including families/carers and shared lives' workers. We have also just received confirmation that we have been successful in the bid for funding for training. An Asperger London Area Group (ALAG) has been established as a support group for adults/carers of people with Asperger syndrome. A scoping exercise has recently been undertaken by criminal justice colleagues in order to better understand the needs of people with autism or learning disabilities who come into the criminal justice system. The Family Carer's reference group continues to work to a clear plan of action in ensuring that carers of people with learning disabilities and autism have a voice and are able to influence commissioning and service delivery. Carer involvement is now integral to Islington's procurement process and evaluation of contracts and within disability awareness training. There has been an increase in supported living accommodation, and care and support available to those with autism. There are 3 planned new builds for purpose built accommodation with completion in 2017-18. This new accommodation will be available for those with autism (plus a learning disability) and is likely to provide a high numbers of places for people with autism. Spectrum, a new day centre for adults with autism and high needs, was opened last year. The National Autistic Society has an accreditation scheme which provides a quality mark for autism services. Those that have been awarded this seal of excellence have had to meet strict standards and prove they can deliver high quality autism

services. Wray Court is a specialist residential home for those with autism and has been awarded this accreditation. Daylight Spectrum is a specialist day service that opened in 2014 and is specially designed for people with autism. It is also accredited by the National Autistic Society and enables us to provide a local service.

Question (c) Councillor Williamson to Councillor Webbe, Executive Member for Environment and Transport

Cllr Webbe will be aware that the much delayed plans for the introduction of the night tube on weekends also includes plans to cut back on the frequency of some night bus routes. Night buses provide a reliable and safe way for people to get home after an evening out. May I ask Cllr Webbe what contact TfL has had with the council on the proposals to reduce the frequency of the N20, 134, N29 and N91 service once the night tube is implemented?

Reply:

I met with TfL officials regarding the introduction of the night tube in the spring 2015 when they were planning to go out to the public on a consultation. In response to the consultation I raised my concerns about the impact on Islington's night time centres and low paid shift workers; cleaners, shop workers and night nurses. These people keep the city working and moving. Reductions in the frequency of Route N91, which runs through areas that are not well served by other night bus services and has the highest levels of deprivation in the borough – including along Caledonian Road and Hornsey Road where local residents would struggle to pay the higher tube fares.

I then wrote to TfL in October to reiterate my request to protect the frequency of the N91 bus service. Following this letter and in response to my earlier consultation response, TfL has confirmed that it will NOT reduce the frequency of the N91 bus service and that it is not proposing to decrease the weekend night bus frequency of any route to lower than the equivalent weeknight frequency. Also, the weekend frequency of night buses in Angel (that will not be served by the Night Tube for the time being) will remain higher than the weeknight frequency, responding to the night time economy.

It remains unclear when the Night Tube will be introduced and I stand shoulder to shoulder with the NT workers who are trying to ensure safety.

Question (e) Councillor Russell to Councillor Watts, Leader of the Council.

Why has the Council cut the amount of time allowed for the Public to ask questions?

Reply:

The changes to the Constitution have, for the first time in history, secured time for public questions. We took the decision to open up the Council to residents, so the time allowed is not at the Mayor's discretion, but guaranteed. We also took out the 20 minutes allowed for Youth Council questions and made it separate so it could not eat into the time allowed. We are all quite familiar with the names of the members of the public asking questions today and anyone turning up to ask a question may have been prevented from doing so, so I ask the Green Party to reflect on their conduct. We didn't create the time allowed for public questions to create an opportunity for defeated candidates to ask questions instead.

Supplementary question:

Are there were plans to protect the Youth Services Budget when setting next year's budget.

Reply:

We still don't know how much money we will have, but we absolutely understand the importance of youth provision. We are one of the few, if not the only council, to have not cut the budget already. Priorities will have to be set in the light of government cuts, but we understand what a priority this is.

Question (f) Councillor Russell to Councillor Webbe, Executive Member for Environment and Transport

Given the positive support from the Council and Jeremy Corbyn for closing Sunnyside Rd, will the Council close Sunnyside Road for Car Free Day Day next year?

Reply:

Of course we wish to enable the road to be closed to create one stretch of green vibrant space for residents. You are right to raise this and we are looking at how we could make it happen. The notion of closing it for a car free day is under consideration. We will talk to London Buses so services to residents are not disrupted.

Supplementary question:

Will you definitely try? If people are going to see the space and get the benefit of it, we need to close the road, can we please make it Sunnyside Road we close this year?

Reply:

I agree that sharing the love across the borough is important. But we are not looking at it this year, we will look at it next year as part of what we want to do for Car Free day and if possible to enable it to be opened up for families and children.

Question (g) Councillor Poyser to Councillor Convery, Executive Member for Community Safety

Further to the earlier question from the Hillrise and Junction councillors on the Hornsey Lane (Archway) Bridge, please could Councillor Convery give an update on the work being done to prevent suicides from the bridge?

Reply:

As you know this is a long running and complex matter that crosses a number of boundaries, two highways authorities and English Heritage, but the efforts are coming very close to fruition. Both Islington and Haringey planning committees have given permission for substantial measures and we will hopefully get TfL to implement them quickly. Officers have done excellent across disciplines and the Samaritans are also putting up better signs. This has been a long campaign but we are very close now.

Supplementary question:

Is Councillor Convery aware that we have been proactive and others have done nothing?

Reply:

I think that's absolutely right; we negotiated our way through with a little bit more vigour, but

other councils worked with us. It has been difficult, TfL don't see this as their core businesses, but we've got the message through. The Rt Hon Jeremy Corbyn MP and Catherine West MP both worked exceptionally hard and showed considerable support for the scheme.

**82 EMPLOYMENT COMMISSION - ONE YEAR ON**

Councillor Watts moved the motion, seconded by Councillor Khan.

Councillor Watts introduced the report on progress made during the first year of the Islington Employment Commission and thanked Councillors Khan, Webbe and Maggie Semple for doing such a great job.

Councillor Watts advised that the progress report made impressive reading. In the last year 1,000 people were helped back into work and over 100 families were found flexi or part time work. Employment coaches across the council were seeing how better to support people and a new partnership with NHS England to help disabled people back into work. There are still some big challenges ahead however.

Councillor Khan agreed that real progress was being made and that it was important to destroy the myth that many unemployed people do not want to work, the commission found that there were real barriers to work in many instances and we must do what we can to remove them.

The recommendations were put to the vote and CARRIED.

**RESOLVED:**

That the contents of the 'One Year On: Making it work better' report by the Islington Employment Services Board be noted.

**83 COUNCIL TAX SUPPORT SCHEME 2016/17**

Councillor Hull, seconded by Councillor Perry, moved the recommendations in the report.

The recommendations were put to the vote and **CARRIED**

**RESOLVED:**

1. That the adoption of the Council Tax Support Scheme for 2016/17 as contained in Appendix A of the report be agreed.
2. That retention of the amendments to council tax agreed at full Council on 4 December 2014 be agreed and therefore from 1 April 2016 the following will continue to apply:
  - 1) council tax exemption classes A and C will have a discount of 0% for all cases.
  - 2) council tax discount for second homes will be 0% in all cases
  - 3) council tax discount for empty furnished lets will be 0% in all cases
  - 4) a premium of 50% will be charged on the council tax of all properties that have remained empty for over 2 years in all cases.

**84 GAMBLING POLICY**

Councillor Convery, seconded by Councillor Alice Perry, moved the recommendations in the report. Councillor Andrews contributed to the debate.

The recommendations were put to the vote and **CARRIED**

**RESOLVED:**

1. That the adoption of the Gambling Policy for Islington as attached in Appendix A to the report be agreed.
2. That a formal decision that the Council will not issue any Casino licenses within the next three years be agreed.

**85 CONSTITUTION REPORT**

Councillor Alice Perry moved the recommendations in the report and with the Mayor's agreement, in accordance with rule 23.6(b) of the Constitution moved an amendment to recommendation 2 that the Assistant Chief Executive (Governance and HR) be authorised to make any consequential amendments to the Constitution she considers necessary, in conjunction with the Chief Whip.

Councillor Poyser seconded.

The recommendations were put to the vote and **CARRIED**

**RESOLVED:**

1. That the amendments to the Constitution set out in the attached Appendix to the report be agreed.
2. That the Assistant Chief Executive (Governance and HR) be authorised to make any consequential amendments to the Constitution she considers necessary, in conjunction with the Chief Whip, be agreed.

**86 CHIEF WHIPS REPORT**

Councillor Alice Perry, seconded by Councillor Poyser, moved the recommendations in the report.

The recommendations were put to the vote and **CARRIED**

**RESOLVED:**

**APPOINTMENT TO PLANNING COMMITTEE**

- 1) That Councillor Picknell replaces Councillor Gantly as a member of Planning Committee for the remainder of the municipal year 2015/16 or until a successor is appointed be agreed.



## **APPOINTMENT TO PERSONNEL SUB COMMITTEE**

- 2) That it is anticipated that Audit Committee will appoint Councillor Williamson as the new member of Personnel Sub Committee with immediate effect for the remainder of the municipal year 2015/16 or until a successor is appointed be noted.

## **SADLERS WELLS FOUNDATION**

- 3) That the appointment of Councillor Klute and Councillor Khan as the Council's representatives on the Sadlers Wells Foundation with effect from February 2016, for a period of three years or until successors are appointed, be agreed.

## **87 NOTICES OF MOTION**

### **Motion 1: Keeping Islington safe by protecting Policing in Islington**

Councillor Convery, seconded by Councillor Williamson, moved the revised motion in the second despatch of papers. Councillors Russell and Andrew contributed to the debate.

The motion was put to the vote and **CARRIED**.

#### **RESOLVED:**

This council resolves to call on the Executive to –

- make representations to the Mayor of London and the Home Secretary about the damage which will be caused by removing the community model of policing;
- oppose further cuts to London's policing system;
- make representations to the Commissioner of the Metropolitan Police to properly consult with Londoners before taking any decision to dismantle vital neighbourhood policing teams.

This council further resolves to continue working with Islington's dedicated police officers and PCSOs, the Borough Commander, and the local community, to ensure that Islington is made safer and criminal activity confronted when it takes place.

### **Motion 2 – Keep Caledonian Road Tube Station Open**

Councillor Smith, seconded by Councillor Ismail, moved the motion. Councillor Russell contributed to the debate.

The motion was put to the vote and **CARRIED**.

#### **RESOLVED:**

To:

- request that the Leader of the Council writes to the Mayor of London seeking his support for keeping the station open by seeking a review of the TfL's board decision;
- ask that the review of TfL's decision to close the station examines how TfL failed to give adequate notice for works that had clearly been long planned, yet seemed not to factor in the wider economic impacts of its decision on the public which it serves.

### **Motion 3 – Transatlantic Trade and Investment Partnership**

Councillor Alice Perry, seconded by Councillor Heather, moved the motion. Councillors Russell, Kaseki and Jeapes contributed to the debate.

The motion was put to the vote and **CARRIED**.

#### **RESOLVED:**

To –

- monitor the potential impact TTIP could have on the council's procurement practices;
- make further representations to ensure TTIP does not damage council services, limit our options in procuring services or force any existing Council services to be privatised;
- encourage other local authorities to adopt a similar motion and position.

### **Motion 4 - TTIP**

The motion was deemed moved and CARRIED by the Mayor following the debate and vote on Motion 3 above.

#### **RESOLVED:**

- To write to the Secretary of State for Communities and Local Government local MPs and all London MEPs raising our serious concerns about the impact of TTIP on local authorities and the secrecy of the negotiating process.
- To write to the Local Government Association to raise our serious concerns about the impact of TTIP on local authorities and ask them to raise these with government on our behalf.
- To call for an impact assessment on the impact of TTIP on local authorities.
- To publicise the council's concerns about TTIP; join with other local authorities which are opposed to TTIP across Europe and work with local campaigners to raise awareness about the problems.

### **Motion 5 – LGBT History Month**

Councillor Russell moved the motion. Councillor Ward, seconded by Councillor Gantly, moved an amendment to the motion.

The recommendations in the amended motion were put to the vote and CARRIED.

The motions as amended was put to the vote and CARRIED.

#### **RESOLVED:**

- To consult schools about their curriculum support needs to ensure that LGBT History and age-appropriate sex and relationship education are part of the curriculum:
- To offer schools resources and partnership that can support and enrich their history and their PSHE curriculum; and to offer specialist training through the LGBT History Month umbrella.
- To protect funding for LGBT history month events run in collaboration with Camden.

The meeting closed at 10.25 pm

**MAYOR**

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## COUNCIL MEETING – 25 FEBRUARY 2016

### QUESTIONS FROM MEMBER OF THE PUBLIC

- a Question from Kiat Phua to Councillor Claudia Webbe, Executive Member for Environment and Transport:

Many parents are alarmed by the traffic accident outside Archway Children's Centre, Vorley Road on 28 Jan 2016. A speeding car spun 360 degrees and hit barriers outside the nursery entrance as it headed out to Junction Road. I understand the one-way traffic system on Vorley Road will be reversed from 2016/17. Could the Council make Vorley Road safer by banning left turns from Junction Road as part of the traffic reversal; and look into separating Vorley Road from MacDonald Road as part of the longer-term plan for more affordable housing in the area?

- b Question from Claudine Fry to Councillor Claudia Webbe, Executive Member for Environment and Transport:

What are you doing to ensure that the 600+ families who regularly use the highly-regarded Archway Children's Centre are not exposed to high levels of pollution and danger as a result of the gyratory changes which will reroute heavy traffic along the narrow street the centre is located on?

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Report of: Assistant Chief Executive (Governance and HR)

Meeting of:	Date	Ward(s)
Council	25 February 2016	N/A

Delete as appropriate	Exempt	Non-exempt

## SUBJECT: Amendment to the allocation of Executive Functions

### 1. Synopsis

- 1.1 In accordance with constitution, the Leader of the Council may amend the allocation of Executive functions and it is the Proper Officer's duty, once informed, to report any change notified to Council as soon as practicable.
- 1.2 To comply with this requirement the Council are advised that the Leader amended Executive functions with regard to Islington Company (iCo) on 25 January 2016. The change made is detailed in Point 3.1 below.

### 2. Recommendations

- 2.1 To note the change in Executive functions detailed in Point 3.1 of this report.

### 3. Background

- 3.1 That the Leader of the Council may now make decisions on behalf of the council as the sole shareholder in Islington Company (iCo) in respect of the following matters which are reserved in the Articles of iCo to the council's Executive, where the decision is administrative or minor or where, in the view of the Leader of the Council, the decision is urgent:

**Reserved matters:**

- 3.1 The change of the Company's name.
- 3.2 The making of any variation to the Articles of Association of the Company which would affect the economic rights of the Company.
- 3.3 The amalgamation or merger of the Company with any other company, business or undertaking or the acquisition of any shares in any company or any business or undertaking of any person, the establishment of any Subsidiaries or the participation by the Company in any legal partnership or joint venture (whether incorporated or not).
- 3.4 The making of any petition or resolution to wind-up the Company or any application for administration or giving any notice of intention to an administrator unless in any case the Company is at the relevant time insolvent and the Directors reasonably consider (taking into account their fiduciary duties) that the Company ought to be wound-up.
- 3.5 Undertaking any business other than business relating to:
  - i. Consultancy services related to technical, professional and/or specialist knowledge, skills and /or expertise;
  - ii. Operational services related to grounds maintenance, metalwork fitters' services and infrastructure repairs;
  - iii. Waste services provided to commercial organisations and to non-commercial organisations other than Islington Council;
  - iv. Sale of memorials related to cemetery services; and
  - v. A business not covered by 5.1 to 5.5 above where the aggregate value of the traded business is below £10,000 per annum and in any event no more than £30,000 over 3 years.
- 3.6 Increasing or decreasing or cancelling the authorised or issued share capital of the Company or agreeing to allot any of the share capital of the Company or otherwise reorganise the share capital of the Company.
- 3.7 Acquiring whether by purchase lease exchange hire or otherwise of any estates lands buildings easements or other interest in real estate.
- 3.8 Disposing whether by sale letting or otherwise of any real property belonging to the Company and the granting of any rights or interests in or over any real property belonging to the Company.
- 3.9 Entering into agreements which the directors acting reasonably and in good faith consider to be of an onerous, unusual or long term nature or subject to onerous or unusual terms.
- 3.10 Lending advancing or receiving money on deposit or loan or giving or receiving credit to or from any person including any subsidiary of the Company and whether with or without security (for the avoidance of doubt, this shall not include credit granted to customers as apart of the Company's standard payment terms).
- 3.11 Entering into guarantees, contracts of indemnity and suretyships of all kinds and for any purpose.
- 3.12 Entering into contracts under which the Company will be obliged to pay or be entitled to receive any sum above the financial threshold specified from time to time by the Corporate Director of Finance and Resources of Islington Council.
- 3.13 Appointing auditors.
- 3.14 Altering the accounting practices of the Company other than any such change which is required by law or by the rules of any regulatory body to which the Company is subject.
- 3.15 In respect of a director or secretary paying any remuneration to that director or secretary.
- 3.16 Creating or granting any security whether by mortgage, lien, fixed charge, floating charge or otherwise over any of the assets of the Company.



- 3.17 Promoting and incorporating any company or other entity which will be a subsidiary of the Company or in which the Company shall have an interest.
- 3.18 Instituting or defending legal proceedings save in any circumstances in which the directors acting in good faith believe that it is in the best interest of the Company that any institution or defence of any legal proceedings should be undertaken without delay or that any delay in instituting or defending any such proceedings would prejudice the interests of the Company by way of example but without limitation in the event any claim is about to become time barred under any enactment or rule of law in which case the directors shall call a general meeting as soon as reasonably practicable following the institution of such proceedings or issue such defence and the Company shall at such meeting be entitled to ratify the director's actions or approve the withdrawal of such proceedings or defence.

3.2 In accordance with the constitution, the Leader of the Council may amend the allocation of Executive functions. Under paragraph 2.4 Part 3 of the Constitution the Leader must notify the Proper Officer and the Proper Officer, once informed, must report any change to Council as soon as practicable.

#### **4. Implications**

4.1 **Financial implications:**

None.

4.2 **Legal Implications:**

None.

4.3 **Environmental Implications:**

None.

4.4 **Resident Impact Assessment:**

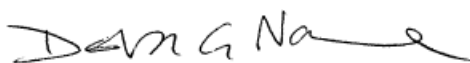
The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section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

A Resident Impact Assessment has not been completed because there are no impact on residents following from this decision.

#### **5. Conclusion and reasons for recommendations**

5.1 That Council note the change in Executive functions detailed in Point 3.1 of this report.

**Signed by:**



4 February 2016

Assistant Chief Executive (Governance and HR)

Date

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<b>Report of:</b> Executive Member for Finance and Performance
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Meeting of	Date	Ward(s)
Council	25 <sup>th</sup> February 2016	All

Delete as appropriate	Exempt	Non-exempt
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## **BUDGET PROPOSALS 2016-17**

### **1 INTRODUCTION**

1.1 The principal purpose of this report is for the Executive to recommend proposals in respect of the council's 2016-17 budget, as the basis for setting the 2016-17 budget and council tax. The Policy and Performance Scrutiny Committee reviewed the proposed budget at its meeting on 21<sup>st</sup> January 2016 and its recommendations have been taken into account in this report.

1.2 The contents of this report are summarised below:

**Section 2** sets out the recommendations.

**Section 3** sets out the 2016-17 General Fund revenue budget and Medium Term Financial Strategy (MTFS).

**Section 4** details the Housing Revenue Account (HRA) for 2016-17 and its MTFS.

**Section 5** details the 2016-17 to 2018-19 Capital Programme.

**Section 6** sets out the Annual Treasury Management and Investment Strategy, the Prudential Indicators and the Minimum Revenue Provision Policy.

**Section 7** shows the detailed, statutory council tax calculations.

**Section 8** details matters to consider in setting the budget.

#### **List of Appendices**

**Appendix A** General Fund MTFS 2016-17 to 2019-20

**Appendix B** General Fund Revenue Savings 2016-17

**Appendix C1** General Fund Fees and Charges 2016-17

**Appendix C2** Leisure Fees and Charges 2016-17

**Appendix D1** HRA MTFS 2016-17 to 2018-19

**Appendix D2** HRA Savings 2016-17

<b>Appendix D3</b>	HRA Fees and Charges 2016-17
<b>Appendix E</b>	Capital Programme 2016-17 to 2018-19 ( <b>E1</b> ) Traffic and Transportation Schemes ( <b>E2</b> )
<b>Appendix F</b>	Annual Treasury Management and Investment Strategy 2016-17, including External Debt and Treasury Management Prudential Indicators ( <b>F1</b> ) Additional Capital Prudential Indicators ( <b>F2</b> )
<b>Appendix G</b>	Resident Impact Assessment
<b>Appendix H</b>	Pay Policy Statement 2016-17

## **2 RECOMMENDATIONS**

### **The General Fund Budget 2016-17 and MTFs (Section 3)**

- 2.1 To agree the 2016-17 net Council cash limits as set out in **Table 1 (Paragraph 3.1.4)** and the MTFs at **Appendix A**, which include the revenue savings in **Appendix B** and revenue growth of £0.5m for investment in keeping the borough's young people safe.
- 2.2 To note the report of the Policy and Performance Scrutiny Committee on 21<sup>st</sup> January 2016 in reviewing the 'Budget Proposals 2016-17'.
- 2.3 To note the requirement to report on the number of maintained schools that have completed the Schools Value Financial Standard (SVFS) by 31<sup>st</sup> March to the Department for Education by 31<sup>st</sup> May each year. (**Paragraph 3.2.13**)
- 2.4 To note the fees and charges policy and the schedule of 2016-17 fees and charges, and to note the delegated authority for the Corporate Director of Children's Services, in consultation with the Executive Member for Children and Families, to agree new childcare charges following consultation in the summer term. (**Paragraphs 3.2.14-17 and Appendices C1 and C2**)
- 2.5 To agree the Council's policy on the level of General Fund balances and the estimated use of the Council's earmarked reserves. (**Paragraphs 3.2.19-21 and Table 3**)

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

- 2.6 To agree the balanced HRA 2016-17 budget within the HRA MTFs at **Appendix D1** and the 2016-17 HRA savings at **Appendix D2**.
- 2.7 To note the 2016-17 HRA rents and other fees and charges. (**Tables 5-8 and Appendix D3**)

### **The Capital Programme 2016-17 to 2018-19 (Section 5)**

- 2.8 To agree the 2016-17 capital programme and note the provisional programme for 2017-18 to 2018-19. (**Paragraph 5.1, Table 9 and Appendix E1**)
- 2.9 To agree that the Corporate Director of Finance and Resources applies capital resources to fund the capital programme in the most cost-effective way. (**Paragraph 5.2**)
- 2.10 To note the schedule of planned Traffic and Transportation schemes in 2016-17 and agree the related decision-making responsibilities for these schemes. (**Paragraph 5.3 and Appendix E2**)

### **Annual Treasury Management and Investment Strategy, Prudential Indicators and Minimum Revenue Provision Policy (Section 6)**

- 2.11 To agree the Annual Treasury Management and Investment Strategy 2016-17 (including external debt and treasury management Prudential Indicators), as considered by Audit Committee on 28<sup>th</sup> January 2016. (**Section 6 and Appendix F1**)
- 2.12 To agree the additional capital Prudential Indicators and Minimum Revenue Provision (MRP) Policy. (**Section 6 and Appendix F2**)

## **Council Tax 2016-17, including Statutory Calculations (Section 7)**

- 2.13 To agree the calculations required for the determination of the 2016-17 council tax requirement and the level of council tax as detailed in **Section 7** and summarised below.
- 1) The 2016-17 council tax requirement of £76,874,061.54. (**Paragraph 7.5**)
  - 2) The relevant (average) amount of Islington Band D council tax of £1,020.37, a 3.99% increase compared to 2015-16, and to determine that this is not 'excessive'. (**Paragraphs 7.6 and 7.7**)
  - 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 area) of £1,020.15 and total Band D council tax (including the GLA precept) of £1,296.15. (**Paragraphs 7.8 and 7.12**)
  - 4) The amount of 2016-17 council tax (excluding the GLA precept) for each valuation band over each of the Council's areas. (**Paragraph 7.10**)
  - 5) The total amount of 2016-17 council tax (including the GLA precept) for each valuation band over each of the Council's areas. (**Paragraph 7.12**)

## **Matters to Consider in Setting the Budget (Section 8)**

- 2.14 To note the Section 151 Officer's and the Monitoring Officer's comments in their determination of the revenue and capital budgets for 2016-17 and the basis for the level of council tax, including the Section 151 Officer's report in relation to his responsibilities under Section 25 (2) of the Local Government Act 2003.
- 2.15 To note the Resident Impact Assessment (RIA) on the 2016-17 budget. (**Appendix G**)
- 2.16 To note the Pay Policy Statement for 2016-17, for onward agreement by Council. (**Appendix H**)

## **3 GENERAL FUND BUDGET 2016-17**

### **3.1 GENERAL FUND BUDGET - OVERVIEW**

- 3.1.1 Following significant cuts in national Government funding since 2010, Islington Council has had to make savings of £150m over the five years 2011-2016. For the financial year 2016-17, there is a further budget gap of £24m to close, following the announcement of further Government cuts to the Council's core Government funding (£13m) and further net costs including inflationary and demographic pressures (£11m).
- 3.1.2 Over the four years 2016-20, Islington faces an estimated budget gap of £73m, including an estimated cut in core Government funding of £35m. Over the period 2010 to 2020, Islington will have faced a like-for-like reduction in core unringfenced government funding of revenue support grant, business rates and top-up grant of approximately 70%.
- 3.1.3 The proposed General Fund revenue budget and net revenue cash limits for 2016-17 are shown within the MTFS at **Appendix A**. The MTFS includes the proposed 2016-17 General Fund savings at **Appendix B** and also details the forecast net expenditure over the medium term, based on current knowledge and expectations. Included within the 2016-17 budget is £0.5m of new money for additional targeted support for young people most at risk of turning to gangs and crime.
- 3.1.4 **Table 1** below shows the net budget figures for 2016-17 that are included within the MTFS at **Appendix A**, for agreement as part of the recommendations of this report.

**Table 1 – Council Budget Requirement and Departmental Cash Limits 2016-17**

	<b>£000s</b>
<b>Departments</b>	
Chief Executive's Department	3,678
Children's Services	75,682
Environment and Regeneration	34,642
Finance and Resources	2,098
Housing and Adult Social Services	85,518
Public Health	0
Corporate and Democratic Core (CDC) / Unapportionable Central Overheads (UCO)	15,129
<b>NET COST OF SERVICES</b>	<b>216,747</b>
<b>Net Corporate items</b>	(180)
<b>NET OPERATING EXPENDITURE</b>	<b>216,567</b>
<b>Other Budget Items:</b>	
Transfer to/(from) Reserves	12,555
New Homes Bonus	(15,251)
Other Corporate Grants (estimate)	(2,709)
<b>AMOUNT TO BE MET FROM CORE GOVERNMENT FUNDING AND COUNCIL TAX</b>	<b>211,162</b>

### 3.2 **GENERAL FUND BUDGET – DETAIL**

#### **Local Government Finance Settlement 2016-17**

- 3.2.1 The Local Government Finance Settlement detailed the Council's core Government funding allocation for 2016-17. An analysis is shown in **Table 2** below.

**Table 2 – Core Government Funding 2016-17**

	<b>2016-17 £m</b>
Revenue Support Grant	52.9
Retained Business Rates	57.5
Top-up Grant	20.5
<b>Total Core Government Funding</b>	<b>130.9</b>

- 3.2.2 Overall, the council's total core government funding will be cut by £13m (9%) in 2016-17 and by £35m (25%) over the next four years.

#### **New Homes Bonus Scheme**

- 3.2.3 The Council will receive an estimated £15.2m New Homes Bonus income in 2016-17, directly attributable to the number of new homes built over the past five years.

#### **Health / Social Care Funding**

- 3.2.4 The Government is allowing local authorities the flexibility to raise council tax in their area by up to 2.00% above the referendum threshold for each year between 2016-17 and 2019-20 to fund adult social care services (this would raise an estimated additional £1.5m in Islington in 2016-17). In addition to maintaining the Better Care Fund at current mandated levels, the Government will make funding available to local authorities from 2017, which will amount to £1.5 billion in 2019-20, to be included in an improved Better Care Fund.

- 3.2.5 As local authorities have varying capacity to raise council tax, the Government are proposing to allocate the additional funding for the improved Better Care Fund through a separate grant to local authorities, using a methodology which provides greater funding to those authorities which benefit less from the additional council tax flexibility for social care. It is estimated that this could be worth up to an extra £11m to Islington in the

period from 2017-18 to 2019-20, but further details of this will be announced over the medium-term.

- 3.2.6 The Council received a public health grant allocation of £25.8m in 2015-16. This allocation was then reduced by the Government in-year. Based on last year's reduced allocation and the control total, it is expected that the Council will receive £27.3m in 2016-17, reflecting a 2015-16 in-year, like-for-like public health grant cut of £1.7m plus an estimated further cut of £0.6m in 2016-17. The expected overall increase in grant is due to the final part-year new burden transfer of Children's (0 to 5) public health commissioning functions. However, the Government still has not yet confirmed the public health grant allocation for 2016-17. The public health savings in **Appendix B** will be used to offset the expected ongoing £2.3m pressure on the public health budget. The Public Health grant is ring-fenced for spending on public health services.

#### **Children's Services Funding 2016-17**

- 3.2.7 The Dedicated Schools Grant (DSG) is a ring-fenced grant for spending on education. The Schools Forum makes recommendations about how the grant awarded to Islington should be allocated to schools and the Council (including the Early Years Service) as appropriate. The distribution of the DSG to local authorities will continue to be set out in three spending blocks: a schools block, a high needs block and an early years block.
- 3.2.8 The Department for Education (DfE) has committed to continuing a minimum funding guarantee in the schools block that ensures no school sees more than a 1.5% per pupil reduction in its 2016-17 budget (excluding sixth form funding and Education Services Grant) compared to 2015-16 and before the Pupil Premium is added. The DSG priorities for 2016-17 are being developed in conjunction with the Schools Forum.
- 3.2.9 The high needs block supports provision for pupils with special educational needs and disabilities up to the age of 25 and alternative provision for pupils who cannot receive their education in schools. Additional top-up funding of £92.5m has been allocated nationally by the DfE to local authorities of which Islington has provisionally been allocated £0.3m.
- 3.2.10 The early years block comprises funding for the 15 hour entitlement for 3 and 4 year olds, the most disadvantaged 2 year olds and the early years pupil premium. The rates per child for this block are being maintained by the DfE at 2015-16 levels.
- 3.2.11 The Pupil Premium is a specific grant to support disadvantaged pupils in mainstream and special schools, Pupil Referral Units, and 14 to 15 year olds in Further Education colleges. It was extended to disadvantaged 3 and 4 year olds in early years provision in 2015-16. It is estimated that total Pupil Premium funding for Islington (including Academies) will be approximately £15.8m in 2016-17, to be announced in early 2016.
- 3.2.12 Education Services Grant (ESG) – The DfE has announced indicative allocations of this grant for 2016-17, with the Council's allocation being provisionally reduced by £0.2m in 2016-17 to £2.1m in line with an overall reduction in this funding stream at a national level.

#### **Statement of Assurance on Schools**

- 3.2.13 The Council has a system of audit in place that provides adequate assurance over maintained schools' standards of financial management and the regularity and propriety of their spending. The Council is required to report on the number of maintained schools that have completed the Schools Value Financial Standard (SVFS) by 31st March to the Department for Education by 31st May each year. The SVFS returns are also used by the Council to inform its programme of financial assessment of maintained schools and audit.

#### **Fees and Charges 2016-17**

- 3.2.14 Some fees and charges are laid down by statute and are not within the Council's power to vary locally; others are discretionary and are set with Council's approval. The

Council's discretionary fees and charges for 2016-17 are set out at **Appendix C1** and incorporated in the overall revenue budget. Leisure fees and charges are shown separately at **Appendix C2**.

3.2.15 It is the Council's policy to increase its discretionary fees and charges in line with inflation (1.0% at Quarter 3 2015, this being the quarter average) unless a variation is approved by Executive. The relevant extract of the Council's fees and charges policy is set out below:

"There will be an overall annual increase in fees and charges in line with the Retail Price Index (RPI), subject to the following:

- (i) use of the Quarter 3 RPI (All Items)
- (ii) appropriate rounding of charges for the purposes of administration and collection
- (iii) statutory changes to fees and charges being excluded
- (iv) fees and charges on which the Council has or decides to have a specific policy may be varied by report to the Executive

Where the Quarter 3 RPI (All Items) is negative all fees and charges will be frozen, subject to provisions (ii) to (iv) above."

3.2.16 The Council will undertake a consultation in the summer term on new childcare charges to take effect from 1<sup>st</sup> September 2016. The Executive agreed at its meeting on 14<sup>th</sup> January 2016 to delegate authority to the Corporate Director of Children's Services, in consultation with the Executive Member for Children and Families, to agree these new charges. The existing childcare charges at **Appendix C1** will remain in force until the new charges are implemented.

3.2.17 Fees and charges in relation to Cemeteries were agreed separately by the Executive on 26<sup>th</sup> November 2015 and took effect from 1<sup>st</sup> January 2016.

### **Local Initiatives Fund**

3.2.18 The Local Initiatives Fund is £240k, with £15k being allocated to each ward. Members decide on allocations locally and formal decisions will continue to be taken in-year by the Voluntary and Community Sector Committee.

### **General Balances and Reserves**

3.2.19 The Government has reserve powers under the Local Government Act 2003 to set a minimum level of reserves for which an authority must provide in setting its budget. These powers would only be used where there were grounds for serious concern about an authority and there is no intention to make permanent or blanket provision for minimum reserves under these provisions.

3.2.20 The Section 151 Officer is required to report to the authority, when it is making the statutory calculations required to determine its council tax, on the estimates included in the budget and the adequacy of reserves. The report of the Section 151 Officer is included within **Section 8** of this report. The estimated level of earmarked reserves and general balances for use in 2016-17, after taking into account existing and estimated allocations against these reserves, are shown in **Table 3** below:

**Table 3 – Estimated Reserves and General Balances 2016-17**

	<b>2016-17 £m</b>
Contingency Reserve	2.0
Housing Benefit Reserve	7.8
Invest to Save Reserve	5.0
Levies Smoothing Reserve	0.8
Redundancy Reserve	3.5
General Fund Balances (excluding schools)	8.6
Schools Balances	11.4
<b>Total</b>	<b>39.1</b>



3.2.21 The 2016-17 budget assumes a one-off contribution from general balances of £2.1m, reflecting the pressure on the Council's revenue budget from front-loaded cuts in Government funding. This takes the level of the Council's general balances down to just over 4% of the net budget requirement, which is still considered prudent. It is recommended that the Council revises the policy on the level of general balances from the 2016-17 budget onwards as follows:

"The policy of the Council is to set a target level of General Fund balances (excluding schools balances) at **4%** of the net budget requirement (excluding schools expenditure) over the course of the medium-term financial strategy. The rationale for this level is based upon an assessment of the level of risk inherent within the Council budget over the medium-term financial planning period. The level of General Fund balances should be adequate to meet working balance requirements and to provide a reasonable allowance for unquantifiable risks that are not already covered within the Council's budgets and any contingency sums. The Chief Finance Officer (Section 151 officer) shall be responsible for reporting to the Council on the adequacy of the reserves and balances."

### **Corporate Levies**

3.2.22 The Council is required to pay levies to a number of other bodies, which must be met from within the overall budget requirement. The latest 2016-17 levy estimates are detailed in **Table 4**.

**Table 4 – Levy Estimates 2016-17**

<b>Levies by Body</b>	<b>2016-17 Budget £m</b>
Concessionary Fares (Freedom Pass)	11.842
North London Waste Authority	7.753
Lee Valley Regional Park Authority	0.222
Traffic and Control Liaison Committee	0.270
Inner London North Coroners Court	0.304
London Pensions Fund Authority	1.209
Environment Agency (Thames Region)	0.168
London Boroughs Grants Scheme	0.220
<b>Total</b>	<b>21.988</b>

## **4 THE HOUSING REVENUE ACCOUNT**

### **Housing Revenue Account (HRA) Overview**

- 4.1 The HRA MTFs covers the cost of managing and maintaining council owned housing stock, servicing debt and contributing towards the long term investment in the stock, all of which is funded primarily from rents and tenants' and leaseholders' service charges.
- 4.2 Since the General Election 2015, the government has announced a number of measures contained in the Housing Bill and the Welfare Reform and Work Bill which will have a significant impact on Housing and the HRA in Islington.

### **Housing Bill**

- 4.3 The main elements of the bill which will affect Housing and the financial position of the HRA are:
- The extension of the Right-to-Buy to housing association tenants.
  - Local Authorities will be required to dispose of high-value council properties when they become vacant, and the receipts generated will fund the housing association Right-to-Buy extension discounts and the building of more affordable homes, not necessarily in the same area.
  - Tenants on higher household incomes (over £40,000 in London and over £30,000 outside London) will be required to pay market (or near-market) rents. The

additional rental income generated will not be retained by Local Authorities, but will instead be payable to the Exchequer.

### **Welfare Reform and Work Bill**

4.4 The main elements of the bill which will affect Housing and the financial position of the HRA are:

- Rents for social housing will be reduced by 1% a year for four years.
- The household benefit cap will be reduced to £23,000 in London.
- Reduction on the time Housing Benefit Claims can be backdated from 6 months to 4 weeks.

4.5 The HRA MTFS is estimated to be balanced over the medium term, accommodating the impact of the Housing Bill and the Welfare Reform and Work Bill. The proposed HRA budget for 2016-17 and the forecast budgets over the medium term, based on current knowledge and assumptions, are shown within the HRA MTFS at **Appendix D1**, with proposed 2016-17 savings at **Appendix D2**.

4.6 In order to mitigate the financial impact of the Government's proposals, the following key measures have been taken:

- Rescheduling current HRA borrowing over the term of the 30 year Business Plan.
- The New Build Capital Programme will not be subsidised from significant HRA revenue contributions. Instead, funding will be limited primarily to open market sale receipts, Right-to-Buy receipts and other receipts from disposals.
- A programme of HRA savings have been incorporated into the HRA's Business Plan.

### **Rental Income and other HRA Fees and Charges**

4.7 HRA 2016-17 rents will be set in accordance with the proposals set out in the Welfare Reform and Work Bill.

#### **LBI-managed general needs properties (excluding new build properties):**

4.8 **Table 5** below sets out proposed rent changes for existing tenancies – 2015-16 actual rents less 1%

**Table 5 – Existing Tenancies Weekly Rent 2016-17**

	<b>Proposed 2016-17</b>
Average Weekly Rent 2015-16	£111.77
Decrease (£)	-£1.12
Decrease (%)	-1%
Average Weekly Proposed Rent	£110.65

4.9 **Table 6** below sets out proposed rent changes for properties re-let during 2016-17 – the 2016-17 rent will be the higher of either 2015-16 target rent less 1% or 2015-16 actual rent less 1%

**Table 6 – Re-Let Properties Weekly Rent 2016-17**

	<b>Proposed 2016-17</b>
Average Weekly Target Rent 2015-16	£117.79
Decrease (£)	-£1.18
Decrease (%)	-1%
Average Weekly Proposed Target Rent	£116.61

### **LBI-managed general needs new build properties:**

- 4.10 Existing tenancies (currently at 2015-16 target rent) – 2016-17 rents will reduce by 1%.
- 4.11 Re-Lets and new-lets in 2016-17 - Rents will be set at 2016-17 target rent (i.e. 2015-16 target plus Consumer Price Index (CPI) (minus 0.1% at September 2015) plus 1%.

### **LBI-managed non-general needs properties** (e.g. reception centres and special needs properties):

- 4.12 Existing tenancies and re-lets – continue with current Council Policy: 2016-17 rents increase by CPI (minus 0.1% at September 2015) plus 1%.

### **Partners for Islington managed properties:**

- 4.13 The Government's impact assessment in relation to the Welfare Reform and Work Bill indicates that properties managed under a Private Finance Initiative (PFI) scheme will be excluded from the 1% rent reduction. As such, it is proposed that existing Council policy continues to apply to all PFI properties managed by Partners for Islington.
- 4.14 This means that the principles of rent restructuring will continue to apply and that PFI properties not currently at target rent will move to the 2016-17 target rent subject to the affordability cap of the 2015-16 rent plus CPI (minus 0.1% at September 2015) plus 1% plus £2.
- 4.15 However, PFI properties already at target rent will simply increase by CPI (minus 0.1% at September 2015) plus 1%.
- 4.16 PFI property re-lets will be set at 2016-17 target rents (i.e. the 2015-16 target rent plus CPI (minus 0.1% at September 2015) plus 1%).
- 4.17 **Table 7** below sets out proposed rent changes for PFI properties (existing tenancies not yet at target rent).

**Table 7 – Existing Tenancies (not at target rent in 2015-16)**  
**PFI Properties Weekly Rent 2016-17**

	<b>Proposed 2016-17</b>
Average Weekly Rent 2015-16	£132.81
Increase (£)	£2.33
Increase (%)	1.8%
Average Weekly Proposed Rent	£135.14

- 4.18 **Table 8** below sets out proposed rent changes for PFI properties (re-lets and existing tenancies already at target rent).

**Table 8 – Re-Lets & Existing Tenancies (at target rent in 2015-16)**  
**PFI Properties Weekly Rent 2016-17**

	<b>Proposed 2016-17</b>
Average Weekly Target Rent 2015-16	£147.08
Increase (£)	£1.32
Increase (%)	0.9%
Average Weekly Proposed Target Rent	£148.40

- 4.19 The Welfare Reform and Work Bill is currently at the Committee Stage in the House of Lords. The rent policy is based on the current reading of the Bill and concomitant impact assessment. However, if there are any changes in these, the rent policy will be amended accordingly.
- 4.20 **Other HRA Fees and Charges** – These are set out at **Appendix D3** and the explanations as to the increases and reductions are set out in the appendix notes pertaining to the individual charges. **Page 33**

## **5 CAPITAL PROGRAMME**

- 5.1 The 2016-17 to 2018-19 capital programme is summarised in **Table 9** below and shown in full at **Appendix E1**. This will deliver projects of £368m over the next three years and includes the continuation of existing programmes of investment in new homes (£161m), housing major works and improvements (£110m) and education facilities (£35m).

**Table 9 – Capital Programme 2016-17 to 2018-19**

	<b>2016-17 £000</b>	<b>2017-18 £000</b>	<b>2018-19 £000</b>	<b>Total £000</b>
Housing and Adult Social Services	60,404	102,946	108,177	271,527
Children's Services	29,891	5,559	0	35,450
Environment and Regeneration	26,928	18,724	10,973	56,625
Finance and Resources	1,500	1,500	1,500	4,500
<b>Total Capital Programme</b>	<b>118,723</b>	<b>128,729</b>	<b>120,650</b>	<b>368,102</b>

- 5.2 While uncertainty surrounds the level and timing of capital receipts estimated to be available over the medium-term, the Council is forecasting that there will be sufficient resources to fund the 2016-17 programme and the provisional programme for 2017-18 to 2018-19. The Corporate Director of Finance and Resources will continue to apply capital resources to fund the ongoing capital programme in the most cost-effective way. The Council does not currently plan to use the new flexibility to apply capital receipts towards revenue costs of reform projects.
- 5.3 A schedule of planned Traffic and Transportation schemes in 2015-16 and related decision-making responsibilities is provided at **Appendix E2**.

## **6 TREASURY MANAGEMENT AND INVESTMENT STRATEGY, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION POLICY**

- 6.1 The Annual Treasury Management and Investment Strategy 2016-17 (including external debt and treasury management Prudential Indicators) was considered by Audit Committee on 28<sup>th</sup> January 2016. This is included at **Appendix F1** with additional capital Prudential Indicators at **Appendix F2**.
- 6.2 To ensure that capital expenditure funded by borrowing is ultimately financed, the Council is required to make a Minimum Revenue Provision (MRP) within the revenue budget each year for the repayment of debt. This is designed to ensure that the MRP is charged over a period that is commensurate with the period over which the capital expenditure that gave rise to the debt provides benefits.
- 6.3 The Council will charge MRP over the period reasonably commensurate with the period implicit in the determination of the revenue support. The Council has determined that by following the Regulatory Method a reasonable estimate would be on a 4% reducing balance. The result is a total estimated MRP liability of £4.1m in 2016-17.

## **7 COUNCIL TAX 2016-17 (INCLUDING STATUTORY CALCULATIONS)**

### **Background**

- 7.1 The local government finance settlement gave a specific power to local authorities to raise an additional 2.00% council tax precept specifically to cover additional social care costs. In addition to a proposed 1.99% increase in council tax, the 2016-17 budget includes a further 2.00% increase as a result of applying this social care precept. The overall increase (3.99%) equates to an extra 75p per week for the average Band D property.

### Islington Tax Base 2016-17 and Collection Fund Forecast

- 7.2 On 28<sup>th</sup> January 2016, the Audit Committee agreed a 2016-17 tax base of 75,339.6 Band D properties for the Council's whole area, and 44.4 Band D properties for the Lloyd Square Garden area. The tax base figures assume a collection rate of 97.0% for the Council's whole area and 97.0% for Lloyd Square Garden Area.
- 7.3 This tax base incorporates the Council decision on 3<sup>rd</sup> December 2015 to leave unchanged for 2016-17 the existing Council Tax Support Scheme
- 7.4 Under the regulations prescribed under Section 99 of the Local Government Finance Act 1988, a billing authority must calculate the amount of any deficit or surplus on the Collection Fund (excluding those items relating to community charges and non-domestic rates) on the 15th January each year, and notify the precepting authorities of the amount to be added or refunded to their 2016-17 precepts within seven days of the calculation. At 15<sup>th</sup> January 2016, it was forecast that at 31<sup>st</sup> March 2016 the council tax account in the Collection Fund will be £3,977k in surplus, of which £3,058k is the Council's and £919k is the Greater London Authority's (GLA) share.

### Islington Council Tax 2016-17

- 7.5 Sections 31A and 31B of the amended Local Government Finance Act (LGFA) 1992 require the Council to calculate its gross expenditure, gross income and council tax requirement. For these purposes, HRA expenditure and income is included even though it has no effect on council tax, and the gross expenditure figure includes special expenses relating to part only of the Council's area. The calculation of the 2016-17 council tax requirement is set out in **Table 10** below.

**Table 10 – Section 31A (amended LGFA 1992) Calculation 2016-17**

	£
Aggregate of the amounts which the Council estimates for items set out in Section 31A (2) (a) to (f) of the LGFA 1992 <b>(A)</b>	959,410,399.54
Aggregate of the amounts which the Council estimates for items set out on Section 31A (3) (a) to (d) of the LGFA 1992 <b>(B)</b>	(882,536,338.00)
Calculation of the council tax requirement under Section 31A (4), being the amount by which the sum aggregated at <b>(A)</b> above exceeds the aggregate at <b>(B)</b> above	<b>76,874,061.54</b>

- 7.6 The calculation of the relevant (average) 2016-17 council tax per Band D property is set out in **Table 11** below.

**Table 11 – Section 31B (amended LGFA 1992) Calculation 2016-17**

Council Tax Requirement	£76,874,061.54
Council Tax Base	75,339.6
<b>2015-16 Relevant Band D Council Tax</b>	<b>£1,020.37</b>
<b>Increase Compared to 2015-16</b>	<b>3.99%</b>

- 7.7 The Localism Act 2011 abolished council tax capping but instead provides for council tax rises at or above a certain threshold (4.00% in 2016-17, including the 2.00% social care precept) to be subject to a local referendum giving local residents a power to approve or veto an 'excessive' increase. The proposed 3.99% increase (including the 2.00% social care precept) in the relevant amount of Band D council tax in 2016-17 is not 'excessive' in terms of the Localism Act. The Council must formally determine this at the time of setting its council tax for 2016-17 and a recommendation to that effect is included in this report.

- 7.8 Section 34 of the LGFA 1992 requires additional calculations 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 basic amount of council tax for dwellings in Islington to which no special item relates (i.e. outside of the Lloyd Square Garden area) is shown in **Table 12** below.

**Table 12 – 2016-17 Basic Council Tax for All Other Parts of the Council's Area**

Council Tax Requirement (including Lloyd Square Garden Committee special expense)	£76,874,061.54
Less Lloyd Square Garden Committee special expense	(£16,061.54)
<b>Council Tax Requirement (excluding special expenses)</b>	<b>£70,858,000.00</b>
Council Tax Base	75,339.6
<b>2016-17 Basic Band D Council Tax for All Other Parts of the Council's Area</b>	<b>£1,020.15</b>
<b>Increase Compared to 2015-16</b>	<b>3.99%</b>

- 7.9 The Lloyd Square Garden Committee special expense is £16,061.54 in 2016-17, an increase of 10% compared to 2015-16. When this is divided by the Lloyd Square Garden area Band D taxbase (44.4), it gives a charge of £361.75 per Band D property for 2016-17. This will be charged to Lloyd Square Garden area dwellings in addition to the basic Islington Band D council tax of £1,020.15 for all other parts of the Council's area.
- 7.10 The basic Islington council tax for each valuation band for the Lloyd Square Garden area and all other parts of the Council's area are shown in **Table 13** below. These amounts are calculated by multiplying the relevant Band D council tax amount per property by the proportions set out in Section 5(1) of the LGFA 1992.

**Table 13 – Basic Islington Council Tax 2016-17**

<b>Valuation Bands</b>	<b>Lloyd Square Garden Area (£)</b>	<b>All Other Parts of the Council's Area (£)</b>
A	921.26	680.10
B	1,074.81	793.45
C	1,228.35	906.80
<b>D</b>	<b>1,381.90</b>	<b>1,020.15</b>
E	1,688.98	1,246.85
F	1,996.07	1,473.55
G	2,303.16	1,700.25
H	2,763.79	2,040.30

7.11 The 2016-17 GLA precept for each valuation band is shown in **Table 14** below.

**Table 14 – GLA Precept 2016-17**

<b>Valuation Bands</b>	<b>GLA (£)</b>
A	184.00
B	214.67
C	245.33
<b>D</b>	<b>276.00</b>
E	337.33
F	398.67
G	460.00
H	552.00

7.12 In accordance with Section 30(2) of the LGFA 1992, **Table 15** below shows the total amount of 2016-17 council tax (including GLA precept) for each valuation band over each of the Council's areas.

**Table 15 – Total Islington and GLA Council Tax 2016-17**

<b>Valuation Bands</b>	<b>Lloyd Square Garden Area (£)</b>	<b>All Other Parts of the Council's Area (£)</b>
A	1,105.26	864.10
B	1,289.48	1,008.12
C	1,473.68	1,152.13
<b>D</b>	<b>1,657.90</b>	<b>1,296.15</b>
E	2,026.31	1,584.18
F	2,394.74	1,872.22
G	2,763.16	2,160.25
H	3,315.79	2,592.30

## **8 MATTERS TO CONSIDER IN SETTING THE BUDGET**

### **COMMENTS OF THE SECTION 151 OFFICER**

8.1 The Council, when determining the budget and thereby the level of council tax, must take into account the report of its Section 151 Officer. The report must comment on the robustness of the estimates included in the budget and parallel consideration of the

adequacy of the Council's proposed reserves. This section of the report includes consideration of these specific areas and enables the authority to discharge its duty to take account of the statutory report under Section 25(2) of the Local Government Act 2003.

- 8.2 The process for challenging, compiling and collating the budget begins in April prior to the year for which the council tax is being set. The process involves all of the spending departments, and assumptions are scrutinised throughout the year. It is the thoroughness of this process which provides the assurance that all strategic, operational and financial risks facing the authority have been taken into account, as far as they are reasonably anticipated to be incurred by the Council in the next financial year. It is the opinion of the Section 151 Officer that the estimates for 2016-17 have been prepared on a robust basis.
- 8.3 In setting the level of general reserves and balances, account has been taken of the key financial assumptions underpinning the budget, the views of the Council's auditors, the level of earmarked reserves and provisions, and the risks facing the Council over the medium-term. The MTFs assumes contributions such that over the planning period the Council is forecast to attain a target of general balances at 4% of the budget requirement. This reflects use of £2.1m of general balances to support the 2016-17 general budget following front-loaded, significant cuts in Government funding. Maintaining general balances at 4% of the budget requirement is considered a prudent position over the medium-term.

### **COMMENTS OF THE MONITORING OFFICER**

- 8.4 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 2016-17. 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.
- 8.5 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.
- 8.6 Members must have adequate evidence on which to base their decisions on the level of quality at which services should be provided. Where a service is provided pursuant to a statutory duty, it would not be lawful to fail to discharge it properly or abandon it, and where there is discretion as to how it is to be discharged, that discretion should be exercised reasonably. Where a service is derived from a statutory power and is in itself discretionary that discretion should be exercised reasonably.
- 8.7 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.
- 8.8 Under the constitutional arrangements, the setting of the Council budget is a matter for the Council, having considered recommendations made by the Executive, and having taken into account comments made by the Policy and Performance Scrutiny Committee.



## **RESIDENT IMPACT ASSESSMENT**

- 8.9 The Equality Act 2010 sets out the requirement for the Council to pay due regard in the exercise of its functions to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
  - Advance equality of opportunity between people who share a protected characteristic and those who do not;
  - Foster good relations between people who share a protected characteristic and those who do not.
- 8.10 A Resident Impact Assessment (RIA) of the 2016-17 budget proposals is set out at **Appendix G**. It is supplemented at a departmental level by detailed RIAs 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.
- 8.11 It is difficult to make savings on the scale required without any impact on residents, and there will inevitably be some impact on particular groups, including those with protected characteristics as defined by the Equality Act. The Council is not legally obligated to reject savings with negative impacts on any particular groups but must consider carefully and with rigour the impact of its proposals on the Public Sector Equality Duty (as set out above), take a reasonable and proportionate view about the overall impact on particular groups and seek to mitigate negative impacts where possible. In this context, the Council's proposals for achieving savings are considered to be reasonable overall and take adequate account of the three duties set out under the Equality Act.
- 8.12 Members are asked to note the Resident Impact Assessment.

## **PAY POLICY STATEMENT 2016-17**

- 8.13 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 the full Council.
- 8.14 The Council's proposed Pay Policy Statement for 2016-17 is provided at **Appendix H**.

### **Final report clearance**

Signed by



17 February 2016

Executive Member for Finance and Performance

Date

Responsible Officer : Mike Curtis, Corporate Director of Finance and Resources  
Report Authors : Tony Watts, Head of Financial Planning  
Martin Houston, Strategic Financial Advisor

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**APPENDIX A: MEDIUM TERM FINANCIAL STRATEGY 2016-17 TO 2019-20**

	2015-16	2016-17					2017-18					2018-19					2019-20				
	Projected £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Projected £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Projected £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Projected £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Projected £000
<b>DEPARTMENTS</b>																					
Chief Executive	6,870	410	(1,475)		(2,127)	3,678	144	(115)			3,707	146				3,853	147				4,001
Children's Services	73,944	1,553	256	2,145	(2,216)	75,682	399	(786)			75,295	403				75,698	407				76,105
Environment and Regeneration	30,564	1,362	7,526		(4,810)	34,642	448				35,090	453				35,543	457				36,001
Finance and Resources	467	1,042	6,768		(6,179)	2,098	552	(160)			2,490	558				3,048	564				3,612
Housing and Adult Social Services	81,619	5,384	685	2,400	(4,570)	85,518	240				85,758	243				86,001	245				86,246
Public Health	0	0	2,388		(2,388)	0	0				0	0				0	0				0
<b>TOTAL SERVICES</b>	<b>193,464</b>	<b>9,751</b>	<b>16,148</b>	<b>4,545</b>	<b>(22,290)</b>	<b>201,618</b>	<b>1,785</b>	<b>(1,061)</b>	<b>0</b>	<b>0</b>	<b>202,342</b>	<b>1,803</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>204,144</b>	<b>1,821</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>205,965</b>
Corporate Democratic Core / Non Distributed Costs	16,675		(1,546)			15,129					15,129					15,129					15,129
<b>NET COST OF SERVICES</b>	<b>210,139</b>	<b>9,751</b>	<b>14,602</b>	<b>4,545</b>	<b>(22,290)</b>	<b>216,747</b>	<b>1,785</b>	<b>(1,061)</b>	<b>0</b>	<b>0</b>	<b>217,471</b>	<b>1,803</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>219,273</b>	<b>1,821</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>221,094</b>
Corporate Growth / Savings	239		301		(250)	290	1,000	(6)	4,000		5,284	1,000		4,000		10,284	1,000		4,000		15,284
Savings 2017-18 to 2019-20	0					0			(12,902)		(12,902)				(11,533)	(24,435)				(12,678)	(37,113)
Demographic Contingency	0					0					0					0					0
Corporate Financing Account	(16,129)		(6,346)			(22,475)					(22,475)					(22,475)					(22,475)
Levies	22,247	(258)				21,989	1,281	(258)			23,270	897				24,167	725				24,892
Special Expense - Lloyd Square Garden Committee	15		1			16					16					16					16
<b>NET OPERATING EXPENDITURE</b>	<b>216,511</b>	<b>9,493</b>	<b>8,558</b>	<b>4,545</b>	<b>(22,540)</b>	<b>216,567</b>	<b>4,066</b>	<b>(1,067)</b>	<b>4,000</b>	<b>(12,902)</b>	<b>210,664</b>	<b>3,700</b>	<b>0</b>	<b>4,000</b>	<b>(11,533)</b>	<b>206,830</b>	<b>3,546</b>	<b>0</b>	<b>4,000</b>	<b>(12,678)</b>	<b>201,698</b>
Transfer to Capital Reserve (Ongoing Capital Programme)	5,000					5,000					5,000					5,000					5,000
NHBS Tranche 1: Transfer to Capital Reserve (Until 2016-17)	3,000					3,000		(3,000)			0					0					0
Transfer to/(from) Other Earmarked Reserves	9,161		(2,522)			6,639		(6,639)			0					0					0
Transfer to/(from) General Balance	(2,800)		716			(2,084)		2,084			0					0					0
New Homes Grant	(13,781)		(1,470)			(15,251)		3,706			(11,545)		1,974			(9,571)		3,527			(6,044)
New Homes Bonus to London Local Enterprise Partnership	3,897		(3,897)			0					0					0					0
Council Tax Administration Grants	0		(600)			(600)					(600)					(600)					(600)
Education Services Grant	(2,322)		213			(2,109)					(2,109)					(2,109)					(2,109)
<b>AMOUNT TO BE MET FROM RSG, BUSINESS RATES AND COUNCIL TAX</b>	<b>218,666</b>	<b>9,493</b>	<b>998</b>	<b>4,545</b>	<b>(22,540)</b>	<b>211,162</b>	<b>4,066</b>	<b>(4,916)</b>	<b>4,000</b>	<b>(12,902)</b>	<b>201,410</b>	<b>3,700</b>	<b>1,974</b>	<b>4,000</b>	<b>(11,533)</b>	<b>199,550</b>	<b>3,546</b>	<b>3,527</b>	<b>4,000</b>	<b>(12,678)</b>	<b>197,945</b>
<b>CHANGE COMPARED TO PREV YEAR (%)</b>	<b>-6.61%</b>					<b>-3.43%</b>					<b>-4.62%</b>					<b>-0.92%</b>					<b>-0.80%</b>
Revenue Support Grant	(66,506)			13,586		(52,920)			12,100		(40,820)			8,260		(32,560)				8,490	(24,070)
Retained Business Rates	(56,998)			(472)		(57,470)			(1,140)		(58,610)			(1,720)		(60,330)			(1,930)		(62,260)
Top-up Grant	(20,380)			(170)		(20,550)			(400)		(20,950)			(620)		(21,570)			(690)		(22,260)
<b>SETTLEMENT FUNDING ASSESSMENT (SFA)</b>	<b>(143,884)</b>	<b>0</b>	<b>0</b>	<b>12,944</b>	<b>0</b>	<b>(130,940)</b>	<b>0</b>	<b>0</b>	<b>10,560</b>	<b>0</b>	<b>(120,380)</b>	<b>0</b>	<b>0</b>	<b>5,920</b>	<b>0</b>	<b>(114,460)</b>	<b>0</b>	<b>0</b>	<b>5,870</b>	<b>0</b>	<b>(108,590)</b>
Additional Retained Business Rates	(290)					(290)					(290)					(290)					(290)
Transfers (from)/to the Collection Fund	(3,843)		785			(3,058)		3,058			0					0					0
<b>COUNCIL TAX REQUIREMENT</b>	<b>70,649</b>	<b>9,493</b>	<b>1,783</b>	<b>17,489</b>	<b>(22,540)</b>	<b>76,874</b>	<b>4,066</b>	<b>(1,858)</b>	<b>14,560</b>	<b>(12,902)</b>	<b>80,740</b>	<b>3,700</b>	<b>1,974</b>	<b>9,920</b>	<b>(11,533)</b>	<b>84,800</b>	<b>3,546</b>	<b>3,527</b>	<b>9,870</b>	<b>(12,678)</b>	<b>89,065</b>

**APPENDIX B: GENERAL FUND SAVINGS 2016-17**

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2016-17 £000s
1	Chief Executive's Department	All	Reduce non-essential budgets (e.g. staff training and non-staff overheads) and increase income across the Chief Executive's department.	190
2	Chief Executive's Department	Community Safety	Restructure the community safety team and delete vacant police posts.	100
3	Chief Executive's Department	Democratic Services	Reduce salary costs in Electoral and Member Services.	30
4	Chief Executive's Department	Democratic Services	Reduce support available for Executive Members, Chairs and the Mayor.	104
5	Chief Executive's Department	Democratic Services	Identify new funding sources and reduce staffing costs in Democratic Services.	43
6	Chief Executive's Department	Human Resources	Reduce Human Resources transactional services (payroll).	35
7	Chief Executive's Department	Human Resources	Generate additional income from non-Islington schools.	50
8	Chief Executive's Department	Human Resources	Reduce Human Resources staffing.	41
9	Chief Executive's Department	Islington Learning and Working (ILW) & Business and Employment Support Team (BEST)	Remodel service delivery and secure external funding (e.g. from New Homes Bonus and European Social Fund) for Islington Learning and Working and the Business and Employment Support Team.	380
10	Chief Executive's Department	Legal Services	Delete one post in the Legal department.	24
11	Chief Executive's Department	Legal Services	Increase income from s106 contributions and from unilateral undertakings work.	5
12	Chief Executive's Department	Legal Services	Reduce administrative and non-staff overheads.	40
13	Chief Executive's Department	Strategy and Community Partnerships	Generate additional income across Strategy and Community Partnerships.	95
14	Chief Executive's Department	Strategy and Community Partnerships	Reduce resources for tackling anti-social behaviour.	60
15	Chief Executive's Department	Strategy and Community Partnerships	Change service delivery model and reduce direct costs of integrated offender management, youth/gangs work and projects.	50
16	Chief Executive's Department	Strategy and Community Partnerships	Replace council revenue funding for economic development activity with grant funding secured from the London Enterprise Panel New Homes Bonus Programme.	730
17	Chief Executive's Department	Strategy, Equality, Performance (SEP) and Communications	Integrate the 'Strategy, Equality and Performance' and 'Communications' teams and generate additional income (e.g. from selling printing services).	150
18	Corporate	Pensions	Charge schools and the Housing Revenue Account their full share of the c£10m pension fund annual lump sum contribution.	250
19	Children's Services	Adventure Play	Maintain adventure play offer but deliver savings by setting income targets.	136
20	Children's Services	Children Looked After	Cross-cutting savings from PAUSE project, working with women who have had repeated removal of children from their care.	48
21	Children's Services	Early Years and Childcare	Redesign the provision of all early childhood services from pregnancy to 5 to ensure all children, particularly the 35% of children who currently do not achieve the "good level of development" by the end of their reception year, are healthy and ready for school.	228
22	Children's Services	Health	Review of health related spend on children across all agencies and age ranges.	54
23	Children's Services	Learning and Schools	Make grant aid savings in Early Years, bringing the after-school childcare budget into line with demand and placing one Early Years Centre onto the standard funding formula.	70
24	Children's Services	Learning and Schools	Shift funding from the General Fund to the Dedicated Schools Grant for pupil, school and early years support services, as agreed by the Schools Forum, and continue traded schools services.	1,250
25	Children's Services	Pupil Services	Remove underspend against School Uniform Grants budget to bring it in line with demand.	30
26	Children's Services	Targeted Specialist Children and Families	Procure Independent Fostering Placements jointly and improve the procurement of residential provision.	200
27	Children's Services	Targeted Specialist Children and Families	Service review to rationalise and improve service to parents of disabled children.	200
28	Environment and Regeneration	All	Increase income generation across the Environment and Regeneration department, including additional income from the new leisure contract, increasing our Commercial Waste business and establishing a trading company (iCo) to sell services such as energy advice.	1,762
29	Environment and Regeneration	All	Integrate separate enforcement teams across the Environment and Regeneration department into a multi-disciplinary team.	190
30	Environment and Regeneration	All	Make efficiencies in the Environment and Regeneration department, including in support functions and procurement.	83
31	Environment and Regeneration	Highways and Lighting	Convert street lighting lamps to LED.	100
32	Environment and Regeneration	Planning and Development	Restructure building control service by deleting vacant posts.	80
33	Environment and Regeneration	Planning and Development	Replace council revenue funding for Plusbus with sustainable transport income.	100
34	Environment and Regeneration	Planning and Development	Increase income within planning through additional pre-applications, design review panel and consultancy services.	120
35	Environment and Regeneration	Planning and Development	Review of the process for handling planning applications to make it more efficient through the use of technology.	45
36	Environment and Regeneration	Public Protection	Administrative restructure within Public Protection.	155
37	Environment and Regeneration	Public Realm	Digital-led productivity gains leading to improved frontline customer service.	100

**APPENDIX B: GENERAL FUND SAVINGS 2016-17**

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2016-17 £000s
38	Environment and Regeneration	Street Environment Services	Review recycling points on estates to make them more accessible and, following pilots, move to communal recycling on the estates where doorstep recycling is currently still offered.	150
39	Environment and Regeneration	Street Environment Services	Introduce the 'village principle' into Street Environment Services by creating area-based teams.	450
40	Environment and Regeneration	Street Environment Services	Reduce the number of refuse collection vehicles by moving towards communal kitchen waste and green waste collection.	500
41	Environment and Regeneration	Street Environment Services	Negotiate fairer North London Waste Authority levy arrangements.	175
42	Environment and Regeneration	Street Environment Services	Deploy digital sensors on bins to enable smarter waste collections.	100
43	Environment and Regeneration	Street Environment Services	Charge for bulky waste collections and encourage behaviour change.	250
44	Environment and Regeneration	Traffic and Parking	Review parking measures in Zones C and K only (Whittington and parts of the South of the Borough).	200
45	Environment and Regeneration	Traffic and Parking	Perform a review of measures to control moving traffic offences.	250
46	Finance and Resources	All	Reduce senior management in the Finance and Resources department.	75
47	Finance and Resources	All	Further reduce senior management across the Finance and Resources department.	125
48	Finance and Resources	Corporate Landlord	Install photovoltaic (PV) plates on corporate Council properties, excluding leisure centres, schools and housing (which are subject to ongoing exploration).	68
49	Finance and Resources	Facilities Management	Facilities Management efficiency savings.	125
50	Finance and Resources	Financial Management	Reduce finance support by reducing the cost of the Finance Support service, finance systems contracts, the Parking and Small Payments teams, cash flow management and external audit.	335
51	Finance and Resources	Financial Management	Continued active management of the council's cash flow, borrowing and lending to deliver further savings.	1,250
52	Finance and Resources	Financial Operations and Customer Services	Increase in the budgeted council tax collection rate from 94.5% to 97%.	1,900
53	Finance and Resources	Financial Operations and Customer Services	Reduction in spend on benefits processing with the gradual introduction of universal credit.	200
54	Finance and Resources	Financial Operations and Customer Services	Efficiency savings from integration of the Residents Support Scheme and Client Affairs teams.	160
55	Finance and Resources	Financial Operations and Customer Services	Protect income collection and restructure benefits processing.	100
56	Finance and Resources	ICT and Customer Interactions	Improve information and communications technology to allow more online customer self-service and integrate Council advice services.	1,168
57	Finance and Resources	Procurement and Internal Audit	Reduce the level of control over compliance functions in procurement and internal audit.	73
58	Finance and Resources	Property	Generate additional income across our property portfolio.	600
59	Housing and Adult Social Services	Adult Social Care	Reduce training to meet statutory requirements.	100
60	Housing and Adult Social Services	Adult Social Care	Administrative Review in Adult Social Care.	50
61	Housing and Adult Social Services	Adult Social Care	Tailor the amount of care offered to people who are eligible for social services support, while maintaining adult social care for people with moderate needs.	500
62	Housing and Adult Social Services	Housing Needs and Strategy	Reduce spending on temporary accommodation by doing additional work to prevent homelessness, use more private sector accommodation at lower rents and move people out of temporary accommodation faster.	650
63	Housing and Adult Social Services	Housing Needs and Strategy	Reduce staffing costs through improving processes and deleting vacant posts.	400
64	Housing and Adult Social Services	Integrated Community Services	Use preventative telecare to reduce and delay admission into residential care.	200
65	Housing and Adult Social Services	Integrated Community Services	Move to more personalised, community-based services, reducing double-up homecare and increasing the number of users of Direct Payments.	100
66	Housing and Adult Social Services	Integrated Community Services	Collaborate with the NHS to secure funding and reduce costs, using the Better Care Fund to integrate work across health and social care, including through shifting activity from acute and residential provision to community-based services, investment in reablement and reduction in permanent admissions to residential and nursing care homes.	870
67	Housing and Adult Social Services	Learning Disabilities	Increase independence for people with learning disabilities through the development of a new supported accommodation scheme and expanding the Shared Lives scheme and the Community Access Project.	750
68	Housing and Adult Social Services	Learning Disabilities	Efficiencies in service provision for learning disability clients.	200
69	Housing and Adult Social Services	Strategy and Commissioning	Make commissioning efficiencies in Housing Related Support and change the funding source for appropriate Housing Related Support from the General Fund to the Housing Revenue Account.	750

**APPENDIX B: GENERAL FUND SAVINGS 2016-17**

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2016-17 £000s
70	Public Health	Adult Health Improvement	By revising the procurement strategy for adult health improvement services, further savings have been realised while maintaining the bulk of the capacity within each of the frontline lifestyle services. The savings in this proposal have already been agreed via an urgent key decision process in response to the in-year cuts to Public Health funding.	122
71	Public Health	Adult Health Improvement	Streamline, integrate and co-locate (e.g. in pharmacies or online) some adult health improvement services.	69
72	Public Health	All	Reduce staffing by deleting vacant posts.	150
73	Public Health	All	Restructure staffing, mainly through the deletion of vacant posts, to extend managerial spans of control, take out some senior management capacity and ensure adequate capacity at more junior grades within the structure.	124
74	Public Health	Children and Young People	Redesign the provision of all early childhood services from pregnancy to 5 to ensure all children, particularly the 35% of children who currently do not achieve the "good level of development" by the end of their reception year, are healthy and ready for school.	225
75	Public Health	School Age Services	Consolidate separate public health interventions for school age children towards an integrated health promotion model.	212
76	Public Health	Sexual Health	Reduce staffing by combining roles, sharing across two boroughs and creating capacity to deliver sexual health promotion in other settings.	186
77	Public Health	Smoking Services	Seek alternative funding for Nicotine Replacement Therapy costs that are not related to public health smoking cessation services and for two hospital based smoking cessation posts.	100
78	Public Health	Substance Misuse	Realign the substance misuse treatment pathway.	200
79	Public Health	Substance Misuse	Review substance misuse services and contracts and redesign systems to reduce duplication and focus on services geared towards recovery.	1,000
<b>TOTAL</b>				<b>22,540</b>

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge		Type (Discretionary / Statutory)	2015-16	2016-17	% Change
<b>CHIEF EXECUTIVE'S DEPARTMENT</b>					
<b>Registrars</b>					
<b>Charge for Births, Deaths and Marriages Certificates / Registration</b>					
Licence for approved premises	Licence for a three year period	Discretionary	£1,500.00	£1,520.00	1.3%
Licensed Venues external to Town Hall	Monday to Saturday	Discretionary	£580.00	£590.00	1.7%
Licensed Venues external to Town Hall	Sunday	Discretionary	£680.00	£690.00	1.5%
Licensed Venues external to Town Hall	Bank Holiday	Discretionary	£700.00	£710.00	1.4%
Licensed Venues external to Town Hall (out of hours 6pm to 10pm)	Monday to Saturday	Discretionary	£680.00	£690.00	1.5%
Licensed Venues external to Town Hall (out of hours 6pm to 10pm)	Sunday / Bank Holiday / Christmas Eve, New Years Eve	Discretionary	£700.00	£710.00	1.4%
Richmond Room	Saturday only (2pm to 6pm with max 60 guests)	Discretionary	£480.00	£490.00	2.1%
Mayor's Parlour - marriage or civil partnerships	Tuesday, Wednesday, Thursday, Friday	Discretionary	£300.00	£310.00	3.3%
Mayor's Parlour - marriage or civil partnerships	Saturday	Discretionary	£580.00	£590.00	1.7%
Mayor's Parlour - marriage or civil partnerships	Sunday	Discretionary	£680.00	£690.00	1.5%
Room 99 - Marriages or Partnership ceremonies	Basic ceremony (max 30 guests): Monday	Discretionary	£54	£55.00	1.9%
	Basic ceremony (max 30 guests): Tuesday, Wednesday, Thursday	Discretionary	£120.00	£130.00	8.3%
	Basic ceremony (max 30 guests): Friday	Discretionary	£200.00	£210.00	5.0%
	Basic ceremony (max 30 guests): Saturday (max 30 guests)	Discretionary	£250.00	£260.00	4.0%
Re-booking of ceremony		Discretionary	£35.00	£36.00	2.9%
Council Chamber - marriage or Civil Partnership or Renewal of vows & Naming Ceremonies	Tues, Weds, Thurs, Fri	Discretionary	£350.00	£360.00	2.9%
	Saturday	Discretionary	£580.00	£590.00	1.7%
	Sunday	Discretionary	£680.00	£690.00	1.5%
	Use of balcony	Discretionary	£180.00	£190.00	5.6%
Births, deaths, marriages and civil partnership certificates	Express same day within 1 hour (walk in service before 11am)	Discretionary	£20.00	£21.00	5.0%
Nationality check and send (incl. VAT) for citizenship applicants (Mon-Fri)	Per child	Discretionary	£30.00	£31.00	3.3%
	Per single adult application	Discretionary	£55.00	£56.00	1.8%
Nationality check and send (incl. VAT) for citizenship applicants - Saturday Service &	Per child	Discretionary	£35.00	£36.00	2.9%
	Per single adult application	Discretionary	£70.00	£71.00	1.4%
Settlement check and send (incl. VAT) for settlement applicants - (Mon-Fri)	Per single adult application	Discretionary	£90.00	£91.00	1.1%
Settlement check and send (incl. VAT) for settlement applicants - Saturday Service & evening appointments	Per single adult application	Discretionary	£100.00	£110.00	10.0%
Private Citizenship Ceremony (Mon-Fri)	Per single adult	Discretionary	£150.00	£120.00	-20.0%
Private Citizenship Ceremony (Sat)	Per single adult	Discretionary	£180.00	£150.00	-16.7%
Private Citizenship Ceremony (Mon-Sat)	Per married couple	Discretionary	N/A	£200.00	N/A
<b>Islington Assembly Hall</b>					
<b>Commercial Rates -</b>					
Wedding package Monday-Thursday, inc VAT	10-hire hour of venue, including security, basic AV support, room set-up and staffing. Drinks package additional.	Discretionary	£1,900.00	£1,900.00	0.0%
Wedding package Friday-Sunday, inc VAT	10-hire hour of venue, including security, basic AV support, room set-up and staffing. Drinks package additional.	Discretionary	£2,900.00	£2,900.00	0.0%
Civil ceremony package Monday-Thursday, inc VAT	6-hire hour of main hall, including security, basic AV support, room set-up and staffing. Drinks package additional.	Discretionary	£1,200.00	£1,200.00	0.0%
Civil ceremony package Friday-Sunday, inc VAT	6-hire hour of main hall, including security, basic AV support, room set-up and staffing. Drinks package additional.	Discretionary	£1,900.00	£1,900.00	0.0%
Civil ceremony two-hour slot, inc VAT	2-hour slot that works like the Registrars bookings. It will just include room hire of the main hall set up for a ceremony, but not tailored to their requirements. Set-up and staffing will be required. Not a bespoke package like the ones above.	Discretionary	N/A	£700.00	N/A

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge		Type (Discretionary / Statutory)	2015-16	2016-17	% Change
Private / corporate hire event Mon-Wed hourly rate, inc VAT	6-hire hour of main hall, including basic AV support, room set-up, and staffing.	Discretionary	£240.00	£240.00	0.0%
Private / corporate hire event Thur-Sun hourly rate, inc VAT	6-hire hour of main hall, including basic AV support, room set-up and staffing.	Discretionary	£360.00	£360.00	0.0%
Live event hire for a downstairs standing only live event, <b>not</b> inc VAT	10-hour hire of the main hall only for a standing live event, security staff, engineers, venue staff, use of in-house equipment, a crowd barrier in position and room set-up.	Discretionary	£1,450.00	£1,450.00	0.0%
Live event hire for a full venue live event, <b>not</b> inc VAT	10-hour hire of the main hall and balcony for a standing (downstairs) and seated (upstairs) live event, security staff, engineers, venue staff, use of in-house equipment, a crowd barrier in position and room set-up.	Discretionary	£1,650.00	£1,650.00	0.0%
Live event hire for a two-night run live event, <b>not</b> inc VAT	10-hour hire of the main hall and balcony for a two-night run, security staff, engineers, venue staff, use of in-house equipment, a crowd barrier in position and room set-up.	Discretionary	£2,800.00	£2,800.00	0.0%
Live event hire for a three-night run live event, <b>not</b> inc VAT	10-hour hire of the main hall and balcony for a three-night run, security staff, engineers, venue staff, use of in-house equipment, a crowd barrier in position and room set-up.	Discretionary	£3,500.00	£3,500.00	0.0%
<b>Non-Commercial Rates -</b>					
Council event full-day Monday-Wednesday	8-hour hire of main hall, including basic AV support, room set-up and staffing	Discretionary	£1,000.00	£1,000.00	0.0%
Council event half-day Monday-Wednesday	4-hour hire of main hall, including basic AV support, room set-up and staffing	Discretionary	£600.00	£600.00	0.0%
Council evening event Monday-Wednesday	6-hire hour of main hall, including basic AV support, room set-up, bar staffing	Discretionary	£1,200.00	£1,200.00	0.0%
Community and charity rates	We can offer a reduction on the private / corporate hire rates on Mon-Wed, subject to availability.	Discretionary	Rates not published but we do offer discounts to a certain level and also run the free hire scheme.		
<b>CHILDREN'S SERVICES</b>					
Primary School Meals		Discretionary	2.00	£2.00	0.0%
<b>EARLY YEARS DAY CARE CHARGES - all increasing by 2% from September 2014. All prices are per child per week.</b>					
<b>COMMUNITY NURSERIES</b>					
<b>TERM TIME</b>					
<b>Under 2's</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	173.89	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	184.01		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	200.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	221.90		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	248.96		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	281.43		
Band 7 (£80k and above) Marketed	Per week	Discretionary	318.51		
<b>2 to 3's</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	170.48	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	180.41		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	196.32		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	217.55		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	244.08		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	275.91		
Band 7 (£80k and above) Marketed	Per week	Discretionary	289.55		
<b>3&amp;4</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	119.34	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	126.28		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	137.43		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	152.28		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	170.85		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	193.14		
Band 7 (£80k and above) Marketed	Per week	Discretionary	202.69		
<b>HOLIDAYS</b>					



## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge		Type (Discretionary / Statutory)	2015-16	2016-17	% Change
<b>Under 2's</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	173.89	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	184.01		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	200.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	221.90		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	248.96		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	281.43		
Band 7 (£80k and above) Marketed	Per week	Discretionary	318.51		
<b>2 to 3's</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	170.48	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	180.41		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	196.32		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	217.55		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	244.08		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	275.91		
Band 7 (£80k and above) Marketed	Per week	Discretionary	289.55		
<b>3&amp;4</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	136.39	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	144.32		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	157.06		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	174.04		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	195.26		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	220.73		
Band 7 (£80k and above) Marketed	Per week	Discretionary	231.64		
<b>NON-PRIMARY SCHOOL BASED CHILDREN'S CENTRES</b>					
<b>TERM TIME</b>					
<b>Under 2's</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	173.89	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	184.01		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	200.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	221.90		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	248.96		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	281.43		
Band 7 (£80k and above) Marketed	Per week	Discretionary	318.51		
<b>2 to 3's</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	170.48	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	180.41		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	196.32		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	217.55		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	244.08		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	275.91		
Band 7 (£80k and above) Marketed	Per week	Discretionary	289.55		
<b>3's</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	119.34	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	126.28		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	137.43		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	152.28		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	170.85		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	193.14		
Band 7 (£80k and above) Marketed	Per week	Discretionary	202.69		
<b>4's</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	68.19	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	72.16		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	78.53		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	87.02		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	97.63		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	110.37		
Band 7 (£80k and above) Marketed	Per week	Discretionary	202.69		
<b>HOLIDAYS</b>					
<b>Under 2's</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	173.89	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	184.01		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	200.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	221.90		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	248.96		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	281.43		
Band 7 (£80k and above) Marketed	Per week	Discretionary	318.51		
<b>2 to 3's</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	170.48	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	180.41		

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge		Type (Discretionary / Statutory)	2015-16	2016-17	% Change	
Band 3 (£31,000 - £39,999)	Per week	Discretionary	196.32	charges to take effect from 1st September 2016.		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	217.55			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	244.08			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	275.91			
Band 7 (£80k and above) Marketed	Per week	Discretionary	289.55			
<b>3's</b>						
Band 1 (Up to £24,999)	Per week	Discretionary	136.39		The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	144.32			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	157.06			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	174.04			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	195.26			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	220.73			
Band 7 (£80k and above) Marketed	Per week	Discretionary	231.64			
<b>4's</b>						
Band 1 (Up to £24,999)	Per week	Discretionary	136.39	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	144.32			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	157.06			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	174.04			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	195.26			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	220.73			
Band 7 (£80k and above) Marketed	Per week	Discretionary	231.64			
<b>CHILDREN'S CENTRES IN PRIMARY SCHOOLS</b>						
<b>TERM TIMES</b>						
<b>Under 2's</b>						
Band 1 (Up to £24,999)	Per week	Discretionary	173.89	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	184.01			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	200.25			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	221.90			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	248.96			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	281.43			
Band 7 (£80k and above) Marketed	Per week	Discretionary	318.51			
<b>2 to 3's</b>						
Band 1 (Up to £24,999)	Per week	Discretionary	170.48	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	180.41			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	196.32			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	217.55			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	244.08			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	275.91			
Band 7 (£80k and above) Marketed	Per week	Discretionary	289.55			
<b>3&amp;4's</b>						
Band 1 (Up to £24,999)	Per week	Discretionary	68.19	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	72.16			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	78.53			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	87.02			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	97.63			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	110.37			
Band 7 (£80k and above) Marketed	Per week	Discretionary	202.69			
<b>HOLIDAYS</b>						
<b>Under 2's</b>						
Band 1 (Up to £24,999)	Per week	Discretionary	173.89	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	184.01			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	200.25			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	221.90			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	248.96			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	281.43			
Band 7 (£80k and above) Marketed	Per week	Discretionary	318.51			
<b>2 to 3's</b>						
Band 1 (Up to £24,999)	Per week	Discretionary	170.48	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	180.41			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	196.32			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	217.55			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	244.08			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	275.91			
Band 7 (£80k and above) Marketed	Per week	Discretionary	289.55			
<b>3&amp;4's</b>						
Band 1 (Up to £24,999)	Per week	Discretionary	136.39	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2016.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	144.32			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	157.06			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	174.04			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	195.26			

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge		Type (Discretionary / Statutory)	2015-16	2016-17	% Change
Band 6 (£60,000 - £79,999)	Per week	Discretionary	220.73		
Band 7 (£80k and above) Marketed	Per week	Discretionary	231.64		
<b>FINANCE &amp; RESOURCES</b>					
<b>Telecare</b>					
Monitoring Service	Per week	Discretionary	3.37	3.44	2.1%
Full Service	Per week	Discretionary	6.66	6.79	2.0%
<b>HOUSING &amp; ADULT SOCIAL SERVICES</b>					
<b>Adult Social Services</b>					
Community care charges	No unit charge, individually assessed charge under Government regulations. The Care Act 2014 provides local authorities with the power to charge adults in receipt of care and support services.				
Residential care charges	No unit charge, individually assessed charge under Government regulations. The Care Act 2014 provides local authorities with the power to charge adults in receipt of care and support services.				
Meals in the home		Discretionary	3.00	3.00	0.0%
Meals in day care centres		Discretionary	3.00	3.00	0.0%
Deferred Payments	Set up Fee	Discretionary	1,400.00	1,415.00	1.1%
Deferred Payments	Annual fee	Discretionary	500.00	505.00	1.0%
Deferred Payments	Complex case fee per hour	Discretionary	120.00	120.00	0.0%
Deputyship	Annual management fee	Statutory			
Protection of Property	Admin Fee	Statutory	256.00	350.00	36.7%
Protection of Property	Fee per hour	Statutory	25.60	25.85	1.0%
Protection of Property - Pets	Flat fee per week - for a dog	Statutory	15.35	15.50	1.0%
Protection of Property - Pets	Flat fee per week - for a cat	Statutory	10.20	10.30	1.0%
<b>Housing Needs &amp; Strategy</b>					
Furniture Storage		Discretionary	135.93	135.93	0.0%
<b>ENVIRONMENT &amp; REGENERATION</b>					
<b>Library &amp; Heritage Services</b>					
Fax Charges	Charge for use of fax - to help with cost replacement of machine in future years and running expenses	Discretionary	£1 first page then 50p subsequent page	£1 first page then 50p subsequent page	0.0%
Sale of Obsolete Stock	Sales - to help with the purchase of new books	Discretionary	10p to £2 on books, 50p to £2 on CD, computer games, video, DVDs	10p to £2 on books, 50p to £2 on CD, computer games, video, DVDs	0.0%
Digital images (Local history)	Per image	Discretionary	£15.00	£16.00	6.7%
Reservation charges for items not in stock	Service charge - for books obtained via library interloans scheme	Discretionary	£3.60	£3.70	2.8%
PC Printing	Hire charge - cost recovery	Discretionary	20p b/w 50p colour	20p b/w 50p colour	0.0%
Genealogical Research	Service charge - cost recovery	Discretionary	£15 per half-hour (Minimum 1 hour)	£15 per half-hour (Minimum 1 hour)	0.0%
Local history photography pass	Per day	Discretionary	£5.00	£5.00	0.0%
Charges for Overdue Books	Fines - to help ensure the timely return of books for other users of the Library Service	Discretionary	16p per day (£7.20 maximum charge per item)	17p per day (£7.65 maximum charge per item)	1p per day
Hire of Music	Hire charge for CDs	Discretionary	50p; 60+ free	50p; 60+ free	0.0%
Photocopying	Charge for use of photocopier - cost recovery	Discretionary	10p A4 b/w; 20p A3 b/w; 50p A4 colour; £1 A3 colour	10p A4 b/w; 20p A3 b/w; 50p A4 colour; £1 A3 colour	0.0%
Hall Lettings	Hall lettings	Discretionary	Increase in line with inflation (round to £29 to £175 per hour)	Increase in line with inflation (round to £29 to £175 per hour)	0.0%
Charges for Lost Items	Cost of replacing lost items	Discretionary	Original purchase price	Original purchase price	0.0%
Replacement Library Cards	Cost of replacing lost card	Discretionary	£2.00	£2.10	5.0%
DVDs Hire charge per night	New feature films	Discretionary	£2.00	£2.00	0.0%
DVDs Hire charge per night	Other / Non feature films	Discretionary	£1.50	£1.50	0.0%
Local History and re-sale materials sales	Sales - cost recovery	Discretionary	Price range from 25p to £25	Price range from 25p to £25	0.0%

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge		Type (Discretionary / Statutory)	2015-16	2016-17	% Change
<b>Local History Centre - Commercial reproduction charges (price per image unless otherwise stated)</b>					
<b>Books, periodicals, printed material, e-books, CD ROMs</b>					
Front cover / jacket	UK rights (World rights double fee)	Discretionary	£75.00	£76.00	1.3%
Interior	UK rights (World rights double fee)	Discretionary	£50.00	£51.00	2.0%
Leaflets and brochures	UK rights (World rights double fee)	Discretionary	£50.00	£51.00	2.0%
Advertising in newspapers and periodicals	UK rights (World rights double fee)	Discretionary	£75.00	£76.00	1.3%
Postcards*, greetings cards*, giftware, calendars, posters, publicity material * +100 copies	UK rights (World rights double fee)	Discretionary	£125.00	£130.00	4.0%
<b>Commercial interior design and decoration</b>					
Commercial interior design and decoration	For up to 5 images, additional images £25	Discretionary	£250.00	£260.00	4.0%
<b>Television</b>					
Per transmission	one showing, one country including TV advertisements	Discretionary	£75.00	£76.00	1.3%
5-year unlimited transmission	Excluding video & DVD	Discretionary	£250.00	£260.00	4.0%
<b>DVDs, films, videos &amp; CD-ROMS</b>					
DVDs, films, videos & CD-ROMS	UK rights (World rights double fee)	Discretionary	£120.00	£130.00	8.3%
<b>Exhibitions</b>					
Exhibitions		Discretionary	£75.00	£76.00	1.3%
<b>Web use</b>					
Web use	Including blog posts and social media	Discretionary	£75.00	£76.00	1.3%
* Discounts can be negotiated where: Works are educational / non-profit making Works require a large number of images (over 10) Print runs are below 1500 copies					
<b>Education Library Service</b>					
Primary School	Per pupil	Discretionary	£17.00	£18.00	5.9%
Secondary School	Full subscription	Discretionary	£5,235.00	£5,290.00	1.1%
	Tutor Box Only	Discretionary	£2,500.00	£2,530.00	1.2%
PVI Nurseries		Discretionary	£165.00	£170.00	3.0%
Out of Borough schools : Artefact Topic boxes	Per box + £15 delivery and collection charge	Discretionary	£65.00	£66.00	1.5%
<b>PUBLIC PROTECTION</b>					
Charges for carrying out works in default following service of Notices	Per case	Discretionary	N/A	£250.00 or 30% of cost of works whichever is greater	N/A
Land Charges LA Searches (NB These charges need to be set to recover costs only by law. Charges are set based upon an analysis of prior year spend and income.)					
LLC1	Additional parcel £1	Discretionary	£21.00	£22.00	4.8%
Con29R	Additional Parcel £20	Discretionary	£93.00	£94.00	1.1%
Enhanced Personal search		Discretionary	£23.00	£24.00	4.3%
Information search		Discretionary	£49.00	£50.00	2.0%
Personal inspection of the Local Land Charges Register under EIR		Discretionary	£0.00	£0.00	0.0%
Part 2 (Con29O) questions		Discretionary	£10.50	£11.00	4.8%
Part 3 (your own) questions		Discretionary	£21.00	£22.00	4.8%
Right of Light Registration		Discretionary	£69.00	£70.00	1.4%
<b>LAND SEARCH ENQUIRIES</b>					
Per reply letter		Discretionary	£64.00	£65.00	1.6%
Per copy of consent		Discretionary	£1.00	£1.00	0.0%
<b>SCIENTIFIC SERVICES</b>					
<b>Environmental Protection Act 1990</b>					
<b>Statutory Registers</b>					
<b>Copies and Entries:</b>					
First Copy (per sheet)		Discretionary	£12.00	£13.00	8.3%
Each subsequent (per sheet)		Discretionary	£4.20	£4.30	2.4%
<b>ANIMAL SERVICES</b>					
Dog Recovery		Discretionary	£27.00	£28.00	3.7%
Animal Rehoming		Discretionary	£49.00	£50.00	2.0%
Animal Boarding		Discretionary	£10.70	£11.00	2.8%
Register of Seized Dogs		Discretionary	£3.80	£3.90	2.6%
<b>Animal Boarding Establishments Act 1963</b>					
Licence		Discretionary	£320.00	£330.00	3.1%
Renewal		Discretionary	£320.00	£330.00	3.1%
<b>Breeding Dogs Act 1973</b>					

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge		Type (Discretionary / Statutory)	2015-16	2016-17	% Change
Licence		Discretionary	£262.00	£270.00	3.1%
Renewal		Discretionary	£262.00	£270.00	3.1%
<b>Dangerous Wild Animals Act 1976</b>					
Licence		Discretionary	£320.00	£330.00	3.1%
Renewal		Discretionary	£320.00	£330.00	3.1%
<b>Performing Animals (Regulations) Act 1925</b>					
Registration (once only)		Discretionary	£51.00	£52.00	2.0%
Copy Certificate		Discretionary	£18.00	£19.00	5.6%
<b>Pet Animals Act 1951</b>					
Licence		Discretionary	£320.00	£330.00	3.1%
Renewal		Discretionary	£320.00	£330.00	3.1%
<b>Riding Establishments Act 1964</b>					
Licence		Discretionary	£465.00	£470.00	1.1%
Renewal of Provisional Licence		Discretionary	£465.00	£470.00	1.1%
<b>Pest Control</b>					
Contracted Pest Control treatments - per hour plus VAT		Discretionary	£160.00	£170.00	6.3%
<b>Residential Environmental Health</b>					
Notices served and Orders made under Housing Act 2004		Discretionary	£585.00	£600.00	2.6%
HMO licensing	Per letting	Discretionary	£260.00	£270.00	3.8%
HMO licensing - accredited landlords	Per letting	Discretionary	£220.00	£230.00	4.5%
HMO licensing - assisted applications	Per HMO	Discretionary	£325.00	£330.00	1.5%
Renewal of HMO licence after 5 year term from 11/12	Per letting	Discretionary	£200.00	£210.00	5.0%
Renewal of HMO licence for accredited landlord after 5 year term from 11/12	Per letting	Discretionary	£180.00	£190.00	5.6%
HMO Licensing of large student accommodation blocks	Per letting	Discretionary	£30.00	£31.00	3.3%
HMO licensing s257 HMOs	Per building	Discretionary	£650.00	£660.00	1.5%
HMO licensing - accredited landlords s257 HMOs	Per building	Discretionary	£550.00	£560.00	1.8%
HMO licensing - assisted applications s257 HMOs	Per building	Discretionary	£160.00	£170.00	6.3%
Renewal of HMO licence after 5 year term from 15/16 s257 HMOs	Per building	Discretionary	£520.00	£530.00	1.9%
Renewal of HMO licence for accredited landlord after 5 year term from 15/16 for s257 HMOs	Per building	Discretionary	£450.00	£460.00	2.2%
<b>Commercial Environmental Health</b>					
Food Hygiene Training		Discretionary	£75.00	£76.00	1.3%
<b>PROPERTY RECORD VIEWING, PHOTOCOPYING &amp; VIEWING (CHARGE PER PROPERTY)</b>					
Solicitor's enquiry (24 hour response)		Discretionary	£115.00	£120.00	4.3%
<b>TRADING STANDARDS</b>					
<b>Weighing and Measuring Equipment</b>					
Charges for examining, testing, certifying, stamping, authorising or reporting on special weighing or measuring equipment. Charges are per officer/hr.		Discretionary	£94.00	£95.00	1.1%
<b>Weights</b>					
Exceeding 5kg or not exceeding 5g		Discretionary	£13.50	£14.00	3.7%
Other weights		Discretionary	£12.50	£13.00	4.0%
<b>Measures</b>					
Linear measures not exceeding 3m		Discretionary	£13.50	£14.00	3.7%
<b>Weighing machines</b>					
Not exceeding 15kg		Discretionary	£33.00	£34.00	3.0%
15kg to 100kg		Discretionary	£51.00	£52.00	2.0%
100kg to 250 kg		Discretionary	£66.00	£67.00	1.5%
250 kg to 1 tonne		Discretionary	£118.00	£120.00	1.7%
1 tonne to 10 tonne		Discretionary	£205.00	£210.00	2.4%
10 tonne to 30 tonne		Discretionary	£400.00	£410.00	2.5%
30 tonne to 60 tonne		Discretionary	£595.00	£610.00	2.5%
<b>Measuring Instruments for Intoxicating Liquor</b>					
Not exceeding 150 ml		Discretionary	£22.50	£23.00	2.2%
Other		Discretionary	£23.50	£24.00	2.1%
<b>Measuring Instruments for Liquid Fuel and Lubricants</b>					
Container Type (unsubdivided)		Discretionary	£94.00	£95.00	1.1%
<b>Multigrade</b>					
a) solely price adjustment		Discretionary	£118.00	£120.00	1.7%
b) otherwise		Discretionary	£205.00	£210.00	2.4%
<b>Other types-single outlets</b>					
a) Solely price adjustment		Discretionary	£93.00	£94.00	1.1%
b) otherwise		Discretionary	£119.00	£130.00	9.2%
Other types - multi outlets - rate per meter		Discretionary	£119.00	£130.00	9.2%

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge	Type (Discretionary / Statutory)	2015-16	2016-17	% Change
<b>Other Charges</b>				
If without prior notice an appointment is cancelled or altered significantly by the person requesting the service, a minimum charge of £95 (£142.50 in respect of appointments outside the hours 9.00 a.m. - 5.00 p.m. Monday to Friday) will be made for the first hour or part thereof and then at a rate of £95 (£142.50) per hour thereafter. This will include travelling time to and from the premises.				
When a visit is made by a Trading Standards Officer to any premises for the purpose of carrying out any of the functions or activities listed above, each visit may be subject to a minimum charge of £95 per Officer per visit regardless of the nature or amount of work requested or completed.				
If the Service has to hire additional weights or equipment to carry out any testing or examination, then the additional cost will be payable by the submitter.				
<b>GLC General (Powers) Act 1984</b>				
Sale of Goods by Competitive Bidding	Discretionary	£227.00	£230.00	1.3%
<b>Poisons Act 1972</b>				
Inclusion on List	Discretionary	£73.00	£74.00	1.4%
Alteration	Discretionary	£32.00	£33.00	3.1%
Retention	Discretionary	£73.00	£74.00	1.4%
<b>Scrap Metal Dealers Act 2013</b>				
Scrap Metal Dealer - Site Licence	Licence is for 3 years Discretionary	£490.00	£500.00	2.0%
Scrap Metal Dealer renewal	Discretionary	£490.00	£500.00	2.0%
Scrap Metal Dealer variation	Discretionary	£245.00	£250.00	2.0%
Scrap Metal Collector	Discretionary	£295.00	£300.00	1.7%
Scrap Metal Collector renewal	Discretionary	£295.00	£300.00	1.7%
Scrap Metal Collector variation	Discretionary	£235.00	£240.00	2.1%
Duplicates (for either)	Discretionary	£5.00	£5.10	2.0%
<b>GAMBLING ACT 2005</b>				
<b>Licence Fees</b>				
Bingo Club - New Application	Discretionary	£1,885.00	£1,910.00	1.3%
Bingo Club Annual Fee	Discretionary	£955.00	£970.00	1.6%
Bingo Club - Variation	Discretionary	£1,325.00	£1,340.00	1.1%
Bingo Club - Transfer	Discretionary	£160.00	£170.00	6.3%
Bingo Club - Re-instatement	Discretionary	£160.00	£170.00	6.3%
Bingo Club - Provisional Statement	Discretionary	£1,885.00	£1,910.00	1.3%
Bingo Club - New Application from Provisional Statement holder	Discretionary	£160.00	£170.00	6.3%
Betting Premises excluding Tracks - New Application	Discretionary	£1,885.00	£1,910.00	1.3%
Betting Premises excluding Tracks Annual Fee	Discretionary	£545.00	£560.00	2.8%
Betting Premises excluding Tracks - Variation	Discretionary	£965.00	£980.00	1.6%
Betting Premises excluding Tracks - Transfer	Discretionary	£160.00	£170.00	6.3%
Betting Premises excluding Tracks - Re-instatement	Discretionary	£160.00	£170.00	6.3%
Betting Premises excluding Tracks - New Application from Provisional Statement holder	Discretionary	£160.00	£170.00	6.3%
Betting Premises excluding Tracks - Application for Provisional Statement	Discretionary	£1,885.00	£1,910.00	1.3%
Tracks - New Application	Discretionary	£1,885.00	£1,910.00	1.3%
Tracks - Transfer	Discretionary	£390.00	£400.00	2.6%
Tracks - Re-instatement	Discretionary	£390.00	£400.00	2.6%
Tracks - Provisional Statement	Discretionary	£1,885.00	£1,910.00	1.3%
Tracks - New Application from provisional statement holder	Discretionary	£390.00	£400.00	2.6%
<b>CCTV Enquiries/Requests form info Solicitors, Lawyers, Court Officers (Police Exempt)</b>				
Search only	Discretionary	£10.00	£11.00	10.0%
Research / Reply	Discretionary	£50.00	£51.00	2.0%
Research / Reply multiple cameras / images (up to 5)	Discretionary	£65.00	£66.00	1.5%
Research / Reply multiple cameras / images (6+)	Discretionary	£85.00	£86.00	1.2%
<b>PLANNING &amp; DEVELOPMENT</b>				
<b>Photocopying Correspondence &amp; Other Items</b>				
Each page	Discretionary	£0.80	£1.00	25.0%
<b>Research fee</b>				
Admin time per hr	Discretionary	£37.00	£44.00	18.9%
<b>Policy documents</b>				
UDP Adopted June 2002	Discretionary	£56.00	£57.00	1.8%
Core Strategy	Discretionary	£47.00	£48.00	2.1%
Proposals Maps (UDP and Core Strategy)	Discretionary	£7.00	£7.10	1.4%
Development Management Policies DPD (once formally adopted)	Discretionary	£47.00	£48.00	2.1%
Site Allocations DPD (once formally adopted)	Discretionary	£47.00	£48.00	2.1%
Finsbury Local Plan (once adopted formally)	Discretionary	£47.00	£48.00	2.1%
Environmental Design SPD	Discretionary	£21.00	£22.00	4.8%

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge	Type (Discretionary / Statutory)	2015-16	2016-17	% Change
Affordable Housing Small Sites Contributions SPD	Discretionary	£0.00	£0.00	0.0%
Streetbook SPD (new version, Oct 2012)	Discretionary	£21.00	£22.00	4.8%
Inclusive Landscape Design SPD (Oct 09)	Discretionary	£16.00	£17.00	6.3%
Planning Obligations SPD (July 2009)	Discretionary	£16.00	£17.00	6.3%
Accessible Housing SPD (March 2009)	Discretionary	£0.00	£0.00	0.0%
Archway Development Framework SPD (September 2007)	Discretionary	£0.00	£0.00	0.0%
Nag's Head Town Centre Strategy SPD (May 2007)	Discretionary	£0.00	£0.00	0.0%
Urban Design Guide SPD (Dec 06),	Discretionary	£16.00	£17.00	6.3%
King's Cross Framework SPD (July 2005)	Discretionary	£0.00	£0.00	0.0%
Statement of Community Involvement (July 2006)	Discretionary	£0.00	£0.00	0.0%
Angel Town Centre Strategy	Discretionary	£0.00	£0.00	0.0%
Mount Pleasant	Discretionary	£16.00	£17.00	6.3%
Student Accommodation Contributions for Bursaries SPD (once adopted)	Discretionary	£0.00	£0.00	0.0%
Shop front Design	Discretionary	£7.00	£7.10	1.4%
Conservation Area Design Guidelines	Discretionary	£19.00	£20.00	5.3%
Planning Briefs	Discretionary	£10.00	£11.00	10.0%
<b>Other Documents</b>				
Street Index with No Areas	Discretionary	£13.00	£14.00	7.7%
<b>Maps</b>				
Street Maps	Discretionary	£5.20	£5.30	1.9%
<b>Plan Printing</b>				
<b>(Other than plans from planning applications)</b>				
A4	Discretionary	£3.80	£4.50	18.4%
A3	Discretionary	£3.80	£4.50	18.4%
A2	Discretionary	£5.20	£6.20	19.2%
A1 23" * 20"	Discretionary	£5.20	£6.20	19.2%
A1 40" * 30"	Discretionary	£5.20	£6.20	19.2%
A0	Discretionary	£5.20	£6.20	19.2%
60" * 40"	Discretionary	£5.20	£6.20	19.2%
<b>Pre-application and other advice fees</b>				
Duty Planning Officer Slot	Discretionary	£55.00	£60.00	9.1%
Householder application	Discretionary	£255.00	£255.00	0.0%
Householder application with site visit	Discretionary	£415.00	£415.00	0.0%
Householder follow up meeting /site visit	Discretionary	£165.00	£165.00	0.0%
Listed building consent	Discretionary	£380.00	£380.00	0.0%
Listed building consent with site visit	Discretionary	£545.00	£545.00	0.0%
Listed Building consent follow up meeting	Discretionary	£165.00	£165.00	0.0%
Small scale minor application (up to 3 residential units, or 499 sq.m commercial)	Discretionary	£575.00	£690.00	20.0%
Small scale minor application with site visit	Discretionary	£840.00	£1,010.00	20.2%
Small scale minor follow up meeting	Discretionary	£415.00	£500.00	20.5%
Larger scale minor development (4-6 residential units, or 500-999 sq.m commercial) - 4a category	Discretionary	£1,610.00	£1,610.00	0.0%
Large scale minor follow up meeting (4-6) 4a	Discretionary	£865.00	£865.00	0.0%
Larger scale minor development (7-9 residential units, or 500-999 sq.m commercial) - 4b category	Discretionary	£1,610.00	£1,930.00	19.9%
Large scale minor follow up meeting (7-9) 4b	Discretionary	£865.00	£1,040.00	20.2%
Major application up to 20 units	Discretionary	£3,680.00	£4,420.00	20.1%
Major application >20 units	Discretionary	£4,830.00	£5,800.00	20.1%
Major application per extra meeting	Discretionary	£1,725.00	£1,900.00	10.1%
Planning Performance Agreement	Discretionary	£6,000.00	£6,600.00	10.0%
Planning Performance Agreement (conditions)	Discretionary	£3,000.00	£3,000.00	0.0%
Planning Performance Agreement (s73)	Discretionary	N/A	£2,000.00	N/A
Planning Performance Agreement (follow up)	Discretionary	£1,500.00	£1,500.00	0.0%
Extensions of time - small scale	Discretionary	N/A	£500.00	N/A
Extensions of time - minor 4a	Discretionary	N/A	£1,200.00	N/A
Extensions of time - minor 4b	Discretionary	N/A	£1,600.00	N/A
Extension of times Majors	Discretionary	N/A	£6,600.00	N/A
Design review panel	Discretionary	£3,085.00	£3,395.00	10.0%
Design review panel follow up	Discretionary	£2,360.00	£2,600.00	10.2%
Officer research/ correspondence per hour	Discretionary	£110.00	£120.00	9.1%
Express Enforcement correspondence	Discretionary	£500.00	£550.00	10.0%
Refund for returned invalid application	Discretionary	N/A	20% of application fee	N/A
Streetbook Surgeries	Discretionary	N/A	£1,385.00	N/A
<b>BUILDING CONTROL</b>				
Property Record Viewing, Photocopying & Viewing (Charge Per Property)				

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge		Type (Discretionary / Statutory)	2015-16	2016-17	% Change
Enquiry Charge - all information readily available on back-office/land charges or statutory register		Discretionary	£90.00	£90.00	0.0%
Enquiry Charge - additional research required	Additional hours (or part thereof) to deal with enquiry to be charged at standard hourly rate.	Discretionary	£90.00	£90.00	0.0%
Additional page/drawing		Discretionary	£1.00	£1.00	0.0%
Each single copy of microfiche		Discretionary	£10.00	£10.00	0.0%
Solicitor's enquiry (48 hour response)		Discretionary	£270.00	£270.00	0.0%
<b>Temporary Structure-Renewals</b>					
Professional/Technical time per hr	Standard Hourly Rate	Discretionary	£90.00	£90.00	0.0%
Administrative time per hr	Standard Hourly Rate	Discretionary	£90.00	£90.00	0.0%
Demolition notice under section 10 of the London Local Authorities Act 2004	Standard applications	Discretionary	£450.00	£450.00	0.0%
Demolition notice under section 10 of the London Local Authorities Act 2005	Complex applications	Discretionary	£810.00	£810.00	0.0%
<b>Temporary Structure-New Structures &amp; S21 London Building Ct 1939</b>					
Minimum charge	Minimum charge is £300 paid on application, with additional charges to be assessed on a case by case basis based on nature of structure and resources required in order to deal with application.	Discretionary	£300.00	£300.00	0.0%
<b>Dangerous Structures</b>					
Standard Charge on issue of Notice		Discretionary	£270.00	£270.00	0.0%
Site visits and time spent on dealing with matter to be charged at standard hourly rate	Time to be charged at standard hourly rate	Discretionary	On application	On application	N/A
<b>Miscellaneous Charges</b>					
Misc. charges and services delivered that are not specifically stated		Discretionary	On application	On application	N/A
Refunds and Cancellations	£100 + any time spent on application charged at hourly rate	Discretionary	£105.00	£110.00	4.8%
<b>Street Naming and Numbering</b>					
<b>New sites or developments</b>					
1-9 units		Discretionary	£185.00	£190.00	2.7%
10-20 units		Discretionary	£240.00	£250.00	4.2%
For each additional unit over 20		Discretionary	£35.00	£36.00	2.9%
Naming a new street (including access ways, mews, cul-de-sacs)		Discretionary	£220.00	£230.00	4.5%
<b>Existing property</b>					
Renaming a street		Discretionary	£390.00	£400.00	2.6%
Naming or re-naming of a property		Discretionary	£220.00	£230.00	4.5%
Renumbering of a property		Discretionary	£220.00	£230.00	4.5%
Postcode enquiries		Discretionary	£0.00	£0.00	0.0%
Resubmission with new proposals if original application refused and within 1 month of refusal		Discretionary	£0.00	£0.00	0.0%
<b>ENVIRONMENTAL SERVICES</b>					
<b>HIGHWAYS GROUP</b>					
<b>NEW ROADS &amp; STREET WORKS ACT</b>					
<b>Streetscene Records:</b>					
Staff viewing charge		Discretionary	£45.00	£46.00	2.2%
First page copying - per page		Discretionary	£5.20	£5.30	1.9%
Subsequent pages - per page		Discretionary	£0.90	£1.00	11.1%
Restoration of database if required		Discretionary	£560.00	£570.00	1.8%
Provision of information by post		Discretionary	£57.00	£58.00	1.8%
Provision of accident data		Discretionary	£68.00	£69.00	1.5%
<b>Enquiries/Requests form info Solicitors, Developers/Business Orgs</b>					
Search only		Discretionary	£40.00	£41.00	2.5%
Research/Reply		Discretionary	£79.00	£80.00	1.3%
Research/Reply multiple questions (up to 5)		Discretionary	£140.00	£150.00	7.1%
Research/Reply multiple questions (6+)		Discretionary	£195.00	£200.00	2.6%
<b>Supply Lamps</b>					
Per lamp		Discretionary	£13.00	£14.00	7.7%
Per night		Discretionary	£117.00	£120.00	2.6%
<b>Deposits</b>					
Deposit Handling Charge		Discretionary	£75.00	£76.00	1.3%
Deposit based on full replacement cost of highway (m2)		Discretionary	£200.00	£210.00	5.0%
<b>Highway Licences</b>					
Section 50 opening of highway - Excavation up to 0.9 metres		Discretionary	£310.00	£320.00	3.2%
Section 50 opening of highway - Excavation 0.9 - 1.5 metres		Discretionary	£700.00	£710.00	1.4%



## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge	Type (Discretionary / Statutory)	2015-16	2016-17	% Change
Section 50 opening of highway - Excavation over 1.50 metres	Discretionary	£1,845.00	£1,870.00	1.4%
Section 50 opening of highway - Non excavation	Discretionary	£225.00	£230.00	2.2%
Temp X over Section 50 opening of highway - Standard Vehicle	Discretionary	£700.00	£710.00	1.4%
Temp X over Section 50 opening of highway - Heavy Duty Vehicle	Discretionary	£1,845.00	£1,870.00	1.4%
Section 81 - First and second notifications	Discretionary	£0.00	£0.00	0.0%
Section 81 - Remedial works including survey	Discretionary	£0.00	£0.00	0.0%
Extension fees for agreed and non agreed Section 50 - excavations and temporary crossovers	Discretionary	£140.00	£160.00	14.3%
Site Inspection fee for valid complaints or unauthorised overstay	Discretionary	£140.00	£160.00	14.3%
<b>Tables and chairs</b>				
Management fee - all bands	Discretionary	£405.00	£410.00	1.2%
Band A - Price per seat up to 12	Discretionary	£75.00	£76.00	1.3%
Band A - Price per seat 13 upward	Discretionary	£55.00	£56.00	1.8%
Band B - Price per seat up to 12	Discretionary	£50.00	£51.00	2.0%
Band B - Price per seat 13 upward	Discretionary	£35.00	£36.00	2.9%
Band C - Price per seat up to 12	Discretionary	£30.00	£31.00	3.3%
Band C - Price per seat 13 upward	Discretionary	£25.00	£26.00	4.0%
<b>A Boards &amp; Tables and Chairs</b>				
Band A price per A board added to existing Tables and Chair licence	Discretionary	£275.00	£280.00	1.8%
Band B price per A board added to existing Tables and Chair licence	Discretionary	£195.00	£200.00	2.6%
Band C price per A board added to existing Tables and Chair licence	Discretionary	£80.00	£81.00	1.3%
<b>A Boards only</b>				
Band A price per A board	Discretionary	£380.00	£390.00	2.6%
Band B price per A board	Discretionary	£275.00	£280.00	1.8%
Band C price per A board	Discretionary	£115.00	£120.00	4.3%
<b>Dispensers (newspapers et al)</b>				
All bands	Discretionary	£345.00	£350.00	1.4%
<b>Skips</b>				
Skip license - admin	Discretionary	£85.00	£86.00	1.2%
<b>New Highways licence</b>				
Highways occupation licence	Discretionary	N/A	£500.00	N/A
Highways pre works advice for developments & Construction management	Discretionary	N/A	£48.00	N/A
<b>Materials licence fee</b>				
deposit value <£1500	Discretionary	£315.00	£320.00	1.6%
£1501-<£3000	Discretionary	£500.00	£510.00	2.0%
£3001-<£6000	Discretionary	£800.00	£810.00	1.3%
£6001-<	Discretionary	On application	On application	N/A
<b>Scaffold licence fee</b>				
deposit value <£1500	Discretionary	£315.00	£320.00	1.6%
£1501-<£3000	Discretionary	£500.00	£510.00	2.0%
£3001-<£6000	Discretionary	£800.00	£810.00	1.3%
£6001-<	Discretionary	On application	On application	N/A
<b>Scaffold Gantry licence fee</b>				
deposit value <£1500	Discretionary	£650.00	£660.00	1.5%
£1501-<£3000	Discretionary	£1,000.00	£1,010.00	1.0%
£3001-<£6000	Discretionary	£1,300.00	£1,320.00	1.5%
£6001-<	Discretionary	On application	On application	N/A
<b>Hoarding licence fee</b>				
deposit value <£1500	Discretionary	£315.00	£320.00	1.6%
£1501-<£3000	Discretionary	£500.00	£510.00	2.0%
£3001-<£6000	Discretionary	£800.00	£810.00	1.3%
£6001-<	Discretionary	On application	On application	N/A
Extension fees for Material, Scaffolding & Hoarding	Discretionary	£150.00	£160.00	6.7%
Site Inspection fee for valid complaints or unauthorised overstay	Discretionary	£150.00	£160.00	6.7%
<b>Crane Operation licenses</b>				
Oversailing the highway	Discretionary	£750.00	£760.00	1.3%
Operation on the highway	Discretionary	£350.00	£360.00	2.9%
Overhang licence section 177	Discretionary	£325.00	£330.00	1.5%
<b>Shoring and whaling</b>				
One off fee per m2 of enclosed highway land	Discretionary	£250.00	£260.00	4.0%
Monthly charge for occupation	Discretionary	£75.00	£76.00	1.3%

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge		Type (Discretionary / Statutory)	2015-16	2016-17	% Change
<b>Containers</b>					
Admin fee		Discretionary	£175.00	£180.00	2.9%
Weekly storage fee on the highway		Discretionary	£185.00	£190.00	2.7%
<b>Legal notices and works</b>					
Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 14 for max of 3 months		Discretionary	£3,200.00	£3,240.00	1.3%
Extension to section 14 closure per month		Discretionary	£450.00	£460.00	2.2%
Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 16 and Section 22 to accommodate Filming		Discretionary	£3,200.00	£3,240.00	1.3%
Permanent traffic orders under all sections of the highways, traffic regulation and road traffic acts		Discretionary	£2,200.00	£2,230.00	1.4%
<b>Parity with Section 14 closures</b>					
Access Bar Marking installation and consultation		Discretionary	£400.00	£410.00	2.5%
Professional fees for works		Discretionary	25% of total value for works up to 20,000 in value then 17.5% of total value	25% of total value for works up to 20,000 in value then 17.5% of total value	0.0%
Emergency call out works		Discretionary	£600.00	£610.00	1.7%
<b>Waste Management</b>					
<b>COMMERCIAL WASTE CHARGES</b>					
Sacks (per 50 sacks)	Per 50	Discretionary	£86.00	£87.00	1.2%
Bulk (per metre)	Metre = 12 bags	Discretionary	£22.00	£23.00	4.5%
Paladin	Per lift	Discretionary	£14.00	£15.00	7.1%
Paladin	Annual hire	Discretionary	£114.00	£120.00	5.3%
Wheelie Bin 240 litre	Per lift	Discretionary	£6.80	£6.90	1.5%
Wheelie Bin 330/360 litre	Per lift	Discretionary	£8.50	£8.60	1.2%
Eurobin 550/660 litre	Per lift	Discretionary	£11.00	£12.00	9.1%
Eurobin 550/660 litre	Annual hire	Discretionary	£120.00	£130.00	8.3%
Eurobin 770 litre	Per lift	Discretionary	£12.00	£13.00	8.3%
Eurobin 770 litre	Annual hire	Discretionary	£140.00	£150.00	7.1%
Eurobin 1100 litre	Per lift	Discretionary	£15.00	£16.00	6.7%
Eurobin 1100 litre	Annual hire	Discretionary	£176.00	£180.00	2.3%
Eurobin 1280 litre	Per lift	Discretionary	£16.00	£17.00	6.3%
Eurobin 1280 litre	Annual	Discretionary	£190.00	£200.00	5.3%
Skips Light Waste (8 yarder)	Per lift	Discretionary	£274.00	£280.00	2.2%
Skips Building Material (8 yarder)	Per lift	Discretionary	£331.00	£340.00	2.7%
Special Collections (Minimum Charge)	One off	Discretionary	£79.00	£80.00	1.3%
Confidential Waste Collection	One off	Discretionary	£64.00	£65.00	1.6%
<b>To purchase Eurobins:</b>					
240 litre		Discretionary	£52.00	£53.00	1.9%
360 litre		Discretionary	£95.00	£96.00	1.1%
660 litre		Discretionary	£370.00	£380.00	2.7%
770 litre		Discretionary	£390.00	£400.00	2.6%
1100 litre		Discretionary	£420.00	£430.00	2.4%
1280 litre		Discretionary	£430.00	£440.00	2.3%
<b>CHARITY/EDUCATIONAL ESTABLISHMENT WASTE CHARGES</b>					
Sacks (per 50 sacks)	Per 50	Discretionary	£42.00	£43.00	2.4%
Paladin hire	Per lift	Discretionary	£8.00	£8.10	1.3%
Paladin hire	Annual hire	Discretionary	£111.00	£120.00	8.1%
Wheelie Bin 240 litre	Per lift	Discretionary	£4.00	£4.10	2.5%
Wheelie Bin 330/360 litre	Per lift	Discretionary	£6.00	£6.10	1.7%
Eurobin 550/660 litre	Per lift	Discretionary	£6.40	£6.50	1.6%
Eurobin 550/660 litre	Annual hire	Discretionary	£120.00	£130.00	8.3%
Eurobin 770/800 litre	Per lift	Discretionary	£7.50	£7.60	1.3%
Eurobin 770/800 litre	Annual hire	Discretionary	£140.00	£150.00	7.1%
Eurobin 1100 litre	Per lift	Discretionary	£8.00	£8.10	1.3%
Eurobin 1100 litre	Annual hire	Discretionary	£176.00	£180.00	2.3%
Eurobin 1280 litre	Per lift	Discretionary	£9.10	£9.20	1.1%
Eurobin 1280 litre	Annual hire	Discretionary	£190.00	£200.00	5.3%
Skips Light Waste (8 yarder)	Per lift	Discretionary	£191.00	£200.00	4.7%
Skips Light Waste (12 yarder) perm	Per lift	Discretionary	£206.00	£210.00	1.9%

**APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17**

Fee / Charge		Type (Discretionary / Statutory)	2015-16	2016-17	% Change
Special Collections (Minimum Charge)	One off	Discretionary	£95.00	£96.00	1.1%
Confidential Waste Collection	One off	Discretionary	£64.00	£65.00	1.6%
<b>To buy Eurobins</b>					
240 litre		Discretionary	£52.00	£53.00	1.9%
360 litre		Discretionary	£96.00	£97.00	1.0%
660 litre		Discretionary	£370.00	£380.00	2.7%
770 litre		Discretionary	£390.00	£400.00	2.6%
1100 litre		Discretionary	£420.00	£430.00	2.4%
1280 litre		Discretionary	£430.00	£440.00	2.3%
Duty of Care Document Charge	Quarter	Discretionary	£15.00	£16.00	6.7%
	Half year	Discretionary	£31.00	£32.00	3.2%
	Annual	Discretionary	£62.00	£63.00	1.6%
<b>CLINICAL WASTE CHARGES</b>					
<b>Removal of Bagged Clinical Waste</b>					
Min charge per visit & up to 7 bags (inclusive)	Up to 7 bags	Discretionary	£34.00	£35.00	2.9%
Each additional bag over 7 collected	Each bag	Discretionary	£5.40	£5.50	1.9%
<b>Sharps</b>					
Min charge per visit & up to 5 boxes (inclusive)	Up to 5 boxes	Discretionary	34.00	£35.00	2.9%
Each additional box over 5 collected	Each box	Discretionary	5.40	£5.50	1.9%
<b>PARKING</b>					
<b>PARKING PERMITS</b>					
<b>Blue Badge</b>					
Blue Badge processing		Statutory Maximum Limit	£0.00	£0.00	0.0%
Associated residents permit for Blue Badge holders		Discretionary	£0.00	£0.00	0.0%
Blue Badge replacement for lost 1st one in 3 years		Statutory Maximum Limit	£0.00	£0.00	0.0%
Blue Badge replacement for stolen 1st one in 3 years		Statutory Maximum Limit	£0.00	£0.00	0.0%
Blue Badge replacement for lost subsequent ones in 3 years		Statutory Maximum Limit	£10.00	£10.00	0.0%
<b>All Diesel Vehicles - Surcharge in additional to Standard Resident Permit Prices - subject to some vehicle-type policy exemptions</b>					
1 month permit		Discretionary	£8.00	£8.00	0.0%
3 month permit		Discretionary	£24.00	£24.00	0.0%
6 month permit		Discretionary	£48.00	£48.00	0.0%
12 month permit		Discretionary	£96.00	£96.00	0.0%
<b>Residents Parking Permit - based on CO2 emissions</b>					
Band A - (up to 100g/km) - 1 month permit		Discretionary	£0.00	£0.00	0.0%
Band A - (up to 100g/km) - 3 month permit		Discretionary	£0.00	£0.00	0.0%
Band A - (up to 100g/km) - 6 month permit		Discretionary	£0.00	£0.00	0.0%
Band A - (up to 100g/km) - 12 month permit		Discretionary	£0.00	£0.00	0.0%
Band B - (101-110g/km) - 1 month permit		Discretionary	£6.00	£6.50	8.3%
Band B - (101-110g/km) - 3 month permit		Discretionary	£6.00	£6.50	8.3%
Band B - (101-110g/km) - 6 month permit		Discretionary	£7.95	£8.50	6.9%
Band B - (101-110g/km) - 12 month permit		Discretionary	£15.90	£17.00	6.9%
Band C - (111-120g/km) - 1 month permit		Discretionary	£6.00	£6.50	8.3%
Band C - (111-120g/km) - 3 month permit		Discretionary	£7.20	£7.25	0.7%
Band C - (111-120g/km) - 6 month permit		Discretionary	£14.35	£14.50	1.0%
Band C - (111-120g/km) - 12 month permit		Discretionary	£28.70	£29.00	1.0%
Band D - (121-130g/km) - 1 month permit		Discretionary	£6.35	£6.50	2.4%
Band D - (121-130g/km) - 3 month permit		Discretionary	£18.95	£19.25	1.6%
Band D - (121-130g/km) - 6 month permit		Discretionary	£37.90	£38.50	1.6%
Band D - (121-130g/km) - 12 month permit		Discretionary	£75.80	£77.00	1.6%
Band E - (131-140g/km) - 1 month permit		Discretionary	£7.70	£7.85	1.9%
Band E - (131-140g/km) - 3 month permit		Discretionary	£23.05	£23.50	2.0%
Band E - (131-140g/km) - 6 month permit		Discretionary	£46.10	£47.00	2.0%
Band E - (131-140g/km) - 12 month permit		Discretionary	£92.15	£94.00	2.0%
Band F - (141-150g/km) - 1 month permit		Discretionary	£8.30	£8.45	1.8%
Band F - (141-150g/km) - 3 month permit		Discretionary	£24.85	£25.25	1.6%
Band F - (141-150g/km) - 6 month permit		Discretionary	£49.65	£50.50	1.7%
Band F - (141-150g/km) - 12 month permit		Discretionary	£99.30	£101.00	1.7%
Band G - (151-165g/km) - 1 month permit		Discretionary	£10.35	£10.50	1.4%
Band G - (151-165g/km) - 3 month permit		Discretionary	£31.00	£31.50	1.6%
Band G - (151-165g/km) - 6 month permit		Discretionary	£61.95	£63.00	1.7%
Band G - (151-165g/km) - 12 month permit		Discretionary	£123.90	£126.00	1.7%
Band H - (166-175g/km) - 1 month permit		Discretionary	£11.90	£12.00	0.8%
Band H - (166-175g/km) - 3 month permit		Discretionary	£35.65	£36.00	1.0%
Band H - (166-175g/km) - 6 month permit		Discretionary	£71.25	£72.00	1.1%
Band H - (166-175g/km) - 12 month permit		Discretionary	£142.50	£144.00	1.1%
Band I - (176-185g/km) - 1 month permit		Discretionary	£14.00	£14.10	0.7%
Band I - (176-185g/km) - 3 month permit		Discretionary	£41.75	£42.25	1.2%

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge	Type (Discretionary / Statutory)	2015-16	2016-17	% Change
Band I - (176-185g/km) - 6 month permit	Discretionary	£83.50	£84.50	1.2%
Band I - (176-185g/km) - 12 month permit	Discretionary	£167.00	£169.00	1.2%
Band J - (186-200g/km) - 1 month permit	Discretionary	£17.60	£17.85	1.4%
Band J - (186-200g/km) - 3 month permit	Discretionary	£52.75	£53.50	1.4%
Band J - (186-200g/km) - 6 month permit	Discretionary	£105.50	£107.00	1.4%
Band J - (186-200g/km) - 12 month permit	Discretionary	£211.00	£214.00	1.4%
Band K - (201- 225g/km) - 1 month permit	Discretionary	£20.50	£20.75	1.2%
Band K - (201- 225g/km) - 3 month permit	Discretionary	£61.50	£62.25	1.2%
Band K - (201- 225g/km) - 6 month permit	Discretionary	£123.00	£124.50	1.2%
Band K - (201- 225g/km) - 12 month permit	Discretionary	£246.00	£249.00	1.2%
Band L - (226-255g/km) - 1 month permit	Discretionary	£28.75	£29.00	0.9%
Band L - (226-255g/km) - 3 month permit	Discretionary	£86.00	£87.00	1.2%
Band L - (226-255g/km) - 6 month permit	Discretionary	£172.00	£174.00	1.2%
Band L - (226-255g/km) - 12 month permit	Discretionary	£344.00	£348.00	1.2%
Band M - (256g/km and above) - 1 month permit	Discretionary	£37.00	£37.50	1.4%
Band M - (256g/km and above) - 3 month permit	Discretionary	£111.00	£112.25	1.1%
Band M - (256g/km and above) - 6 month permit	Discretionary	£222.00	£224.50	1.1%
Band M - (256g/km and above) - 12 month permit	Discretionary	£444.00	£449.00	1.1%
<b>Residents Parking Permit - pre-2001 vehicles - based on engine sizes</b>				
Band A - 1 month permit	Discretionary	£0.00	£0.00	0.0%
Band A - 3 month permit	Discretionary	£0.00	£0.00	0.0%
Band A - 6 month permit	Discretionary	£0.00	£0.00	0.0%
Band A - 12 month permit	Discretionary	£0.00	£0.00	0.0%
Band B - (1-900cc) - 1 month permit	Discretionary	£6.00	£6.50	8.3%
Band B - (1-900cc) - 3 month permit	Discretionary	£6.00	£6.50	8.3%
Band B - (1-900cc) - 6 month permit	Discretionary	£7.95	£8.50	6.9%
Band B - (1-900cc) - 12 month permit	Discretionary	£15.90	£17.00	6.9%
Band C - (901-1100cc) - 1 month permit	Discretionary	£6.00	£6.50	8.3%
Band C - (901-1100cc) - 3 month permit	Discretionary	£7.20	£7.25	0.7%
Band C - (901-1100cc) - 6 month permit	Discretionary	£14.35	£14.50	1.0%
Band C - (901-1100cc) - 12 month permit	Discretionary	£28.70	£29.00	1.0%
Band D - (1101-1200cc) - 1 month permit	Discretionary	£6.35	£6.50	2.4%
Band D - (1101-1200cc) - 3 month permit	Discretionary	£18.95	£19.25	1.6%
Band D - (1101-1200cc) - 6 month permit	Discretionary	£37.90	£38.50	1.6%
Band D - (1101-1200cc) - 12 month permit	Discretionary	£75.80	£77.00	1.6%
Band E - (1201-1300cc) - 1 month permit	Discretionary	£7.70	£7.85	1.9%
Band E - (1201-1300cc) - 3 month permit	Discretionary	£23.05	£23.50	2.0%
Band E - (1201-1300cc) - 6 month permit	Discretionary	£46.10	£47.00	2.0%
Band E - (1201-1300cc) - 12 month permit	Discretionary	£92.15	£94.00	2.0%
Band F - (1301-1399cc) - 1 month permit	Discretionary	£8.30	£8.45	1.8%
Band F - (1301-1399cc) - 3 month permit	Discretionary	£24.85	£25.25	1.6%
Band F - (1301-1399cc) - 6 month permit	Discretionary	£49.65	£50.50	1.7%
Band F - (1301-1399cc) - 12 month permit	Discretionary	£99.30	£101.00	1.7%
Band G - (1400-1500cc) - 1 month permit	Discretionary	£10.35	£10.50	1.4%
Band G - (1400-1500cc) - 3 month permit	Discretionary	£31.00	£31.50	1.6%
Band G - (1400-1500cc) - 6 month permit	Discretionary	£61.95	£63.00	1.7%
Band G - (1400-1500cc) - 12 month permit	Discretionary	£123.90	£126.00	1.7%
Band H - (1501-1650cc) - 1 month permit	Discretionary	£11.90	£12.00	0.8%
Band H - (1501-1650cc) - 3 month permit	Discretionary	£35.65	£36.00	1.0%
Band H - (1501-1650cc) - 6 month permit	Discretionary	£71.25	£72.00	1.1%
Band H - (1501-1650cc) - 12 month permit	Discretionary	£142.50	£144.00	1.1%
Band I - (1651-1850cc) - 1 month permit	Discretionary	£14.00	£14.10	0.7%
Band I - (1651-1850cc) - 3 month permit	Discretionary	£41.75	£42.25	1.2%
Band I - (1651-1850cc) - 6 month permit	Discretionary	£83.50	£84.50	1.2%
Band I - (1651-1850cc) - 12 month permit	Discretionary	£167.00	£169.00	1.2%
Band J - (1851-2100cc) - 1 month permit	Discretionary	£17.60	£17.85	1.4%
Band J - (1851-2100cc) - 3 month permit	Discretionary	£52.75	£53.50	1.4%
Band J - (1851-2100cc) - 6 month permit	Discretionary	£105.50	£107.00	1.4%
Band J - (1851-2100cc) - 12 month permit	Discretionary	£211.00	£214.00	1.4%
Band K - (2101-2500cc) - 1 month permit	Discretionary	£20.50	£20.75	1.2%
Band K - (2101-2500cc) - 3 month permit	Discretionary	£61.50	£62.25	1.2%
Band K - (2101-2500cc) - 6 month permit	Discretionary	£123.00	£124.50	1.2%
Band K - (2101-2500cc) - 12 month permit	Discretionary	£246.00	£249.00	1.2%
Band L - (2501-2750cc) - 1 month permit	Discretionary	£28.75	£29.00	0.9%
Band L - (2501-2750cc) - 3 month permit	Discretionary	£86.00	£87.00	1.2%
Band L - (2501-2750cc) - 6 month permit	Discretionary	£172.00	£174.00	1.2%
Band L - (2501-2750cc) - 12 month permit	Discretionary	£344.00	£348.00	1.2%
Band M - (2751cc and above) - 1 month permit	Discretionary	£37.00	£37.50	1.4%
Band M - (2751cc and above) - 3 month permit	Discretionary	£111.00	£112.25	1.1%
Band M - (2751cc and above) - 6 month permit	Discretionary	£222.00	£224.50	1.1%

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge	Type (Discretionary / Statutory)	2015-16	2016-17	% Change
Band M - (2751cc and above) - 12 month permit	Discretionary	£444.00	£449.00	1.1%
<b>Motorcycle Parking Permits</b>				
Solo Motorcycle - 1 month permit	Discretionary	£6.50	£6.50	0.0%
Solo Motorcycle - 3 month permit	Discretionary	£12.70	£13.00	2.4%
Solo Motorcycle - 6 month permit	Discretionary	£25.35	£26.00	2.6%
Solo Motorcycle - 12 month permit	Discretionary	£50.70	£52.00	2.6%
Residents Match day permit - valid only during match or event days	Discretionary	£0.00	£0.00	0.0%
Hire Car permit (linked to hire car vouchers)	Discretionary	£13.75	£14.00	1.8%
Residents permit - black taxi driver concession - one band lower than the norm	Discretionary	Various	Various	N/A
<b>Residents Parking Permit refunds for unused permits (per complete month, based on annual permit surrender)</b>				
Band A	Discretionary	£0.00	£0.00	0.0%
Band B	Discretionary	£1.30	£1.40	7.7%
Band C	Discretionary	£2.40	£2.50	4.2%
Band D	Discretionary	£6.30	£6.50	3.2%
Band E	Discretionary	£7.70	£7.85	1.9%
Band F	Discretionary	£8.30	£8.45	1.8%
Band G	Discretionary	£10.35	£10.50	1.4%
Band H	Discretionary	£11.90	£12.00	0.8%
Band I	Discretionary	£14.00	£14.10	0.7%
Band J	Discretionary	£17.60	£17.85	1.4%
Band K	Discretionary	£20.50	£20.75	1.2%
Band L	Discretionary	£28.75	£29.00	0.9%
Band M	Discretionary	£37.00	£37.50	1.4%
Admin fee - refund handling charge	Discretionary	£22.25	£23.00	3.4%
Diesel vehicle surcharge refund - 1 month	Discretionary	£8.00	£8.00	0.0%
<b>Visitor parking vouchers</b>				
Half hour vouchers (books of 20)	Discretionary	£10.40	£10.80	3.8%
3-hour vouchers (books of 10)	Discretionary	£29.20	£30.00	2.7%
All day voucher	Discretionary	£13.40	£14.00	4.5%
Half hour vouchers (concessionary)	Discretionary	£5.20	£5.40	3.8%
3-hour vouchers (concessionary)	Discretionary	£14.60	£15.00	2.7%
All day voucher (concessionary)	Discretionary	£6.70	£6.80	1.5%
E-visitor voucher charges (per hour)	Discretionary	£1.20	£1.30	8.3%
E-visitor voucher charges (concessionary)	Discretionary	£0.60	£0.65	8.3%
Hire car permit holder vouchers - half hour (books of 20)	Discretionary	£8.40	£8.60	2.4%
Hire car permit holder vouchers - 3 hour (books of 10)	Discretionary	£24.20	£25.00	3.3%
1-hour business voucher (books of 10)	Discretionary	£11.40	£12.00	5.3%
New parents vouchers - 40 hours free	Discretionary	£0.00	£0.00	0.0%
1-hour business visitor vouchers	Discretionary	£50.80	£52.00	2.4%
<b>Business Visitor parking vouchers</b>				
Business visitor Half hour vouchers (books of 20)	Discretionary	£12.80	£13.00	1.6%
Business visitor All day voucher	Discretionary	£28.15	£29.00	3.0%
E-business visitor voucher charges (per hour)	Discretionary	£1.40	£1.50	7.1%
<b>Other permits</b>				
Doctors parking permit - annual	Discretionary	£243.20	£246.00	1.2%
(New Doctors parking place installation - includes 1 permit)	Discretionary	£2,749.50	£2,777.00	1.0%
Essential Services Permit - annual (formerly Teacher Permit)	Discretionary	£343.00	£347.00	1.2%
Business permit - annual (under 150kg/m2 or up to 1600cc)	Discretionary	£686.00	£695.00	1.3%
Business permit - annual (under 150kg/m2 or up to 1600cc) 2nd permit	Discretionary	£911.40	£925.00	1.5%
Business permit - annual (over 151kg/m2 or over 1600cc)	Discretionary	£1,136.60	£1,150.00	1.2%
Business permit - annual (over 151kg/m2 or over 1600cc) 2nd permit	Discretionary	£1,351.60	£1,370.00	1.4%
Business permit - electric	Discretionary	£528.40	£535.00	1.2%
Business permit - annual permit linked to vouchers scheme	Discretionary	£17.15	£18.00	5.0%
Match day and event day trader permits - annual	Discretionary	£624.60	£635.00	1.7%
Permission to Park - per day	Discretionary	£23.80	£25.00	5.0%
Permission to Park - per week	Discretionary	£97.30	£100.00	2.8%
Permission to Park - per month	Discretionary	£386.00	£390.00	1.0%
Universal all-zone permit - annual only (1-25 fleet vehicles)	Discretionary	£3,760.00	£3,800.00	1.1%
Universal all-zone permit - annual only (26-50 fleet vehicles)	Discretionary	£2,499.00	£2,530.00	1.2%
Universal all-zone permit - annual only (50+ fleet vehicles)	Discretionary	£1,270.00	£1,285.00	1.2%

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge	Type (Discretionary / Statutory)	2015-16	2016-17	% Change
Universal permit - discounted fee for electric vehicles	Discretionary	£2,720.00	£2,750.00	1.1%
Universal permit - discounted fee for registered charities	Discretionary	£2,720.00	£2,750.00	1.1%
Car club permit	Discretionary	£227.30	£230.00	1.2%
Trader's Permit	Discretionary	£22.80	£24.00	5.3%
<b>PARKING PLACE SUSPENSIONS</b>				
Permission to place a licensed skip in a parking place - no dedicated suspension	Discretionary	£57.00	£58.00	1.8%
Suspension admin charge (non residents) - first day	Discretionary	£184.00	£190.00	3.3%
Suspension admin charge (residents) - first day	Discretionary	£90.00	£91.00	1.1%
Suspension admin charge (all applicants) - subsequent days, per day	Discretionary	£28.15	£29.00	3.0%
Film work waiver - per day	Discretionary	N/A	£40.00	N/A
Yellow line essential parking waiver (day rate)	Discretionary	£56.30	£57.00	1.2%
<b>PAY AND DISPLAY TARIFFS</b>				
Minimum made order - band 1 (per hour)	Discretionary	£1.20	£1.20	0.0%
Minimum made order - band 2 (per hour)	Discretionary	£1.80	£1.80	0.0%
Minimum made order - band 3 (per hour)	Discretionary	£2.00	£2.00	0.0%
Minimum made order - band 4 (per hour)	Discretionary	£2.40	£2.40	0.0%
Minimum made order - band 5 (per hour)	Discretionary	£3.00	£3.00	0.0%
Minimum made order - band 6 (per hour)	Discretionary	£3.60	£3.60	0.0%
Minimum made order - band 7(per hour)	Discretionary	£4.00	£4.00	0.0%
Minimum made order - band 8 (per hour)	Discretionary	£4.80	£4.80	0.0%
Minimum made order - band 9 (per hour)	Discretionary	£5.00	£5.00	0.0%
Minimum made order - band 10 (per hour)	Discretionary	£5.40	£5.40	0.0%
Minimum made order - band 11 (per hour)	Discretionary	£6.00	£6.00	0.0%
<b>Motorcycle Pay and Display</b>				
All day parking band 1	Discretionary	£0.50	£0.50	0.0%
All day parking band 2	Discretionary	£1.00	£1.00	0.0%
All day parking band 3	Discretionary	£1.20	£1.20	0.0%
All day parking band 4	Discretionary	£1.50	£1.50	0.0%
All day parking band 5	Discretionary	£1.80	£1.80	0.0%
All day parking band 6	Discretionary	£2.20	£2.20	0.0%
<b>Abandoned vehicle disposal</b>				
Removal of abandoned vehicle from private land	Discretionary	£200.00	£205.00	2.5%
<b>PARKS</b>				
<b>SPORTS</b>				
<b>Tennis</b>				
Highbury Fields and Tufnell Park				
Adult standard	Discretionary	£10.00	£10.00	0.0%
Adult BETTER (any)	Discretionary	£8.50	£8.50	0.0%
Child Standard	Discretionary	£4.50	£4.50	0.0%
Child BETTER (any)	Discretionary	£3.50	£3.50	0.0%
<b>Football</b>				
<b>Barnard Park - Redgra - No changing rooms - 1 hour</b>				
	Discretionary	£0.00	£0.00	0.0%
<b>Highbury Fields - Astro turf - 1 hour session</b>				
Full rate - full pitch	Discretionary	£56.80	£57.40	1.1%
BETTER Card / Clubmark - full pitch	Discretionary	£49.50	£50.00	1.0%
Child rate - full pitch	Discretionary	£34.20	£34.55	1.0%
Child BETTER Card / Clubmark / School - full pitch	Discretionary	£28.50	£28.80	1.1%
<b>Paradise Park - Astro turf - 1 hour session</b>				
Full rate - full pitch	Discretionary	£40.50	£40.90	1.0%
BETTER Card / Clubmark - full pitch	Discretionary	£35.30	£35.65	1.0%
Child rate - full pitch	Discretionary	£24.20	£24.45	1.0%
Child BETTER Card / Clubmark / School - full pitch	Discretionary	£20.00	£20.20	1.0%
<b>Rosemary Gardens - Astro turf - 1 hour session</b>				
Full rate - full pitch	Discretionary	£81.10	£81.90	1.0%
Full rate - half pitch	Discretionary	£40.50	£40.90	1.0%
BETTER Card / Clubmark - full pitch	Discretionary	£70.50	£71.20	1.0%
BETTER Card / Clubmark - half pitch	Discretionary	£35.30	£35.65	1.0%
Child rate - full pitch	Discretionary	£49.00	£49.50	1.0%
Child rate - half pitch	Discretionary	£24.20	£24.45	1.0%
Child BETTER Card / Clubmark / School - full pitch	Discretionary	£40.00	£40.40	1.0%
Child BETTER Card / Clubmark / School - half pitch	Discretionary	£20.00	£20.20	1.0%
<b>Tufnell Park - Grass - 2 hour session</b>				
Full rate - per 11 a side pitch	Discretionary	£89.50	£90.40	1.0%

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge	Type (Discretionary / Statutory)	2015-16	2016-17	% Change
BETTER Card / Clubmark - per 11 a side pitch	Discretionary	£76.30	£77.10	1.0%
Child rate - per 11 a side pitch	Discretionary	£53.70	£54.25	1.0%
Child BETTER Card / Clubmark / School - per 11 a side pitch	Discretionary	£44.80	£45.25	1.0%
Full rate - per 9 a side pitch	Discretionary	£73.00	£73.75	1.0%
BETTER Card / Clubmark - per 9 a side pitch	Discretionary	£63.50	£64.15	1.0%
Child rate - per 9 a side pitch	Discretionary	£43.90	£44.35	1.0%
Child BETTER Card / Clubmark / School - per 9 a side pitch	Discretionary	£36.50	£36.85	1.0%
Full rate - per 7 a side pitch	Discretionary	£56.80	£57.40	1.1%
BETTER Card / Clubmark - per 7 a side pitch	Discretionary	£49.50	£50.00	1.0%
Child rate - per 7 a side pitch	Discretionary	£34.20	£34.55	1.0%
Child BETTER Card / Clubmark / School - per 7 a side pitch	Discretionary	£28.50	£28.80	1.1%
<b>Whittington Park - Astro turf - 1 hour session</b>				
Full rate - full pitch	Discretionary	£89.50	£90.40	1.0%
Full rate - half pitch	Discretionary	£44.80	£45.25	1.0%
BETTER Card / Clubmark - full pitch	Discretionary	£78.90	£79.75	1.1%
BETTER Card / Clubmark - half pitch	Discretionary	£39.50	£39.90	1.0%
Child rate - full pitch	Discretionary	£54.80	£55.35	1.0%
Child rate - half pitch	Discretionary	£27.30	£27.60	1.1%
Child BETTER Card / Clubmark / School - full pitch	Discretionary	£43.10	£43.65	1.3%
Child BETTER Card / Clubmark / School - half pitch	Discretionary	£21.60	£21.83	1.0%
<b>Touch Rugby</b>				
<b>Paradise Park - Grass - 1 hour session</b>				
Full rate - per pitch	Discretionary	£49.00	£49.50	1.0%
BETTER Card / Clubmark - per pitch	Discretionary	£41.00	£41.40	1.0%
Child rate - per pitch	Discretionary	£29.50	£29.80	1.0%
Child BETTER Card / Clubmark / School - per pitch	Discretionary	£24.20	£24.45	1.0%
<b>Cricket</b>				
<b>Wray Crescent - Grass - 1pm to dusk</b>				
Full rate	Discretionary	£89.50	£90.40	1.0%
BETTER Card / Clubmark	Discretionary	£75.80	£76.60	1.1%
Child rate	Discretionary	£37.90	£38.30	1.1%
Child BETTER Card / Clubmark / School	Discretionary	£37.90	£38.30	1.1%
<b>Bowls</b>				
Finsbury Square - per person per hour	Discretionary	£5.80	£5.90	1.7%
<b>Netball</b>				
<b>Highbury Fields - Tarmac - 1 hour session</b>				
Full rate - per court	Discretionary	£32.60	£32.95	1.1%
BETTER Card / Clubmark - per court	Discretionary	£27.80	£28.10	1.1%
Child rate - per court	Discretionary	£19.50	£19.70	1.0%
Child BETTER Card / Clubmark - per court	Discretionary	£16.30	£16.45	0.9%
School - whole tarmac area per hour - 8.00am to 4.00pm - Term time only	Discretionary	£21.60	£21.80	0.9%
Community sports development - whole tarmac area per hour - Saturday 9.00am - 1.00pm	Discretionary	£21.60	£21.80	0.9%
<b>Ecology Centre</b>				
<b>Building hire to individuals &amp; non-profit organisations</b>				
Per hour	Discretionary	£24.00	£28.00	16.7%
Per day (8 hours)	Discretionary	£168.00	£196.00	16.7%
Weddings & similar - per day (8 hours)	Discretionary	N/A	£320.00	N/A
<b>Equipment Charges</b>				
Slide projector	Discretionary	£18.00	£18.00	0.0%
Flip chart - per pad	Discretionary	£7.00	£7.00	0.0%
Digital Projector and Laptop	Discretionary	£38.00	£38.00	0.0%
<b>Tuition charges for schools -</b>				
Islington Council schools 1 hour visit	Discretionary	£53.00	£53.60	1.1%
Islington Council schools 1.5 hour visit	Discretionary	£63.00	£63.65	1.0%
<b>Private and out of borough schools</b>				
1 hour	Discretionary	£79.00	£79.80	1.0%
1.5 hour	Discretionary	£118.00	£119.20	1.0%
<b>Allotments</b>				
		Agreed charge from 1st January 2016*	New charge from 1st January 2017*	
Large Plot Nominal 60m2	Discretionary	£78.00	£79.00	1.3%
Large Plot Concession Nominal 60m3	Discretionary	£39.00	£39.50	1.3%
Medium Plot Nominal 40m2	Discretionary	£52.00	£53.00	1.9%

## APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17

Fee / Charge	Type (Discretionary / Statutory)	2015-16	2016-17	% Change
Medium Plot Concession Nominal 40m3	Discretionary	£26.00	£26.50	1.9%
Small Plot Nominal 20m2	Discretionary	£26.00	£26.50	1.9%
Small Plot Concession Nominal 20m3	Discretionary	£12.00	£13.00	8.3%
<b>Greenspace Other Fees &amp; Charges</b>				
<b>Commercial Event inc. trade shows - fewer than 5,000 people</b>				
Event day per head	Discretionary	£1.50	£1.50	0.0%
Set up & take down per day - 50% of daily rate	Discretionary	£0.75	£0.75	0.0%
Administration fee	Discretionary	£100 - £500	£100 - £500	0.0%
Deposit	Discretionary	£5,000 - £10,000	£5,000 - £10,000	0.0%
<b>Commercial Event inc. trade shows - 5,000 - 10,000 people</b>				
Event day per head	Discretionary	£2.00	£2.00	0.0%
Set up & take down per day - 50% of daily rate	Discretionary	£1.00	£1.00	0.0%
Administration fee	Discretionary	£500.00	£500.00	0.0%
Deposit	Discretionary	£10,000.00	£10,000.00	0.0%
<b>Commercial Event inc. trade shows - more than 10,000 people</b>				
Event day per head	Discretionary	£2.50	£2.50	0.0%
Set up & take down per day - 50% of daily rate	Discretionary	£1.25	£1.25	0.0%
Administration fee	Discretionary	£500.00	£500.00	0.0%
Deposit	Discretionary	£10,000 or 25% of fee if greater	£10,000 or 25% of fee if greater	0.0%
<b>Circuses</b>				
Event day	Discretionary	£1,000.00	£1,000.00	0.0%
Set up & take down per day - 50% of daily rate	Discretionary	£500.00	£500.00	0.0%
Administration fee	Discretionary	£500.00	£500.00	0.0%
Deposit	Discretionary	£10,000.00	£10,000.00	0.0%
<b>Fun fairs</b>				
Event day - minimum charge	Discretionary	£750.00	£900.00	20.0%
Set up & take down per day - 50% of daily rate	Discretionary	£300.00	£450.00	50.0%
Administration fee	Discretionary	£500.00	£500.00	0.0%
Deposit	Discretionary	£10,000.00	£10,000.00	0.0%
<b>Community/Charitable Events (Islington Based Groups)</b>				
<b>Less than 500 people / small structures</b>				
Event day	Discretionary	£0.00 - £150	£0.00 - £150	0.0%
Set up & take down per day - 50% of daily rate	Discretionary	£0.00	£0.00	0.0%
Administration fee	Discretionary	£100.00	£100.00	0.0%
Deposit	Discretionary	£0.00 - £500	£500.00	0.0%
<b>Over 500/licensable/ temporary structures</b>				
Event day	Discretionary	£0.00 - £1,000	£0.00 - £1,000	0.0%
Set up & take down per day - 50% of daily rate	Discretionary	£0.00	£0.00	0.0%
Administration fee	Discretionary	£300.00	£300.00	0.0%
Deposit	Discretionary	£2,000 +	£2,000 +	0.0%
<b>Community/Charitable Events (Non-Islington Based Groups)</b>				
<b>Less than 500 people / small structures</b>				
Event day	Discretionary	£0.00 - £150	£0.00 - £150	0.0%
Set up & take down per day - 50% of daily rate	Discretionary	£0.00	£0.00	0.0%
Administration fee	Discretionary	£100.00	£100.00	0.0%
Deposit	Discretionary	£500.00	£500.00	0.0%
<b>Over 500/licensable/ temporary structures</b>				
Event day	Discretionary	£0.00 - £1,000	£0.00 - £1,000	0.0%
Set up & take down per day - 50% of daily rate	Discretionary	£0.00	£0.00	0.0%
Administration fee	Discretionary	£300.00	£300.00	0.0%
Deposit	Discretionary	£2,000 +	£2,000 +	0.0%
<b>Corporate functions (not open to the public, including product promotions)</b>				
<b>No licensable activities/temporary structures</b>				
Event day per m2 - pro rata	Discretionary	£50.00 - £100.00	£50.00 - £100.00	0.0%
Set up & take down per day - 50% of daily rate	Discretionary	50% daily event rate	50% daily event rate	0.0%
Administration fee	Discretionary	£150.00	£150.00	0.0%
Deposit	Discretionary	£500 +	£500 +	0.0%
<b>With licensable activities/temporary structures</b>				
Event day per m2 - pro rata	Discretionary	£150.00	£150.00	0.0%
Set up & take down per day - 50% of daily rate	Discretionary	50% daily event rate	50% daily event rate	0.0%
Administration fee	Discretionary	£300.00	£300.00	0.0%
Deposit	Discretionary	£3,000 +	£3,000 +	0.0%
<b>Private events (invited audiences only, inc. family functions &amp; staff parties)</b>				
Children's birthday parties	Discretionary	£200.00	£200.00	0.0%
<50 / no structures or licensable activities	Discretionary	£400.00	£400.00	0.0%
50-100 / small structures or licensable activities	Discretionary	£600.00	£600.00	0.0%
100+ / catering or licensable activities	Discretionary	£850.00	£850.00	0.0%



**APPENDIX C1: GENERAL FUND FEES AND CHARGES 2016-17**

Fee / Charge		Type (Discretionary / Statutory)	2015-16	2016-17	% Change
Wedding celebrations (residents only, max 2 hours), 150 max		Discretionary	£400.00	£400.00	0.0%
<b>Markets (The maximum charge event organiser is permitted to charge stall holders is £120 per stall per day)</b>					
Stall charge from event organiser £0 - £60		Discretionary	30% of stall charge	30% of stall charge	0.0%
Stall charge from event organiser £61 - £120		Discretionary	40% of stall charge	40% of stall charge	0.0%

## APPENDIX C2: LEISURE FEES AND CHARGES 2016-17

ACTIVITIES	2015-16							2016-17														
	Better over 60	Better H&F Adult Con	Better H&F Adult Non Member	Better H&F Adult	Better H&F Jrn Non Mem	Better H&F Jrn	Better H&F Jrn Con	Better over 60	% Change	Better H&F Adult Con	% Change	Better H&F Adult Non Member	% Change	Better H&F Adult	% Change	Better H&F Jrn Non Mem	% Change	Better H&F Jrn	% Change	Better H&F Jrn Con	% Change	
<b>Badminton</b>																						
Adult Club/League	£7.15	£7.15	£8.15	£7.15		£7.15		£7.25	1.4%	£7.25	1.4%	£8.25	1.3%	£7.25	1.4%	£0.00	0.0%	£7.25	1.4%	£0.00	0.0%	
Clinic/Club	£7.15	£7.15	£8.15	£7.15		£7.15		£7.25	1.4%	£7.25	1.4%	£8.25	1.3%	£7.25	1.4%	£0.00	0.0%	£7.25	1.4%	£0.00	0.0%	
Course x five	£44.90	£44.90	£51.00	£44.90		£44.90		£45.35	1.0%	£45.35	1.0%	£51.50	1.0%	£45.35	1.0%	£0.00	0.0%	£45.35	1.0%	£0.00	0.0%	
Court 55 minutes: Off peak	£8.15	£8.15	£9.70	£8.15		£8.15		£8.25	1.3%	£8.25	1.2%	£9.80	1.0%	£8.25	1.3%	£0.00	0.0%	£8.25	1.3%	£0.00	0.0%	
Court 55 minutes: Peak	£11.70	£11.75	£14.30	£11.75		£11.75		£11.80	0.9%	£11.90	1.3%	£14.45	1.1%	£11.90	1.3%	£0.00	0.0%	£11.90	1.3%	£0.00	0.0%	
Junior Clinic/ Club 2 hrs					£5.10		£2.95	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.15	1.0%	£0.00	0.0%	£3.00	1.7%	
Racket hire	£2.25	£2.25	£2.25	£2.25		£2.25	£2.25	£2.30	2.3%	£2.30	2.3%	£2.30	2.3%	£2.30	2.3%	£2.30	2.3%	£2.30	2.3%	£2.30	2.3%	
<b>Basketball</b>																						
1hr Basketball	£76.50	£76.50	£86.70	£76.50	£86.70	£76.50	£76.50	£77.30	1.0%	£77.30	1.0%	£87.60	1.0%	£77.30	1.0%	£87.60	1.0%	£77.30	1.0%	£77.30	1.0%	
2hr open session-Sobell					£5.10	£4.00	£2.95	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.15	1.0%	£4.05	1.3%	£3.00	1.7%	
Basketball at Finsbury	£51.00	£51.00	£61.20	£51.00	£61.20	£51.00	£51.00	£51.50	1.0%	£51.50	1.0%	£61.80	1.0%	£51.50	1.0%	£61.80	1.0%	£51.50	1.0%	£51.50	1.0%	
Block Booking at Sobell	£76.50	£76.50	£86.70	£76.50	£86.70	£76.50	£76.50	£77.30	1.0%	£77.30	1.0%	£87.60	1.0%	£77.30	1.0%	£87.60	1.0%	£77.30	1.0%	£77.30	1.0%	
<b>Classes</b>																						
Aerobics 55: Off-peak	£2.05	£3.40	£6.80	£5.30				£2.10	2.5%	£3.45	1.5%	£6.90	1.5%	£5.35	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Aerobics 55: Peak	£2.65	£4.60	£8.15	£6.65		£4.50		£2.70	1.9%	£4.65	1.0%	£8.25	1.3%	£6.70	0.8%	£0.00	0.0%	£4.55	1.0%	£0.00	0.0%	
Aerobics 55+: Off-peak	£2.55	£4.30	£7.70	£6.60				£2.60	2.0%	£4.35	1.2%	£7.80	1.3%	£6.70	1.5%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Aerobics 55+: Peak	£2.75	£4.50	£8.85	£7.45		£4.60		£2.80	1.7%	£4.55	1.0%	£8.95	1.1%	£7.50	0.7%	£0.00	0.0%	£4.65	1.0%	£0.00	0.0%	
Mind and Body 55+: Off-peak	£2.55	£4.70	£8.35	£7.35		£4.80		£2.60	2.0%	£4.75	1.0%	£8.45	1.2%	£7.40	0.7%	£0.00	0.0%	£4.85	1.0%	£0.00	0.0%	
Mind and Body 55+: Peak	£2.75	£5.10	£10.10	£8.80		£5.10		£2.80	1.7%	£5.15	1.0%	£10.20	1.0%	£8.90	1.1%	£0.00	0.0%	£5.15	1.0%	£0.00	0.0%	
Running Club	£2.55		£4.10	£3.05				£2.60	2.0%	£0.00	0.0%	£4.15	1.2%	£3.10	1.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
<b>Climbing Wall</b>																						
2hr Adult Session	£19.40	£19.40	£21.40	£19.40				£19.60	1.0%	£19.60	1.0%	£21.60	0.9%	£19.60	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Session	£3.60	£3.60	£4.60	£3.60	£4.60	£3.60	£3.60	£3.65	1.4%	£3.65	1.4%	£4.65	1.0%	£3.65	1.4%	£4.65	1.0%	£3.65	1.4%	£3.65	1.4%	
<b>Gym Session</b>																						
gym with swim: peak- Inclusive		£4.60	£7.45					£0.00	0.0%	£4.65	1.0%	£7.50	0.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Cally Gym with Swim- Off peak	£2.05	£2.55	£5.50					£2.10	2.4%	£2.60	2.0%	£5.55	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Cally Gym with Swim- peak	£2.55	£3.65	£5.50					£2.60	2.0%	£3.70	1.4%	£5.55	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
gym with swim: off-peak	£2.05	£3.60	£7.35					£2.10	2.4%	£3.65	1.4%	£7.40	0.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
gym with swim: Peak	£2.55	£4.60	£7.35					£2.60	2.0%	£4.65	1.0%	£7.40	0.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Non Member day membership Cally			£12.25					£0.00	0.0%	£0.00	0.0%	£12.40	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Non Member day membership Highbury			£20.40					£0.00	0.0%	£0.00	0.0%	£20.60	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Non Member day membership Other Gym			£15.30					£0.00	0.0%	£0.00	0.0%	£15.45	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
<b>Ice Rink</b>																						
After School Session					£5.00	£4.00	£2.95	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.05	1.0%	£4.05	1.3%	£3.00	1.7%	
Extra Family Member			£5.30					£0.00	0.0%	£0.00	0.0%	£5.35	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Family Ticket			£25.50					£0.00	0.0%	£0.00	0.0%	£25.75	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Parent and Toddler		£2.95	£5.00	£4.00				£0.00	0.0%	£3.00	1.7%	£5.05	1.0%	£4.05	1.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Skate Hire			£1.20		£1.20			£0.00	0.0%	£0.00	0.0%	£1.20	0.2%	£0.00	0.0%	£1.20	0.2%	£0.00	0.0%	£0.00	0.0%	
Skating per session		£3.60	£6.30	£5.40				£0.00	0.0%	£3.65	1.4%	£6.35	0.9%	£5.45	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
<b>Sauna Session</b>																						
Sauna	£2.55	£4.60	£8.15	£6.60				£2.65	3.9%	£4.65	1.0%	£8.25	1.3%	£6.70	1.5%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Sauna Partial Service	£2.05	£4.60	£6.10	£5.40				£2.10	2.4%	£4.65	1.0%	£6.15	0.8%	£5.45	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
<b>Swimming</b>																						
Aqua Classes 55min	£2.25	£3.60	£6.85	£5.10	£4.10	£3.05	£2.25	£2.30	2.3%	£3.65	1.4%	£6.90	0.7%	£5.15	1.0%	£4.15	1.2%	£3.10	1.6%	£2.30	2.3%	
Casual/Lane Swim	£2.25	£2.25	£4.90	£3.70	£2.55	£1.00		£2.30	2.3%	£2.30	2.3%	£4.95	1.0%	£3.75	1.4%	£2.60	2.0%	£1.00	0.0%	£0.00	0.0%	
Swim For A Pound						£1.00		£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£1.00	0.0%	£0.00	0.0%	
Aqua Card Annual			£346.80					£0.00	0.0%	£0.00	0.0%	£350.30	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Aqua Card Joining Fee			£35.70					£0.00	0.0%	£0.00	0.0%	£36.05	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Aqua Card Monthly DD			£31.60					£0.00	0.0%	£0.00	0.0%	£31.90	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
<b>Swimming Lessons</b>																						
Adult Lessons 30mins- Annual (IRB)		£4.30		£5.35				£0.00	0.0%	£4.35	1.2%	£0.00	0.0%	£5.38	0.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Adult Lessons 30mins - DD (IRB)	£4.45	£4.46		£5.60				£0.00	0.0%	£4.50	0.9%	£0.00	0.0%	£5.65	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	

## APPENDIX C2: LEISURE FEES AND CHARGES 2016-17

	2015-16							2016-17													
	Better H&F over 60	Better H&F Adult Con	Better H&F Adult Non Member	Better H&F Adult	Better H&F Jrn Non Mem	Better H&F Jrn	Better H&F Jrn Con	Better H&F over 60	% Change	Better H&F Adult Con	% Change	Better H&F Adult Non Member	% Change	Better H&F Adult	% Change	Better H&F Jrn Non Mem	% Change	Better H&F Jrn	% Change	Better H&F Jrn Con	% Change
Adult lessons 30mins - Peak		£3.10		£3.10				£0.00	0.0%	£3.20	3.2%	£0.00	0.0%	£3.20	3.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Adult Lessons 30 mins - Off Peak		£2.05		£2.05				£0.00	0.0%	£2.10	2.4%	£0.00	0.0%	£2.10	2.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Adult Lessons 60 mins		£5.10		£5.10				£0.00	0.0%	£5.20	2.0%	£0.00	0.0%	£5.20	2.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Junior lesson's 30mins -STD						£4.60	£3.60	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.70	2.2%	£3.70	2.8%
Junior lessons 30min- DD						£4.50	£3.50	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.55	1.1%	£3.55	1.4%
Junior lessons 30min-annual						£4.23	£3.30	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.30	1.7%	£3.35	1.5%
Junior lessons 45min- STD						£6.90	£5.35	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£7.15	3.6%	£5.50	2.8%
Junior lessons 45min - DD						£7.00	£5.45	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£7.10	1.4%	£5.55	1.8%
Junior lessons 45mins- annual						£6.25	£4.80	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£6.40	2.4%	£4.95	3.1%
National Pool Lifeguards				£210.00				£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£212.10	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
<b>Table Tennis</b>																					
Adult Drop in		£4.30	£6.10	£4.80				£0.00	0.0%	£4.35	1.2%	£6.15	0.8%	£4.85	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Bat Hire		£2.35	£2.35	£2.35				£0.00	0.0%	£2.40	2.1%	£2.40	2.3%	£2.40	2.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court booking	£4.80	£4.80	£6.65	£4.80				£4.85	1.0%	£4.85	1.0%	£6.70	0.8%	£4.85	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Junior drop In					£5.00		£3.98	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.05	1.0%	£0.00	0.0%	£4.00	0.5%
<b>Tennis Casual</b>																					
Casual Coached Session		£5.10	£10.71	£8.50	£7.15	£6.00	£3.25	£0.00	0.0%	£5.15	1.0%	£10.82	1.0%	£8.59	1.0%	£7.25	1.4%	£6.06	1.0%	£3.28	1.0%
Munchkin Tennis					£4.20	£3.05	£2.55	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.24	1.0%	£3.08	1.0%	£2.58	1.0%
Pay & Play: 2hrs		£4.30	£8.16	£7.15				£0.00	0.0%	£4.34	1.0%	£8.24	1.0%	£7.25	1.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Pay & Play: 3hrs		£5.30	£10.71	£8.70				£0.00	0.0%	£5.35	1.0%	£10.82	1.0%	£8.79	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
<b>Tennis Courses</b>																					
Indoor Adult			£14.30	£12.75				£0.00	0.0%	£0.00	0.0%	£14.45	1.1%	£12.90	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Indoor Adult Intensive			£15.80	£14.30				£0.00	0.0%	£0.00	0.0%	£15.96	1.0%	£14.45	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Indoor Junior- Green					£9.50	£8.35	£5.20	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£9.60	1.0%	£8.45	1.2%	£5.25	1.0%
Indoor Junior- orange					£9.00	£7.85	£4.70	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£9.10	1.1%	£7.95	1.3%	£4.75	1.0%
Indoor Junior- Red					£8.50	£7.35	£4.20	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£9.00	5.9%	£7.40	0.7%	£4.25	1.2%
Indoor Junior Holiday Camp Over 9s					£6.95	£5.90	£3.40	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£7.00	0.7%	£5.95	0.8%	£3.45	1.5%
Indoor Junior Holiday Camp Under 9s					£7.45	£6.30	£3.70	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£7.55	1.3%	£6.35	0.8%	£3.75	1.4%
Outdoor Adult			£12.25	£10.70				£0.00	0.0%	£0.00	0.0%	£12.40	1.3%	£10.80	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Racquet Hire			£2.25	£2.25	£1.00	£1.00		£0.00	0.0%	£0.00	0.0%	£2.30	2.3%	£2.30	2.3%	£1.00	0.0%	£1.00	0.0%	£0.00	0.0%
Teen Tennis					£9.50	£8.35	£5.20	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£9.60	1.0%	£8.45	1.2%	£5.25	1.0%
<b>Tennis Indoor Bookings</b>																					
Adult Playing with Concession/ Child Off			£11.75	£11.75				£0.00	0.0%	£0.00	0.0%	£11.90	1.3%	£11.90	1.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Tennis Centre	£6.10	£26.00	£22.95					£0.00	0.0%	£6.15	0.8%	£26.25	1.0%	£23.20	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Tennis : 7am-6pm + w/e					£11.75	£9.70		£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£11.90	1.3%	£9.80	1.0%	£0.00	0.0%
tennis: off-peak	£5.80					£6.00		£0.00	0.0%	£5.85	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£6.06	1.0%	£0.00	0.0%
Tennis: Vacant Court					£5.10	£4.10		£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.15	1.0%	£4.15	1.2%	£0.00	0.0%
<b>Tennis Outdoor bookings</b>																					
Adult playing with Concession/ Child off			£5.70					£0.00	0.0%	£0.00	0.0%	£5.75	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Tennis			£10.00	£8.50	£4.50	£3.50		£0.00	0.0%	£0.00	0.0%	£10.00	0.0%	£8.50	0.0%	£4.50	0.0%	£3.50	0.0%	£0.00	0.0%
Tennis : 7am-6pm + w/e					£4.60	£3.60		£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.65	1.0%	£3.65	1.4%	£0.00	0.0%
<b>Trampoline</b>																					
FLC Junior over 60mins					£5.35	£4.30	£3.10	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.40	1.0%	£4.35	1.2%	£3.15	1.6%
SLC Juner over 60 mins					£4.95	£3.95	£2.95	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.00	1.0%	£4.00	1.3%	£3.00	1.7%
SLC Adult 120min (prev 90)	£6.95	£6.95	£8.15	£6.95				£7.00	0.7%	£7.00	0.7%	£8.25	1.3%	£7.00	0.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
SLC Adult up to 90min	£5.80	£5.80	£7.15	£5.80				£5.85	0.9%	£5.85	0.9%	£7.25	1.4%	£5.85	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
SLC Squad Adult	£6.95	£6.95	£8.15	£6.95				£7.00	0.7%	£7.00	0.7%	£8.25	1.3%	£7.00	0.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
SLC Squad Junior					£5.00	£4.00	£2.96	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.05	1.0%	£4.05	1.3%	£3.00	1.4%
Special Needs		£2.95	£5.00	£4.00			£2.96	£0.00	0.0%	£3.00	1.7%	£5.00	0.0%	£4.00	0.0%	£0.00	0.0%	£0.00	0.0%	£2.92	-1.4%
<b>MEMBERSHIPS</b>																					
Pay and Play Borough Card (Previously Known as Izz Card)																					
Annual- 60 plus			£5.10					£0.00	0.0%	£0.00	0.0%	£5.15	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Annual- Concession			£25.50					£0.00	0.0%	£0.00	0.0%	£25.75	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Annual- Junior					£10.20			£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£10.30	1.0%	£0.00	0.0%	£0.00	0.0%



## APPENDIX C2: LEISURE FEES AND CHARGES 2016-17

	2015-16							2016-17															
	Better over 60	Better H&F Adult Con	Better H&F Adult Non Member	Better H&F Adult	Better H&F Jnr Non Mem	Better H&F Junior	Better H&F Jnr Con	Better over 60	% Change	Better H&F Adult Con	% Change	Better H&F Adult Non Member	% Change	Better H&F Adult	% Change	Better H&F Jnr Non Mem	% Change	Better H&F Junior	% Change	Better H&F Jnr Con	% Change		
Football			£53.05	£45.90				£0.00	0.0%	£0.00	0.0%	£53.60	1.0%	£46.35	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Party Room			£32.65	£27.55				£0.00	0.0%	£0.00	0.0%	£33.00	1.1%	£27.85	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
5 A-Side Football League	£373.70	£373.70	£383.50	£373.75				£377.50	1.0%	£377.50	1.0%	£387.40	1.0%	£377.55	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
6 A-side Evening League- Per evening	£436.90	£436.90	£447.35	£436.90				£441.30	1.0%	£441.30	1.0%	£451.90	1.0%	£441.30	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
6 A-side Lunchtime football League	£436.90	£436.90	£447.35	£436.90				£441.30	1.0%	£441.30	1.0%	£451.90	1.0%	£441.30	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Football Hire	£3.10	£3.10	£3.10	£3.10				£3.15	1.6%	£3.15	1.6%	£3.15	1.6%	£3.15	1.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Football League deposit			£102.00					£0.00	0.0%	£0.00	0.0%	£103.05	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Small Pitch 45 min: Peak	£66.30	£66.30	£71.40	£66.30				£67.00	1.1%	£67.00	1.1%	£72.10	1.0%	£67.00	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Small Pitch Junior 45 min: Off-peak					£26.30	£23.15	£23.15	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£26.60	1.1%	£23.40	1.1%	£23.40	1.1%	£23.40	1.1%
Small Pitch Off-peak weekends	£49.50	£49.50	£54.75	£49.50				£50.00	1.0%	£50.00	1.0%	£55.30	1.0%	£50.00	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Squash Clinic- Finsbury	£4.90	£4.90	£6.65	£4.90				£4.95	1.0%	£4.95	1.0%	£6.75	1.5%	£4.95	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:FLC: Off-peak	£7.95	£7.95	£9.70	£7.95				£8.03	1.0%	£8.05	1.3%	£9.80	1.0%	£8.05	1.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:FLC: Peak	£9.50	£9.50	£11.75	£9.50				£9.60	1.0%	£9.60	1.0%	£11.90	1.3%	£9.60	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Sport Session (Finsbury)					£5.00	£4.00	£1.95	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.05	1.0%	£4.05	1.3%	£2.00	2.6%	£2.00	2.6%
<b>IRB</b>																							
Main pool hire			£83.65					£0.00	0.0%	£0.00	0.0%	£84.50	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Teaching pool hire			£63.25					£0.00	0.0%	£0.00	0.0%	£63.90	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Self Service 7kg wash		£4.60	£6.60	£5.90				£0.00	0.0%	£4.65	1.0%	£6.70	1.5%	£5.95	0.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Self Service 16kg wash		£6.60	£9.50	£8.50				£0.00	0.0%	£6.70	1.5%	£9.60	1.0%	£8.60	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Self Service Dry		£1.50	£3.70	£1.90				£0.00	0.0%	£1.50	0.0%	£3.75	1.4%	£1.90	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Ironing service 5 item		£2.35	£3.60	£3.60				£0.00	0.0%	£2.40	2.1%	£3.65	1.4%	£3.65	1.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
SPA London			£26.50					£0.00	0.0%	£0.00	0.0%	£26.80	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
<b>Tennis Centre</b>																							
Studio: 1hr Off-peak			£27.55					£0.00	0.0%	£0.00	0.0%	£27.85	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Studio: 1hr Peak			£32.65					£0.00	0.0%	£0.00	0.0%	£33.00	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
<b>Market Road</b>																							
Adult one hour full pitch off peak	£46.30	£46.30	£52.65	£46.30				£46.80	1.1%	£46.80	1.1%	£53.20	1.0%	£46.80	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Adult one hour full pitch peak	£78.95	£78.95	£89.50	£78.95				£79.75	1.0%	£79.75	1.0%	£90.40	1.0%	£79.75	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Block Bookings			£70.60			£36.30		£0.00	0.0%	£0.00	0.0%	£71.30	1.0%	£0.00	0.0%	£36.70	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Football Hire			£3.05			£3.05		£0.00	0.0%	£0.00	0.0%	£3.10	1.6%	£0.00	0.0%	£3.10	1.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Junior one hour full pitch peak						£54.80	£43.20	£43.20	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£55.35	1.0%	£43.65	1.0%	£43.65	1.0%	
Outdoor 5 a side 60min	£61.20	£61.20	£71.40	£61.20				£61.80	1.0%	£61.80	1.0%	£72.15	1.1%	£61.80	1.0%	£35.40	1.1%	£30.30	1.0%	£0.00	0.0%	£0.00	0.0%
<b>Sobell</b>																							
Martial Arts			£25.50					£0.00	0.0%	£0.00	0.0%	£25.75	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Outdoor 5 a side 60min	£61.20	£61.20	£71.40	£61.20	£35.00	£30.00		£61.80	1.0%	£61.80	1.0%	£72.15	1.1%	£61.80	1.0%	£35.40	1.1%	£30.30	1.0%	£0.00	0.0%	£0.00	0.0%
Judo room: 1 hr			£31.60					£0.00	0.0%	£0.00	0.0%	£31.90	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Rink Hire: 1 hour			£112.20	£96.10				£0.00	0.0%	£0.00	0.0%	£113.35	1.0%	£97.10	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Studio 1hr - SLC			£43.00					£0.00	0.0%	£0.00	0.0%	£43.45	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Studio- Day rate			£204.00					£0.00	0.0%	£0.00	0.0%	£206.05	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
VIP Suite- Commercial Rate per session			£204.00					£0.00	0.0%	£0.00	0.0%	£206.05	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
VIP suite- Community Use per session			£20.40	£10.20				£0.00	0.0%	£0.00	0.0%	£20.60	1.0%	£10.30	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Bouncy Castle & catering room			£137.70	£119.35				£0.00	0.0%	£0.00	0.0%	£139.10	1.0%	£120.55	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Ice Rink			£204.00	£183.60				£0.00	0.0%	£0.00	0.0%	£206.05	1.0%	£185.45	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Soft Play: Off peak			£122.40	£107.10				£0.00	0.0%	£0.00	0.0%	£123.65	1.0%	£108.20	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Soft Play: Peak			£193.80	£173.40				£0.00	0.0%	£0.00	0.0%	£195.75	1.0%	£175.15	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Sports party & catering			£137.70	£122.40				£0.00	0.0%	£0.00	0.0%	£139.10	1.0%	£123.65	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Trampoline & catering			£137.70	£122.40				£0.00	0.0%	£0.00	0.0%	£139.10	1.0%	£123.65	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Zumba tonic Dance Parties			£137.70	£122.40				£0.00	0.0%	£0.00	0.0%	£139.10	1.0%	£123.65	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Squash Clinic- Sobell	£6.45	£6.45	£7.65	£6.45				£6.50	0.8%	£6.50	0.8%	£7.75	1.3%	£6.50	0.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:SLC: Off-peak	£7.95	£7.95	£9.70	£7.95				£8.03	1.0%	£8.05	1.3%	£9.80	1.0%	£8.05	1.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:SLC: Peak	£9.50	£9.50	£11.75	£9.50				£9.60	1.0%	£9.60	1.0%	£11.90	1.3%	£9.60	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Leaguer Players Per Person	£5.40	£5.40	£6.65	£5.40				£5.45	1.0%	£5.45	1.0%	£6.70	0.8%	£5.45	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Racket hire	£2.25	£2.25	£2.25	£2.25				£2.30	2.3%	£2.30	2.3%	£2.30	2.3%	£2.30	2.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Football Hire			£3.05					£0.00	0.0%	£0.00	0.0%	£3.10	1.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Main Hall 60min	£76.50	£76.50	£86.70	£76.50				£77.30	1.0%	£77.30	1.0%	£87.60	1.0%	£77.30	1.0%	£0.00	0.0%	£0.00	0.0%</				

## APPENDIX C2: LEISURE FEES AND CHARGES 2016-17

	2015-16							2016-17															
	Better H&F over 60	Better H&F Adult Con	Better H&F Adult Non Member	Better H&F Adult	Better H&F Jnr Non Mem	Better H&F Junior	Better H&F Jnr Con	Better H&F over 60	% Change	Better H&F Adult Con	% Change	Better H&F Adult Non Member	% Change	Better H&F Adult	% Change	Better H&F Jnr Non Mem	% Change	Better H&F Junior	% Change	Better H&F Jnr Con	% Change		
Outdoor 60min	£61.20	£61.20	£71.40	£61.20																			
Climbing Course (Sobell)					£5.00	£4.00	£2.95	£61.80	1.0%	£61.80	1.0%	£72.10	1.0%	£61.80	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Junior Gym					£5.00	£4.00	£2.95	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.05	1.0%	£4.05	1.3%	£3.00	1.7%		
Sport session					£5.00	£4.00	£2.95	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.05	1.0%	£4.05	1.3%	£3.00	1.7%		
Holiday Programme 5.5 hour day					£8.15	£6.30	£5.10	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£8.25	1.3%	£6.35	0.8%	£5.15	1.0%		
Holiday Programme 5.5 hour playgroups					£5.30			£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.35	1.0%	£0.00	0.0%	£0.00	0.0%		
Soft Play Groups up to 20					£36.70			£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£37.10	1.1%	£0.00	0.0%	£0.00	0.0%		
Soft Play Groups up to 30					£58.15			£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£58.75	1.0%	£0.00	0.0%	£0.00	0.0%		
Soft Play over 1 m					£4.00	£2.95	£1.95	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.05	1.3%	£3.00	1.7%	£2.00	2.6%		
Soft Play Under 1m					£4.00	£2.95	£1.95	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.05	1.3%	£3.00	1.7%	£2.00	2.6%		

## APPENDIX D1 – HRA MEDIUM TERM FINANCIAL STRATEGY 2016-19

<b>HRA - MEDIUM TERM FINANCIAL STRATEGY</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
	<b>Revised Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>£ms</b>	<b>£ms</b>	<b>£ms</b>	<b>£ms</b>
<b>HRA INCOME:</b>				
Income From Dwellings:				
Tenants Rents	152.3	148.9	145.9	142.9
Tenants Service Charges	10.5	11.4	11.7	12.1
Income From Dwellings	<b>162.8</b>	<b>160.3</b>	<b>157.6</b>	<b>155.0</b>
Commercial Property Rents	1.7	1.8	1.9	2.0
Heating Charges (Tenants & Leaseholders)	2.3	2.0	2.0	2.0
LeaseHolder Annual Service Charges	7.1	7.5	7.9	8.3
LeaseHolder Charges for Major Works	2.1	2.1	2.1	2.1
LeaseHolder Charges	9.2	9.6	10.0	10.4
Other Charges for Services & Facilities	4.0	4.5	4.8	4.9
Private Finance Initiative Government Subsidy	22.9	22.9	22.9	22.9
Interest Receivable	0.5	0.5	0.5	0.5
Transfers from the General Fund for Shared Services	0.8	0.8	0.8	0.8
<b>GROSS INCOME SUB TOTAL</b>	<b>204.2</b>	<b>202.4</b>	<b>200.5</b>	<b>198.5</b>
<b>HRA EXPENDITURE:</b>				
General Management	47.7	49.0	49.1	48.0
Private Finance Initiative - Payments	40.1	39.7	40.3	41.5
Special Services	16.6	16.6	16.6	16.7
Repairs & Maintenance	29.7	29.9	30.0	30.0
Rents, Rates, Taxes & Other Charges	0.7	0.7	0.7	0.7
HRA Contributions required to Finance the Capital Programme	0.0	0.0	0.0	3.7
Interest Charges on Debt	18.3	16.7	17.0	17.6
Depreciation - Contribution to the Major Repairs Reserve (to fund the Capital Prog.)	29.5	29.7	30.0	30.4
Total Capital Financing Costs	47.8	46.4	47.0	48.0
Increase In Bad Debt Provision	0.8	0.8	0.8	0.8
HRA Contingency	3.0	2.5	2.0	2.0
Contribution to HRA Reserves	17.8	16.8	14.0	7.1
<b>GROSS EXPENDITURE SUB TOTAL</b>	<b>204.2</b>	<b>202.4</b>	<b>200.5</b>	<b>198.5</b>
<b>NET HRA Position</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**APPENDIX D2: HRA SAVINGS 2016-17**

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2016-17 £000s
1	HRA	All	Realigning Thames Water Commission budget to reflect current level of commission received.	200
2	HRA	Housing Needs and Strategy	2015-16 PFI inflationary increase lower than expected resulting in a budgetary saving.	550
3	HRA	Housing Needs and Strategy	Generation of income from Council owned assets.	300
4	HRA	Housing Property Services	Savings already achieved by management actions in the repairs service.	1000
5	HRA	Housing Operations	Realigning the leaseholder income budget to reflect current level of income.	400
6	HRA	Housing Operations	Income realised from increased charges for non-residential Parking Charges.	200
7	HRA	Housing Needs and Strategy	Economies of scale from the mangement of Tenant Management Organisations.	350
8	HRA	All	Review and re-alignment of non pay Housing Revenue Account budgets.	500
9	HRA	Housing Operations	Review of Tenant Service Charges.	500
10	HRA	Housing Property Services	Reduction in number of Housing Direct call agents following implementation of online repairs reporting tool and anticipated decrease in call volumes.	115
			<b>TOTAL</b>	<b>4,115</b>



## APPENDIX D3 – HRA FEES AND CHARGES 2016-17

### Tenant Service Charges and Digital TV Charges

	<b>Proposed weekly charge or compensation sum</b>
Caretaking and Cleaning	£7.97
Estate Services (estate lighting, communal estate and grounds maintenance)	£3.06
<b>Tenant Service Charge</b>	<b>£11.03</b>
Digital TV	£0.31
Compensation for loss of caretaking service	£1.91 per day (after 5 consecutive days of lost service)
<p><b>Note:</b> The weekly tenant service charge for caretaking and estate services increases by £1.02 (of which 88p relates a new charge in respect of communal estate repairs) from £10.01 to £11.03.                      Digital TV (no change)                      The caretaking compensation has increased in line with the caretaking charges</p>	

### Heating and Hot Water Charges

	<b>Bedsit Weekly Charge £</b>	<b>1-Bed Weekly Charge £</b>	<b>2-Bed Weekly Charge £</b>	<b>3-Bed Weekly Charge £</b>	<b>4-Bed Weekly Charge £</b>
General:					
Heating and Hot Water	8.55	9.48	11.24	13.22	14.98
Heating Only (60% Full Charge)	5.02	5.57	6.60	7.76	8.80
Bunhill Energy Network (St Luke's, Stafford Cripps and Redbrick)	7.70	8.53	10.11	11.90	13.48
<p><b>Note:</b> Charges have reduced by an average of 18% or £2 p/wk this reflects savings achieved through the Council's contract negotiations in respect of the bulk purchase of gas.</p>					

## APPENDIX D3 – HRA FEES AND CHARGES 2016-17

### Estate Parking Charges

	<b>EMISSION BANDS / CHARGES</b>			
<b>CARBON EMISSION AND ENGINE SIZES:</b>	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)	0-1100	1101-1399	1400-1850	1851+
	<b>Weekly Charge £</b>	<b>Weekly Charge £</b>	<b>Weekly Charge £</b>	<b>Weekly Charge £</b>
<b>Rent &amp; Service Charge Payers:</b>				
- Garage	9.14	18.27	18.27	20.09
- Car Cage	4.27	8.54	8.54	9.39
- Parking Space	2.34	4.67	4.67	5.13
- Internal Garage	6.30	12.58	12.58	13.85
<b>Non-Rent &amp; Service Charge Payers:</b>				
- Garage	19.02	38.01	38.01	41.79
- Car Cage	8.93	17.77	17.77	19.55
- Parking Space	5.24	11.15	11.15	15.33
				<b>£</b>
<b>Garages Used For Non-Vehicle Storage – Rent &amp; Service Charge Payers</b>				20.09
<b>Garages Used For Non-Vehicle Storage – Non-Rent &amp; Service Charge Payers</b>				41.79
Diesel Surcharge - applies to both Rent/Serv. Charge Payers & Non Rent/Serv. Charge Payers in respect of all parking facilities				96.00 per Year  or £1.85 per Week
A 50% or 100% discount is offered on all vehicle parking charges to holders of an Islington Council disability parking blue badge				
VAT will be added to the above charges where applicable				
<b>Note:</b> Rent & Service Charge Payers increase in line with inflation (0.8% RPI September 2015). For example the charge to an LBI resident for a garage with a Band B vehicle increases by 14p from £18.13 to £18.27.				
Non-Rent & Service Charge Payers charges have been increased to more closely reflect current market rates.				
No Increase in the Diesel Surcharge				

### Concierge Service Charges

	<b>Weekly Charge £</b>
Category A (Concierge Office in Block)	7.70
Category B (Concierge Office in Estate)	5.77
Category C (Concierge Office – Remote multiple cameras)	3.47
Category D (Concierge Office – Remote a small number of cameras)	1.09
<b>Note:</b> Charges have increased by 9% to more closely reflect the cost of the service. For example the charge to tenants who receive a Category B service increases by 48p from £5.29 to £5.77.	

## APPENDIX D3 – HRA FEES AND CHARGES 2016-17

### Parking Charge Notices (PCN)

	<b>Council Estates £</b>
Parking Charge Notices	100.00
Parking Charge Notices (Paid within 14 days of issue)	60.00
<p><b>Note:</b> The maximum charges for unauthorised parking on council estates (off-street parking) are recommended by the British Parking Association on behalf of the Home Office. No increase is recommended in 2016-17. For on-street parking (outside council estates), the Council charges between £80 and £130 depending on the seriousness of the offence.</p>	

### Storage Units

	<b>Weekly Charge £</b>
Rent & Service Charge Payers	1.64
Non-Rent & Service Charge Payers	3.28
<p><b>Note:</b> Charges increase in line with inflation (0.8% RPI September 2015). The charge to Rent &amp; Service Charge Payers has increased by 1p from £1.63 to £1.64 and that for Non-Rent &amp; Service Charge Payers has increased by 3p from £3.25 to £3.28.</p>	

### Miscellaneous Home Ownership Unit Fees

<b>Fee Description</b>	<b>2015-16</b>	<b>2016-17</b>
Sub-let registration	£30	£40
Assignment pack	£150 L/Holder £50 F/Holder	£175 L/Holder £75 F/Holder
Re-mortgage pack	£100 L/Holder £50 F/Holder	£125 L/Holder £65 F/Holder
S146 costs	£250	£250
Copy of lease	£10	£25
Letter of Satisfaction	n/a	£50
Copy of service charge invoice	n/a	£25
Repairs breakdown for a previous year	n/a	£25
<p><b>Note:</b> Following a review of fees the proposed 2016-17 fees have been pitched at a level comparable to the mid-range of similar fees levied by other Local Authorities.</p>		

## APPENDIX D3 – HRA FEES AND CHARGES 2016-17

### Proposed New Charges:

#### 1. Lease Holder Fees in respect of Structural Alterations & Additions:

		<b>HRA Fees: Home Ownership Unit Admin</b>	<b>HRA Fees: Technical (Property services)</b>	<i>Legal fees (NOT HRA for Info. only will be part of GF fees &amp; charges)</i>
a	Minor alterations (e.g.: flues, extractor fans)	£80 – letter of consent	None	<i>None</i>
b	Deed of variation for windows	£200	None	<i>None</i>
c	Minor structural alterations	£80	£180	<i>£480 – deed of variation &amp; licence for alteration</i>
d	Major structural alterations (e.g. roofs, conservatories)	£100	£540 – technical inspections £55 per hour if additional technical work required	<i>£365 – deeds of variation £365 – Licence for alteration</i>
e	Retrospective consent	a/b/c/d +£100	£360 – technical inspections £55 per hour if additional technical work required	<i>As above as required</i>

#### 2. Floor Coverings (including underlay, carpets & fitting): Covering the Bedroom(s), Front Room, Hallway & Staircase

<b>No. of Beds</b>	<b>2016-17 (Charge levied over 3 years)</b>
1	£2.88
2	£4.17
3	£5.45
4+	£6.41

## APPENDIX E1: CAPITAL PROGRAMME 2016-19

DEPARTMENT / BUDGET HEADING	2016-17 Total Programme £000	2017-18 Total Programme £000	2018-19 Total Programme £000	Total Programme 2016-17 to 2018-19 £000
<b>HASS</b>				
Major Works and Improvements	31,053	34,187	44,912	110,152
New Homes Programme	29,351	68,759	63,265	161,375
<b>HOUSING</b>	<b>60,404</b>	<b>102,946</b>	<b>108,177</b>	<b>271,527</b>
<b>SUBTOTAL HOUSING AND ADULT SOCIAL SERVICES</b>	<b>60,404</b>	<b>102,946</b>	<b>108,177</b>	<b>271,527</b>
<b>CHILDREN'S SERVICES</b>				
Moreland School and Children's Centre	8,380	0	0	8,380
Dowrey Street / Primary Pupil Referral Unit	4,330	0	0	4,330
The Bridge Free School	4,735	0	0	4,735
Primary School Expansions	9,350	0	0	9,350
Secondary School Expansions	0	3,883	0	3,883
Bulge Classes	120	0	0	120
Mechanical and Electrical Works	1,300	0	0	1,300
<b>PRIMARY SCHOOLS</b>	<b>28,215</b>	<b>3,883</b>	<b>0</b>	<b>32,098</b>
Two Year Old Capital	900	0	0	900
<b>EARLY YEARS</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>900</b>
Other Schools	776	1,676	0	2,452
<b>OTHER SCHOOLS</b>	<b>776</b>	<b>1,676</b>	<b>0</b>	<b>2,452</b>
<b>SUBTOTAL CHILDREN'S SERVICES</b>	<b>29,891</b>	<b>5,559</b>	<b>0</b>	<b>35,450</b>
<b>ENVIRONMENT AND REGENERATION</b>				
Section 106	2,000	2,000	2,000	6,000
<b>PLANNING AND DEVELOPMENT</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>6,000</b>
Disabled Facilities	701	601	601	1,903
Private Sector Housing	1,600	1,000	1,000	3,600
Cemeteries	507	534	0	1,041
<b>PUBLIC PROTECTION</b>	<b>2,808</b>	<b>2,135</b>	<b>1,601</b>	<b>6,544</b>
Energy Saving Council Buildings	175	0	0	175
Combined Heat & Power	4,000	1,546	0	5,546
Other Energy Efficiency Measures	683	2,718	0	3,401
Greenspace	400	750	2,250	3,400
Highways	1,400	1,400	1,400	4,200
Leisure	4,549	1,125	972	6,646
Traffic & Engineering	3,350	2,800	2,500	8,650
Fleet Management	3,706	3,000	0	6,706
Recycling Improvements	857	250	250	1,357
Street Lighting LED Upgrade	3,000	1,000	0	4,000
<b>PUBLIC REALM</b>	<b>22,120</b>	<b>14,589</b>	<b>7,372</b>	<b>44,081</b>
<b>SUBTOTAL ENVIRONMENT AND REGENERATION</b>	<b>26,928</b>	<b>18,724</b>	<b>10,973</b>	<b>56,625</b>
<b>FINANCE &amp; RESOURCES</b>				
Corporate ICT Programme	1,500	1,500	1,500	4,500
<b>SUBTOTAL FINANCE &amp; RESOURCES</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>4,500</b>
<b>TOTAL</b>	<b>118,723</b>	<b>128,729</b>	<b>120,650</b>	<b>368,102</b>

## Decision-Making Responsibility for the 2016-17 Capital Programme Traffic and Transportation Schemes

The traffic and transportation schemes listed below have been allocated funding from a range of sources and are likely to be progressed during 2016-17. All schemes are subject to consultation. Formal decisions are normally only required for schemes that require a traffic management order.

Scheme	Ward/s	Funding	Decision-making responsibility	Details of funding allocation
<b>TRAFFIC &amp; ENGINEERING: Schemes funded by Transport for London</b>				
Finsbury Park Town Centre Area Improvements Scheme	Finsbury Park, Tollington and Highbury West.	£150,000 (LIP year 3 of 3, scheme total £893,000)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 17 October 2013
Archway Public Realm Improvements	Hillrise, Junction	£50,000 (LIP year 3 of 3, scheme total £110,000)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 17 October 2013
Highbury and Islington Station Square	St Mary's, Highbury East	£20,000 (LIP year 3 of 3, scheme total £60,000).	Executive	Funding allocated by Executive, 17 October 2013
Tufnell Park Road Safety and Environmental Improvements Scheme	St George's Junction	£190,000 (LIP year 3 of 3, scheme total £260,000)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 17 October 2013
Safer Routes to Estates	Various	£144,000 (LIP year 3 of 3, scheme total £319,000)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 17 October 2013
Central Street Masterplan	Bunhill	£407,000 (LIP year 3 of 3, scheme total £514,000)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 17 October 2013; S106 funds also allocated
Borough wide road safety schemes	Various	£350,000 (LIP year 3 of 3, scheme total: £920,000)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 17 October 2013
Air Quality Schemes	Various	£20,000 (LIP year 3 of 3, scheme total £60,000)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 17 October 2013
Scotability	Various	£85,000 (LIP LTF year 3 of 3, scheme total £245,000)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 17 October 2013
Principal road maintenance	Various	£411,000	Corp. Director of Environment and Regeneration	TfL Principal road maintenance allocation
<b>SECTION 106: Schemes funded through planning obligations (Section 106) funding</b>				
Fairbridge Road streetscape imp	Hillrise	£37,000	Corp. Director of Environment and Regeneration	Section 106 funds

Scheme	Ward/s	Funding	Decision-making responsibility	Details of funding allocation
Stroud Green Road	Finsbury Park	£58,000	Corp. Director of Environment and Regeneration	Section 106 funds
Drayton Park / Highbury West traffic management	Highbury West	£150,000	Corp. Director of Environment and Regeneration	Section 106 funds
Rawstone Street improvements	Clerkenwell	£36,000	Corp. Director of Environment and Regeneration	Section 106 funds
Exmouth Market improvements	Clerkenwell	£100,000	Corp. Director of Environment and Regeneration	Section 106 funds
Moreland Street improvements	Bunhill	£263,000	Corp. Director of Environment and Regeneration	Section 106 funds
Bath Street / City Road junction	Bunhill	£77,000	Corp. Director of Environment and Regeneration	Section 106 funds
<b>TRAFFIC &amp; ENGINEERING: Other schemes</b>				
Cycle Route – Old Street to Clerkenwell Road	Bunhill, Clerkenwell	£952,000**	Corp. Director of Environment and Regeneration	Funding allocated by Executive, 16 July 2014; S106 funds also allocated
Cycle Route – Bath Street to Finsbury Square	Bunhill	£380,000	Corp. Director of Environment and Regeneration	Funding allocated by Executive, 16 July 2014; S106 funds also allocated
Cycle Route – Old Street Roundabout cycle bypass	Bunhill	£195,000	Corp. Director of Environment and Regeneration	Funding allocated by Executive, 16 July 2014
Cycle Route – Bowes Park to Farringdon via the Emirates Stadium	Highbury West, Highbury East, St Mary's, Holloway, Caledonian, Barnsbury, Clerkenwell	£65,000	Corp. Director of Environment and Regeneration	Funding allocated by Executive, 16 July 2014
Cycle Route – Regent's Canal to Highgate via Highbury	Highbury West, Finsbury Park, Tollington and Hillrise	TBC	Corp. Director of Environment and Regeneration	Funding allocated by Executive, 16 July 2014

\* Decision to be taken in consultation with the Executive Member for Environment

\*\* Revised scheme costs indicate this scheme will now cost in excess of £2m and further funding will be sought from TfL.

## APPENDIX F1



Finance Department  
7 Newington Barrow Way  
London N7 7EP

Report of: **Corporate Director of Finance and Resources**

Meeting of	Date	Agenda Item	Ward(s)
Audit Committee	28 January 2016		

Delete as appropriate	Exempt	Non-exempt
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### **SUBJECT: Annual Treasury Management and Investment Strategy 2016-17**

#### **1. Synopsis**

1.1 This report discusses the council's 2016-17 annual treasury management strategy and investment strategy.

#### **2. Recommendations**

2.1 To consider the council's 2016-17 annual treasury management strategy and investment strategy before full council's approval at its budget and council tax setting meeting on 25 February 2016. The strategy covers

- The balance sheet and treasury position
- Prospects for interest rates
- Borrowing requirement and strategy
- Debt rescheduling
- Investment strategy and policy
- HRA Self Financing



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2.2 To note the key points of the treasury strategy summarised below:

### Summary of the key points of the treasury strategy

- £48.8 m is estimated to be required to be borrowed over the next 3 years
  - £37.6 million to replace existing borrowing that matures
  - £11.2 million of new borrowing to fund capital expenditure
- The borrowing strategy is to minimise borrowing costs, through
  - Using surplus internal cash, and
  - Borrowing at optimal times at either variable or fixed rates which can include borrowing in advance of need
- It is expected that sums for investments will be minimal. Investment activity is restricted to institutions set in para 3.6.7 and Annex C gives the details
- The Council's investment priorities in order of importance are :
  - security of the invested capital;
  - liquidity of the invested capital;
  - an optimum yield which is commensurate with security and liquidity

## 3. Background

### 3.1 INTRODUCTION

- 3.1.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) has defined treasury management as “the management of the organisations’ investments and cashflow, its banking, money market and capital market transactions; the effective control of the risks associated with these activities and the pursuit of optimum performance consistent with those risks.
- 3.1.2 Treasury management activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management). This Council adopted the Code of Practice on Treasury Management on 26<sup>th</sup> February 2002. In addition, the Department for Communities and Local Government (CLG) issued revised Guidance on Local Authority Investments in March 2010 that requires the Authority to approve an investment strategy before the start of each financial year. The Council has incorporated the changes from the revised 2011 CIPFA Code of Practice into its treasury policies procedures and practices.
- 3.1.3 The treasury management function is an important part of the overall financial management of the Council’s affairs. Its importance has increased as a result of the freedoms provided by the Prudential Code. The Council is required to set out an Annual Treasury Strategy outlining at the least the expected treasury activity for the forthcoming three years.

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3.1.4 A key requirement of this report is to explain both the risks, and the management of the risks, associated with treasury management which include:

- Liquidity Risk (Inadequate cash resources).
- Market or Interest Rate Risk (Fluctuations in interest rate levels).
- Inflation Risk (Exposure to inflation).
- Credit and Counterparty Risk (Security of Investments).
- Refinancing Risk (Impact of debt maturing in future years).
- Legal and Regulatory Risk.

### 3.2 Scope

3.2.1 This Treasury Management Strategy considers the impact of the Council's revenue budget and capital programme on the balance sheet position, the prospects for interest rates, borrowing requirement and strategy, debt rescheduling, investment strategy and policy, monitoring, members training and advisors.

#### **Balance sheet and treasury position**

3.2.2 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). The CFR represents the level of borrowing for capital purposes. Revenue expenditure cannot be financed from borrowing. Net physical external borrowing should not exceed the CFR other than for short term cash flow requirements. It is permissible under the Prudential Code to borrow in advance of need, up to the level of the estimated CFR over the term of the Prudential Indicators. Where this takes place the cash will form part of the invested sums until the related capital expenditure is incurred. This being the case net borrowing should not exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years other than in the short term due to cash flow requirements.

3.2.3 The CFR together with balances and reserves are the core drivers of Treasury Management activity. The estimates, based on the current revenue budget and capital programmes and in advance of any changes to the 2016-17 budget to be considered in February, are set out in **Table 1** below:

**Table 1 – Capital Financing, Balances and Reserves Forecasts**

	<b>31/03/2016 Estimate £m</b>	<b>31/03/2017 Estimate £m</b>	<b>31/03/2018 Estimate £m</b>	<b>31/03/2019 Estimate £m</b>
General Fund CFR	122	124	124	123
HRA CFR	442	442	442	442
<b>Long term liabilities- PFI</b>	155	145	135	126
<b>Total CFR</b>	<b>719</b>	<b>711</b>	<b>701</b>	<b>691</b>
Less Balances and Reserves	164	125	102	98

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<b>Net Balance Sheet Position</b>	<b>555</b>	<b>586</b>	<b>599</b>	<b>593</b>
---------------------------------------	------------	------------	------------	------------

3.2.4 The Council's level of physical debt and investments is linked to these components of the balance sheet. Market conditions, affordability, interest rate expectations and credit risk considerations will influence the Council's strategy in determining the borrowing and investment activity against the underlying Balance Sheet position.

### 3.3 Prospects for interest rates

3.3.1 Treasury management activities such as borrowing introduce risk to the Council via the impact of unexpected adverse movements in interest rates. The Council employs Arlingclose treasury consultants, to advise on the treasury strategy, to provide economic data and interest rate forecasts, to assist planning and reduce the impact of unforeseen adverse movements. **Annex A** draws together a number of current forecasts for short-term and longer-term fixed interest rates. The forecast is for official UK Bank rates to rise in September 2016 and a further increase thereafter to give a 0.75% average rate for 2016/17. Due to uncertainties surrounding the timing of UK and US monetary policy and global growth weakness, gilt yields are projected to rise in the medium term but with short term volatility in prices.

### 3.4 Borrowing requirement and strategy

3.4.1 The Council's underlying need to borrow for capital purposes is measured by reference to its Capital Financing Requirement (CFR). To ensure that this expenditure will ultimately be financed, local authorities are required to make a Minimum Revenue Provision (MRP) for debt redemption from within the revenue budget each year.

3.4.2 Capital expenditure not financed from internal resources (i.e. capital receipts, capital grants and contributions, revenue or reserves) will produce an increase in the CFR (the underlying need to borrow) and in turn produce an increased requirement to charge MRP in the revenue account. The Council's borrowing requirement is shown in the **Table 2** below.

	2015-16	2016-17	20-17-18	2018-19
	estimate £M	estimate £M	estimate £M	estimate £M
New Borrowing	0	6.0	2.7	2.5
<b>Replacement borrowing</b>	21.9	11.1	14.4	12.1
<b>TOTAL</b>	21.9	17.1	17.1	14.6.

3.4.3 In conjunction with advice from our Treasury Advisor, Arlingclose Ltd, the Council will keep under review the options it has in borrowing from the Public Works Loan Board (PWLB), other local authorities, the market and other sources up to the available capacity within the Authorised Limit (contained within the Prudential Indicators in **Annex B** to be adopted in the 2016-17 budget).

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- 3.4.4 The chief objective of the council when borrowing money is achieve an appropriate risk balance between securing low interest rates and cost certainty over the periods for which funds are required. Given the significant cuts to public expenditure and in particular 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. The types of borrowing that are still appropriate for a low interest rate environment from the PWLB are :
- Variable rate borrowing.
  - Medium term equal instalments of principal (EIP) or annuity loans.
  - Long term maturity loans where affordable.
- 3.4.5 The Council's strategy is to minimise its borrowing costs over the medium to longer term and maintain maximum control over its borrowing activities as well as flexibility on its loans' portfolio. The use of internal resources in lieu of borrowing and short to medium term borrowing will continue because of the "cost of carry" (that is the differential between debt costs and investment earnings.) Exposure to variable loans including PWLB rates will be kept under regular review. Even though, the Bank Rate is expected to rise during 2016-17, it still remains at historically low levels. As at 31 December 2015, the council had agreed long term loans of £46.5m. All these loans are from other local authorities over periods of 2 to 6 years at an average rate of 1.75%.
- 3.4.6 Capital expenditure levels, cash flow projections, market conditions and interest rate levels will be monitored in conjunction with our Treasury Advisors, Arlingclose, to determine the most appropriate option.
- 3.4.7 The Council's borrowing requirement over the next three years is estimated to be around £48.8 million. £37.6 million of this borrowing will be used to replace existing PWLB debt taken in the 1980's that matures over the next three years. 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 2016-17 but ahead for the next two financial years.

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### 3.5 Debt rescheduling

3.5.1 The factors affecting any decision on debt rescheduling will include, the generation of cash savings and / or discounted cash flow savings in interest cost, helping to fulfil the strategy outlined in the paragraphs above; enhancing the balance of the fixed to variable rate debt in the portfolio and, amending the maturity profile. All rescheduling activity will comply with the accounting requirements of the local authority Statement Of Recommended Practice (SORP) and regulatory requirements of the Capital Finance and Accounting Regulations (SI 2007 No. 573 as amended by SI 2008/414)

### 3.6 Investment strategy and policy

3.6.1 To comply with the Government's guidance, the Council's general policy objective is to invest its surplus funds prudently.

3.6.2 The Council's investment priorities, in order of importance, are:

- security of the invested capital.
- liquidity of the invested capital.
- an optimum yield which is commensurate with security and liquidity.

3.6.3 The borrowing of monies purely to invest or on-lend and make a return is unlawful and the Council will not engage in such activity.

3.6.4 Investment instruments identified for use in the financial year are categorised under the 'Specified' and 'Non-Specified' Investments based on the CLG guidance.

#### **Specified Investments**

3.6.5 Specified investments are described in the guidance as those identified as offering high security and high liquidity, and can be relied on with minimal formalities. All must be in sterling and with a maturity of no more than one year. All such short-term investments with the UK Government, other local authorities, or Parish Councils will automatically be considered "specified", for other deposit takers a "high" credit rating is required which the authority defines. This Council's definition is included at the end of this report.

#### **Non-Specified Investments**

3.6.6 Non-specified investments carry a higher degree of potential risk, and the guidance requires the types of investments that can be used be set out in the Strategy, and limits to be set on how much can be held in these investments at any time during the year. The guidance states that it is not the objective to discourage investment in any type of instrument, but to ensure that proper procedures are in place for undertaking risk assessments of investments made for longer periods or with bodies that are not highly credit rated.

3.6.7 Potential instruments for the Council's use within its investment strategy are listed in the specified and non-specified investment schedule attached as **Annex C**

3.6.8 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 Fitch, Moody's Investor Services, Standard & Poor's (or other rating agency where necessary) as well as other factors. The main sovereign states whose banks are to be included are Australia, Canada, Finland,

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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.

3.6.9 The Council will also take into account information on corporate developments and market sentiment towards the counterparties. The Council and its Treasury Advisors, Arlingclose, will continue to analyse and monitor these indicators and credit developments on a regular basis and respond as necessary to ensure security of the capital sums invested.

3.6.10 The Council's internally managed investment as at 31 December 2015 totalled £56 million and the forecast position for the end of March through 2016-17 will average £60million. 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 £60M

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

3.6.11 If the cash flow positions were to increase because of forward borrowing then investments criteria will revert to credit ratings as stated in paragraph 3.6.8

3.6.12 A copy of the Council's current lending list and the institutions actually lent to as at December 2015 is attached as **Annex D** for information. In addition the Council has borrowed £5m short term, from other Local Authorities & Public Bodies – this has proved to be a cheaper alternative to variable rate PWLB borrowing.

3.6.13 The UK bank rate has been maintained at 0.5% since March 2009 and it is anticipated to remain at low levels throughout 2016-17. Short-term money market rates are likely to remain at low levels for an extended period.

3.6.14 The economic interest rate outlook provided by the Council's Treasury Advisor, Arlingclose, is attached as **Annex A**. The Council will reappraise its strategy with evolving market conditions and expectations for future interest rates.

3.6.15 The Corporate Director of Finance and Resources under delegated powers will undertake the most appropriate form of investments in keeping with the investment objectives, income and

## APPENDIX F1

risk management requirements and Prudential Indicators. All investments will be made in accordance with the Council's investment policies and prevailing legislation and regulations.

### 3.7 **Housing Revenue Account policy on apportioning interest**

3.7.1 Central Government completed its reform of the Housing Revenue Account Subsidy system at the end of 2011/12. Local authorities are required to recharge interest expenditure and income attributable to the HRA in accordance with determinations issued by the Department for Communities and Local Government. The CIPFA Code recommends that authorities present this policy in their TMSS.

3.7.2 On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. New long-term loans borrowed are 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) are charged/ credited to the respective revenue account.

### 3.7.3 **Internal borrowing**

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

### 3.8 **Monitoring**

3.8.1 Treasury management monitoring will be incorporated in the regular Executive financial monitoring reports. The Executive Member for Finance is regularly briefed on treasury activities. At the end of the financial year, an outturn report will be prepared on the Council's investment activity as part of its Annual Treasury Report. The Audit committees will scrutinise the Annual Treasury Strategy Statement before Council approval at its budget and council tax setting meeting.

### 3.9 **Members Training**

3.9.1 CIPFA's revised Code requires the Director of Finance to ensure that all Members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities.

### 3.10 **Advisors**

3.10.1 Arlingclose, our appointed Treasury Advisors, undertake their role as advisors to enable the Council to make informed decisions.

## 4 **Implications**

### 4.1 **Financial Implications**

The treasury management function has resource implications on the council's revenue budget. The paramount objective of the treasury management function is capital security and the pursuit of optimum performance must be consistent with the risk undertaken.

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### 4.2 Legal Implications

Local authorities have restricted freedoms with regard to the investment of surplus funds. The rules are prescribed by statute and are laid out under section 15(1)(a) of the Local Government Act 2003. Local authorities are also required to have regard to supplementary guidance provided by the Office of the Deputy Prime Minister (ODPM; now Communities and Local Government) and by CIPFA. CIPFA's guidance is defined as a proper practice for these purposes.

### 4.3 Equalities Impact Assessment

4.3.1 The Council must, in carrying out its functions, have due regard to the need to eliminate unlawful discrimination and harassment and to promote equality of opportunity in relation to disability, race and gender and the need to take steps to take account of disabilities, even where that involves treating the disabled more favourably than others (section 49A Disability Discrimination Act 1995; section 71 Race Relations Act 1976; section 76A Sex Discrimination Act 1975."

4.3.2 An equalities impact assessment has not been undertaken at this stage because this report is an update on an existing policy that is agreed at the annual council tax and budget setting.

### 4.4 Environmental Implication

None applicable to this report.

## 5. Conclusion and reasons for recommendations

5.1 This is the annual treasury and investment strategy statement report discussing the council's strategy on borrowing and investment and also reviewing current investment policy. Members are asked to consider this strategy before it is presented for approval at the council budget and council tax setting meeting on 25 February 2016

#### Background papers:

Audit Commission National Report 2009; Council Budget Report on 26 February 2015  
CIPFA guidance on treasury management issued in November 2009

Final Report Clearance

**Signed by** .....  
.....  
Corporate Director for Finance and Resources Date

**Received by** .....  
.....  
Head of Democratic Services Date

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### Annex A - Arlingclose Economic & Interest Rate Forecast December 2015

#### Underlying assumptions:

- The global economy is facing a period of slower growth, as China reorients slowly towards domestic demand. Lower demand for raw materials will depress growth in mainly developing countries where extraction is the primary industry and countries particularly reliant on exports will also face more challenging conditions.
- Countries with stronger domestic demand, such as the UK and US, will be able to weather a temporary global slowdown, helped by lower commodity prices. However, persistently slower growth will have economic repercussions for these countries.
- Additional US monetary policy tightening will be gradual and not pre-planned. The US economy will absorb the rise in interest rates without choking off growth.
- UK economic growth will slow further but remain within the long term trend range. Economic growth softened in Q3 2015 but remained reasonably robust at 2.3% year-on-year.
- Inflation is currently very low and will likely remain so over the next 12 months, on the back of low commodity prices and expectations that UK monetary policy will be tightened (strengthening sterling). The CPI rate will to rise towards the end of 2016.
- Domestic demand is key for UK growth. Household spending has been and will remain the key driver of GDP growth through 2016. Consumption will continue to be supported by real wage and disposable income growth.
- On the back of strong consumption, business investment has strengthened, which should drive some productivity growth. However the outlook for business investment may be tempered by the looming EU referendum, increasing uncertainties surrounding global growth and recent financial market shocks.
- Annual average earnings growth was 2.4% (including bonuses) in the three months to October. With low inflation, real earnings and income growth continue to run at relatively strong levels and could feed directly into unit labour costs and households' disposable income. Improving productivity growth should support pay growth in the medium term and may alleviate the wage pressure on companies. The development of wage growth is one of the factors being closely monitored by the MPC.
- Longer term rates will be tempered by international uncertainties and weaker global inflation pressures.

#### Forecast:

- We have maintained our projection for the first rise in Bank Rate in Q3 2016. Risks remain weighted to the downside. We project a slow rise in Bank Rate. The appropriate level for Bank Rate will be lower than the previous norm and will be between 2 and 3%.
- We project medium term gilt yields on a shallow upward path in the medium term, with interest rate and inflation expectations remaining subdued.
- The uncertainties surrounding UK and US monetary policy, and global growth weakness, are likely to continue to prompt short term volatility in gilt yields.

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	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Average
<b>Official Bank Rate</b>														
Upside risk	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.31
<b>Arlingclose Central Case</b>	<b>0.50</b>	<b>0.50</b>	<b>0.75</b>	<b>0.75</b>	<b>1.00</b>	<b>1.00</b>	<b>1.25</b>	<b>1.25</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.12</b>
Downside risk			-0.25	-0.25	-0.50	-0.50	-0.75	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-0.73
<b>3-month LIBID rate</b>														
Upside risk	0.30	0.30	0.30	0.35	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.36
<b>Arlingclose Central Case</b>	<b>0.60</b>	<b>0.70</b>	<b>0.80</b>	<b>0.95</b>	<b>1.05</b>	<b>1.15</b>	<b>1.30</b>	<b>1.40</b>	<b>1.50</b>	<b>1.60</b>	<b>1.65</b>	<b>1.70</b>	<b>1.75</b>	<b>1.24</b>
Downside risk		-0.30	-0.45	-0.55	-0.65	-0.80	-0.90	-1.05	-1.10	-1.20	-1.20	-1.20	-1.20	-0.83
<b>1-yr LIBID rate</b>														
Upside risk	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.45	0.45	0.45	0.45	0.45	0.45	0.41
<b>Arlingclose Central Case</b>	<b>1.20</b>	<b>1.35</b>	<b>1.45</b>	<b>1.55</b>	<b>1.70</b>	<b>1.80</b>	<b>1.95</b>	<b>2.00</b>	<b>2.10</b>	<b>2.15</b>	<b>2.15</b>	<b>2.15</b>	<b>2.15</b>	<b>1.82</b>
Downside risk	-0.25	-0.35	-0.50	-0.60	-0.70	-0.85	-0.95	-1.10	-1.15	-1.25	-1.25	-1.25	-1.25	-0.88
<b>5-yr gilt yield</b>														
Upside risk	0.50	0.50	0.50	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.56
<b>Arlingclose Central Case</b>	<b>1.30</b>	<b>1.38</b>	<b>1.45</b>	<b>1.53</b>	<b>1.60</b>	<b>1.68</b>	<b>1.75</b>	<b>1.83</b>	<b>1.90</b>	<b>1.98</b>	<b>2.05</b>	<b>2.13</b>	<b>2.20</b>	<b>1.75</b>
Downside risk	-0.45	-0.55	-0.60	-0.70	-0.80	-0.90	-1.00	-1.10	-1.15	-1.20	-1.25	-1.25	-1.25	-0.94
<b>10-yr gilt yield</b>														
Upside risk	0.50	0.50	0.50	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.56
<b>Arlingclose Central Case</b>	<b>1.90</b>	<b>1.95</b>	<b>2.00</b>	<b>2.05</b>	<b>2.10</b>	<b>2.15</b>	<b>2.20</b>	<b>2.25</b>	<b>2.30</b>	<b>2.35</b>	<b>2.40</b>	<b>2.45</b>	<b>2.50</b>	<b>2.20</b>
Downside risk	-0.45	-0.55	-0.60	-0.70	-0.80	-0.90	-1.00	-1.10	-1.15	-1.20	-1.25	-1.25	-1.25	-0.94
<b>20-yr gilt yield</b>														
Upside risk	0.50	0.50	0.50	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.56
<b>Arlingclose Central Case</b>	<b>2.50</b>	<b>2.53</b>	<b>2.55</b>	<b>2.58</b>	<b>2.60</b>	<b>2.63</b>	<b>2.65</b>	<b>2.68</b>	<b>2.70</b>	<b>2.73</b>	<b>2.75</b>	<b>2.78</b>	<b>2.80</b>	<b>2.65</b>
Downside risk	-0.40	-0.50	-0.55	-0.65	-0.75	-0.85	-0.95	-1.05	-1.10	-1.15	-1.20	-1.20	-1.20	-0.89
<b>50-yr gilt yield</b>														
Upside risk	0.50	0.50	0.50	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.56
<b>Arlingclose Central Case</b>	<b>2.50</b>	<b>2.55</b>	<b>2.60</b>	<b>2.63</b>	<b>2.65</b>	<b>2.68</b>	<b>2.70</b>	<b>2.73</b>	<b>2.75</b>	<b>2.78</b>	<b>2.80</b>	<b>2.83</b>	<b>2.85</b>	<b>2.69</b>
Downside risk	-0.35	-0.45	-0.50	-0.60	-0.70	-0.80	-0.90	-1.00	-1.05	-1.10	-1.15	-1.15	-1.15	-0.84

**EXTERNAL DEBT INDICATORS**

<b>Authorised Limit for External Debt (including PFI)</b>							
1			2015-16 £000s Approved	2015-16 £000s Revised	2016-17 £000s Estimate	2017-18 £000s Estimate	2018-19 £000s Estimate
	Borrowing		538,000	457,000	474,000	491,000	506,000
	Other Long Term Liabilities		155,000	145,000	145,000	135,000	126,000
	<b>TOTAL AUTHORISED LIMIT</b>		<b>693,000</b>	<b>602,000</b>	<b>619,000</b>	<b>626,000</b>	<b>632,000</b>

The Authorised Limit for External Debt sets the maximum level of external borrowing that the Council can incur. It reflects the level of borrowing which, while not desired, could be afforded in the short-term, but is not sustainable. It is the Council's expected maximum borrowing need with headroom for unexpected cashflow. The limit also provides scope for the Council to borrow in advance of need. Other long-term liabilities include items such as PFI schemes and finance leases.

<b>Operational Boundary for External Debt (including PFI)</b>							
2			2015-16 £000s Approved	2015-16 £000s Revised	2016-17 £000s Estimate	2017-18 £000s Estimate	2018-19 £000s Estimate
	Borrowing		488,000	417,000	434,000	451,000	466,000
	Other Long Term Liabilities		145,000	145,000	135,000	125,000	116,000
	<b>TOTAL OPERATIONAL BOUNDARY</b>		<b>633,000</b>	<b>562,000</b>	<b>569,000</b>	<b>576,000</b>	<b>582,000</b>

The Operational Boundary for External Debt is based on the probable external debt during the course of the year. It is not a limit and actual borrowing could vary around this boundary for short times during the year. It acts as an early warning indicator to ensure the authorised limit is not breached. Similarly to the authorised limit it also provides scope for the Council to borrow in advance of need. Other long-term liabilities include items such as PFI schemes and finance leases.

<b>Actual External Debt (including PFI)</b>							
3							31.3.15 £000s Actual
	Borrowing						305,000
	Other Long Term Liabilities						155,000
	<b>TOTAL EXTERNAL DEBT</b>						<b>460,000</b>

This is the actual external debt that the Council held at 31st March 2015. Other long-term liabilities include items such as PFI schemes and finance leases.

**TREASURY MANAGEMENT INDICATORS**

<b>Adoption of CIPFA's Treasury Management Code of Practice</b>	
4	The Council formally adopted CIPFA's Code of Practice on Treasury Management on 26th February 2002 and CIPFA's revised Code of Practice on Treasury Management on 25th February 2010.

<b>Upper Limit for Fixed Interest Rate Exposure</b>							
5		31.3.15 £000s Existing (Benchmark) Level	2015-16 £000s Approved	2015-16 £000s Revised	2016-17 £000s Estimate	2017-18 £000s Estimate	2018-19 £000s Estimate
	Net principal relating to fixed rate borrowings/investments	222,000	345,000	230,000	240,000	250,000	260,000

This indicator identifies a maximum limit for the level of debt (net of investments) taken out at fixed rates of interest

<b>Upper Limit for Variable Interest Rate Exposure</b>							
12		31.3.15 £000s	2015-16 £000s	2015-16 £000s	2016-17 £000s	2017-18 £000s	2018-19 £000s
		Existing (Benchmark) Level	Approved	Revised	Estimate	Estimate	Estimate
	Net principal relating to variable rate borrowing/investments	111,000	175,000	120,000	115,000	125,000	130,000

This indicator identifies a maximum limit for the level of debt (net of investments) taken out at variable rates of interest and its purpose is to help the Council to manage its exposure to adverse movements in interest rates.

<b>Maturity Structure of New Fixed Rate Borrowing</b>							
13					31.3.15 Existing (Benchmark) Level %	2016-17 Upper Limit %	2016-17 Lower Limit %
	Under 12 months				14.0%	100%	0%
	12 months and within 24 months				4.0%	100%	0%
	24 months and within 5 years				13.0%	100%	0%
	5 years and within 10 years				10.0%	100%	0%
	10 Years and within 20 years				21.0%	100%	0%
	More than 20 years				39.0%	100%	0%

These limits are set to reduce the Council's exposure to large fixed rate sums of borrowing falling due for refinancing in any one year.

<b>Upper Limit for Total Principal Sums Invested for over 364 Days</b>							
14			2015-16 £000s Approved	2015-16 £000s Revised	2016-17 £000s Estimate	2017-18 £000s Estimate	2018-19 £000s Estimate
	Total principal sum invested		30,000	40,000	40,000	40,000	40,000

These limits are set to reduce the need for the early sale of an investment, and are based on the availability of investments at each year-end.

### Credit Risk

- 15 The Council considers security, liquidity & yield in that order when making investment decisions. It uses credit ratings along with a range of other criteria such as sovereign support mechanisms, credit default swaps & share prices to assess the credit strength of a counterparty. A full description of credit criteria used is included in section 6.2 of the Strategy Statement of the Councils Treasury Management

**Islington Council Specified Investments**

All “Specified Investments” listed below must be sterling-denominated, with maximum maturity one year.

\*\* If forward deposits are to be made, the forward period plus the deal period should not exceed one year in aggregate.

Investment	Repayable/ Redeemable within 12 months?	Security / Minimum Credit Rating **	Circumstance of use	Max period
<p><b>Debt Management Agency Deposit Facility*</b> (DMADF)</p> <p>* this facility is at present available for investments up to 6 months</p>	Yes	Government-backed.	In-house and by external fund managers	1 year *
<p><b>Term Deposits</b> with the UK Government or other UK Local Authorities and Police Commissions</p>	Yes	High security although the majority of Local Authorities do not have credit rating with one of the three recognised credit rating agencies.	In-house and by external fund managers	1 year
<p><b>Term Deposits</b> with credit-rated deposit or UK Government backed (banks and building societies), including callable deposits.</p>	Yes	<p><b>Minimum Short Term Ratings</b> Fitch F1 Moodys P-1 S &amp; P A-1</p> <p><b>Minimum Long term Ratings</b> Fitch A+ Moodys A1 S &amp; P A+</p> <p><b>Maximum Deposit</b> £30 m per institution</p> <p>Plus</p> <p><b>Council Bankers</b> Overnight, weekend &amp; Public Sector Reserve – Maximum of £10m For late funds only</p>	In-house and by external fund managers	1 year

Investment	Repayable/ Redeemable within 12 months?	Security / Minimum Credit Rating **	Circumstance of use	Max period
<p><b>Certificates of Deposit</b> issued by credit-rated deposit takers (banks and building societies) up to 1 year.</p> <p><i>Custodial arrangement required prior to purchase</i></p>	Yes	<p>Fitch IBCA Short-term F1</p> <p>Maximum 10% of fund with fund manager.</p>	To be used in house or by fund managers;	1 year
<p><b>Gilts</b> : with maturities up to 1 year</p> <p><i>Custodial arrangement required prior to purchase</i></p>	Yes	<p>Government-backed</p> <p>Minimum credit rating: AA+</p>	<p>(1) Buy and hold to maturity or trade: to be used in-house after consultation / advice from Arlingclose.</p> <p>(2) trading by external cash fund manager(s) only subject to the guidelines agreed.</p>	1 year
<p><b>Money Market Funds</b></p> <p><i>These funds do not have any maturity date</i></p>	Yes	<p>Minimum credit rating: AAA</p>	In-house and by external fund managers subject to the guidelines agreed.	subject to cash flow / liquidity
<p><b>Forward deals</b> with credit rated or UK government backed banks and building societies plus other Local Authorities &lt; 1 year (i.e. negotiated deal period plus period of deposit)</p>	Yes	<p><b>Minimum Short Term Ratings</b> Fitch F1 Moody's P-1 S &amp; P A-1</p> <p><b>Minimum Long term Ratings</b> Fitch A+ Moody's A1 S &amp; P A+</p> <p><b>Maximum Deposit</b>  £30m per institution</p>	In-house and fund managers	1 year in aggregate
<p><b>Gilt Funds and other Bond Funds</b> (dependent on set-up structure)</p>	Yes	<p><b>Minimum Rating:</b> Fitch: A+ Moody's: A1 S&amp;P: A+</p>	<p>External fund managers only subject to guidelines agreed</p> <p><b>*Important : In choosing the manager we will ensure that the fund is not a body corporate by virtue of its set up structure</b></p>	
<p>*** These are open-end</p>				

Investment	Repayable/ Redeemable within 12 months?	Security / Minimum Credit Rating **	Circumstance of use	Max period
<p><i>mutual funds investing predominantly in UK Government gilts and corporate bonds. These funds do not have any maturity date and would hold highly liquid instruments.</i></p>				
<p><b>Treasury bills</b> [Government debt security with a maturity less than one year and issued through a competitive bidding process at a discount to par value]</p> <p><i>Custodial arrangement required prior to purchase</i></p>	Yes	Government-backed	In- house or External fund managers subject to the guidelines and parameters agreed	1 year
<p><b>Bonds issued by a financial institution that is guaranteed by the United Kingdom Government</b> (as defined in SI 2004 No 534) with maturities under 12 months</p> <p><i>Custodial arrangement required prior to purchase</i></p>	Yes	AA+ (Government-backed)	<p>(1) Buy and hold to maturity or trade: to be used in-house after consultation / advice from Arlingclose</p> <p>(2) trading by external cash fund manager(s) only subject to guidelines agreed</p>	1 year
<p><b>Bonds issued by multilateral development banks</b> (as defined in SI 2004 No 534) with maturities under 12 months</p> <p><i>Custodial arrangement required prior to purchase</i></p>	Yes	AAA	<p>(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice from Arlingclose</p> <p>(2) ) trading by external cash fund manager(s) only subject to guidelines agreed</p>	1 year

Investment	Repayable/ Redeemable within 12 months?	Security / Minimum Credit Rating **	Circumstance of use	Max period
<b>UK Sterling Denominated Corporate Bonds issued by UK PLC`s or Public Sector Bodies ( From 01/04/2012 )</b>	Yes	<b>Minimum Short Term Ratings</b> Fitch F1 Moodys P-1 S & P A-1  <b>Minimum Long Term Ratings</b> Fitch A+ Moodys A1 S & P A+  <b>Maximum Deposit</b> £10m per institution	(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice from Arlingclose  (2) ) trading by external cash fund manager(s) only subject to guidelines agreed	1 year

\*\*\*Open ended funds continually create new units (or shares) to accommodate new monies as they flow into the funds and trade at net asset value (NAV).



### Islington Council Non Specified Investments

<u>Investment</u>	<u>Share/ Loan Capital?</u>	<u>Repayable/ Redeemable within 12 Months?</u>	<u>Security / Minimum Credit Rating **</u>	<u>Capital Expenditure?</u>	<u>Circumstance of Use</u>	<u>Maximum Held at Any One Time During the Year</u> £M	<u>Maximum Maturity of Investment</u>
<b>Term deposits</b> with UK government or other local authorities and Police Commissions (with maturities in excess of 1 year)	No	No	High security although the majority of Local Authorities do not have credit rating with one of the three recognised credit rating agencies	No	In-house and fund managers	100	5 years
<b>Term deposits</b> with credit rated deposit takers or UK government backed (banks and building societies) with maturities greater than 1 year	No	No	<p><b>Minimum Short Term Ratings</b> Fitch F1 Moody's P-1 S &amp; P A-1</p> <p><b>Minimum Long term Ratings</b> Fitch A+ Moody's A1 S &amp; P A+</p> <p><b>Maximum Deposit</b>  £30m per institution</p>		In-house and fund managers	100	5 years
<b>Certificates of Deposit</b> with credit rated deposit takers or UK government backed (banks and building societies) with maturities greater than 1 year <i>Custodial arrangement required prior to purchase</i>	No	Yes	<p><b>Minimum Short Term Ratings</b> Fitch F1 Moody's P-1 S &amp; P A-1</p> <p><b>Minimum Long term Ratings</b> Fitch A+ Moody's A1 S &amp; P A+</p> <p><b>Maximum Deposit</b>  £30m per institution</p>	No	<p>To be used by fund managers.</p> <p>To be used in-house "buy and hold" or trade after consultation / advice from Arlingclose.</p>	100	5 years

<u>Investment</u>	<u>Share/ Loan Capital?</u>	<u>Repayable/ Redeemable within 12 Months?</u>	<u>Security / Minimum Credit Rating **</u>	<u>Capital Expenditure?</u>	<u>Circumstance of Use</u>	<u>Maximum Held at Any One Time During the Year</u> £M	<u>Maximum Maturity of Investment</u>
<b>Callable deposits</b> with credit rated deposit takers or UK government backed (banks and building societies) with maturities greater than 1 year	No	No	<b>Minimum Short Term Ratings</b> Fitch F1 Moodys P-1 S & P A-1  <b>Minimum Long Term Ratings</b> Fitch A+ Moodys A1 S & P A+  <b>Maximum Deposit</b>  £30m per institution .	NO	To be used by fund managers.  To be used in-house “buy and hold” or trade after consultation / advice from Arlingclose.	100	5 years in aggregate
<b>UK government gilts</b> with maturities in excess of 1 year  <i>Custodial arrangement required prior to purchase</i>	No	Yes	Government backed	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation / advice from Arlingclose  (2) for trading: by external cash fund manager(s) only subject to the guidelines and parameters agreed with them.	100	10 years including but also including the 10 year benchmark gilt
<b>Sovereign issues ex UK Government gilts</b> : any maturity  <i>Custodial arrangement</i>	No	Yes	AAA	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice from Arlingclose	100	10 years

ANNEX C

<u>Investment</u>	<u>Share/ Loan Capital?</u>	<u>Repayable/ Redeemable within 12 Months?</u>	<u>Security / Minimum Credit Rating **</u>	<u>Capital Expenditure?</u>	<u>Circumstance of Use</u>	<u>Maximum Held at Any One Time During the Year</u> £M	<u>Maximum Maturity of Investment</u>
<i>required prior to purchase</i>							
<b>Forward deposits</b> with credit rated or UK government backed banks and building societies plus other Local Authorities and Police Commissions for periods > 1 year (i.e. negotiated deal period plus period of deposit)	No	No	<b>Minimum Short Term Ratings</b> Fitch F1 Moodys P-1 S & P A-1  <b>Minimum Long Term Ratings</b> Fitch A+ Moodys A1 S & P A+  <b>Maximum Deposit</b>  £30m per institution <b>For Maturities&gt;2 years</b> Long Term Minimum AA	No	(2) for trading: by external cash fund manager(s) only subject to the guidelines and parameters agreed with them  To be used by fund managers.  To be used in-house after consultation/ advice from Arlingclose	100	5 years in aggregate
<b>Bonds issued by a financial institution that is guaranteed by the United Kingdom Government</b> (as defined in SI 2004 No 534) with maturities in excess of 1 year  <i>Custodial arrangement required prior to purchase</i>	Yes	Yes	AA+ / government guaranteed	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice from Arlingclose  (2) for trading: by external cash fund manager(s) only, subject to guidelines and parameters agreed	100	10 years
<b>Bonds issued by multilateral development banks</b> (as defined in SI 2004 No	Yes	Yes	AAA or government guaranteed	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice	100	10 years

<u>Investment</u>	<u>Share/ Loan Capital?</u>	<u>Repayable/ Redeemable within 12 Months?</u>	<u>Security / Minimum Credit Rating **</u>	<u>Capital Expenditure?</u>	<u>Circumstance of Use</u>	<u>Maximum Held at Any One Time During the Year</u> £M	<u>Maximum Maturity of Investment</u>
534) with maturities in excess of 1 year  <i>Custodial arrangement required prior to purchase</i>					from Arlingclose  (2) for trading: by external cash fund manager(s) only, subject to the guidelines and parameters agreed with them		
<b>UK Sterling Denominated Corporate Bonds issued by UK PLC`s or Public Sector Bodies ( From 01/04/2012 )</b>	No	No	<b>Minimum Short Term Ratings</b> Fitch F1 Moodys P-1 S & P A-1  <b>Minimum Long Term Ratings</b> Fitch A+ Moodys A1 S & P A+  <b>Maximum Deposit</b> £10m per institution	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice from Arlingclose  (2) for trading: by external cash fund manager(s)	100  Max £10m per institution	10 years

## ANNEX D

## COUNTERPARTY LIST AS AT DECEMBER 2015

Minimum criteria	A+	F1	A1	P-1	A+	A-1											
	Fitch L/T	Fitch S/T	Moody's L/T	Moody's S/T	S & P L/T	S & P S/T	Sovereign Rating - F/M/S&P	5 year CDS	Share Price	Maximum Limit - £	Maximum Term	LB1	Arlingclose Current Advice				
<b>UK Banks</b>																	
Barclays	A	F1	A2	P-1	A-	A-2	AA+/Aa1/AAU	62	214	30,000,000	36 Months		<b>Council Bankers from Mar 2015 - overnight liquidity only</b>	Limit to 100 Days - CHECK !!!			
HSCB	AA-	F1+	Aa2	P-1	AA-	A-1+	AA+/Aa1/AAU	72	1519	30,000,000	36 Months		Limit to 13 Months - CHECK !!!				
Lloyds	A+	F1	A1	P-1	A	A-1	AA+/Aa1/AAU	52	72	30,000,000	36 Months		SUSPENDED !!!	Limit to 13 Months - CHECK !!!			
RBS	BBB+	F2	A3	P-2	BBB+	A-2	AA+/Aa1/AAU	61	293	30,000,000	36 Months		SUSPENDED !!!	Limit to 35 Days - CHECK !!!			
Santander UK	A	F1	A1	P-1	A	A-1	AA+/Aa1/AAU/ BBB+/Baa2/BBB+(Spain)	65	N/A	30,000,000	36 Months		SUSPENDED !!!	Limit to 6 Months - CHECK !!!			
Standard Chartered	A+	F1	Aa2-	P-1	A+	A-1	AA+/Aa1/AAU	140	537	30,000,000	36 Months		Limit to 6 Months - CHECK !!! Watch CDS	Limit to 6 Months - CHECK !!! Watch CDS			
<b>UK Building Societies</b>																	
Nationwide	A	F1	A1	P-1	A	A-1	AA+/Aa1/AAU	N/A	N/A	30,000,000	36 Months		SUSPENDED !!!	Limit to 6 Months - CHECK !!!			
<b>Non UK Banks</b>																	
<b>Australia</b>																	
Australia & NZ Banking Group	AA-	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAU	80	N/A	15,000,000	36 Months		Limit to 6 Months - CHECK !!!	Limit to 6 Months - CHECK !!!			
Commonwealth Bank of Australia	AA-	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAU	80	N/A	15,000,000	36 Months		Limit to 6 Months - CHECK !!!	Limit to 6 Months - CHECK !!!			
National Australia Bank	AA-	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAU	80	N/A	15,000,000	36 Months		Limit to 6 Months - CHECK !!!	Limit to 6 Months - CHECK !!!			
Westpac Banking Group	AA-	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAU	80	N/A	15,000,000	36 Months		Limit to 6 Months - CHECK !!!	Limit to 6 Months - CHECK !!!			
<b>Canada</b>																	
Bank of Montreal	AA-	F1+	Aa3	P-1	A+	A-1	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months		Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!			
Bank of Nova Scotia	AA-	F1+	Aa2-	P-1	A+	A-1	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months		Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!			
Canadian Imperial Bank of Commerce	AA-	F1+	Aa3	P-1	A+	A-1	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months		Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!			
Royal Bank of Canada	AA	F1+	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months		Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!			
Toronto-Dominion Bank	AA-	F1+	Aa1	P-1	AA-	A-1+	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months		Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!			
<b>Finland</b>																	
<b>Germany</b>																	
Deutsche Bank	A-	F1	A3	P-2	BBB+	A2	AAA/Aaa/AAU	100	N/A	15,000,000	36 Months		SUSPENDED !!!	Limit to 35 Days - CHECK !!!			
<b>Netherlands</b>																	
ING Bank	A	F1	A1	P-1	A	A-1	AAA/Aaa/AAU	50	N/A	15,000,000	36 Months		SUSPENDED !!!	Limit to 100 Days - CHECK !!!			
Rabobank	AA-	F1+	Aa2	P-1	A+	A-1	AAA/Aaa/AAU	50	N/A	15,000,000	36 Months		Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!			
<b>Sweden</b>																	
Svenska Handelsbanken	AA-	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAU	50	N/A	15,000,000	36 Months		Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!			
Nordea Bank AB	AA-	F1+	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAU	60	N/A	15,000,000	36 Months		Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!			
<b>Switzerland</b>																	
Credit Suisse	A	F1	A2	P-1	A	A-1	AAA/Aaa/AAU	85	N/A	15,000,000	36 Months		SUSPENDED !!!	Limit to 100 Days - CHECK !!!			
<b>USA</b>																	
JP Morgan Chase	AA-	F1+	Aa3	P-1	A+	A-1	AAA/Aaa/AA+u	80	N/A	15,000,000	36 Months		Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!			
<b>Other</b>																	
Deutsche Bank Global Liquidity Fund			Aaa / MR1+		AAA m		N/A	N/A	N/A	15,000,000	N/A		OK - Limit to 0.5% of Fund Size (approx £25M)	OK - Limit to 0.5% of Fund Size (approx £25M)			
UK Local Authorities							N/A	N/A	N/A	15,000,000	(per authority) 36 Months		OK	OK			
Supra-National Bonds (EIB)	AAA		Aaa		AAA		N/A	N/A	N/A	Unlimited	Unlimited		SUSPENDED !!!	OK - CHECK !!!			
UK DMADF	AA+		Aa1		AAA		N/A	N/A	N/A	Unlimited	6 Months		OK	OK			
													TOTAL FUNDS INVESTED		<u><u>56,000,000</u></u>		

<b>Capital Expenditure</b>						
			<b>2015-16 £000s Revised</b>	<b>2016-17 £000s Estimate</b>	<b>2017-18 £000s Estimate</b>	<b>2018-19 £000s Estimate</b>
<b>General Fund</b>			35,742	58,319	25,783	12,473
<b>HRA</b>			59,725	60,404	102,946	108,177
<b>TOTAL CAPITAL EXPENDITURE</b>			<b>95,467</b>	<b>118,723</b>	<b>128,729</b>	<b>120,650</b>

The above capital expenditure figures for 2016-17 to 2018-19 are based on the capital programme at Appendix E1.

<b>Capital Financing Requirement</b>						
			<b>2015-16 £000s Revised</b>	<b>2016-17 £000s Estimate</b>	<b>2017-18 £000s Estimate</b>	<b>2018-19 £000s Estimate</b>
<b>General Fund</b>			122,452	124,407	123,612	122,614
<b>HRA</b>			442,261	442,261	442,261	442,261
<b>Other Long Term Liabilities</b>			154,606	145,259	134,947	125,501
<b>TOTAL CAPITAL FINANCING REQUIREMENT</b>			<b>719,319</b>	<b>711,927</b>	<b>700,820</b>	<b>690,376</b>

The Capital Financing Requirement (CFR) represents the Council's underlying need to borrow for a capital purpose and is in effect the level of capital assets on the Council's balance sheet that need to be financed from borrowing. Other long-term liabilities include items such as PFI schemes and finance leases.

<b>Ratio of Financing Costs to Net Revenue Stream</b>						
			<b>2015-16 % Revised</b>	<b>2016-17 % Estimate</b>	<b>2017-18 % Estimate</b>	<b>2018-19 % Estimate</b>
<b>General Fund</b>			2.3%	1.6%	1.7%	1.7%
<b>HRA</b>			9.0%	8.3%	8.5%	8.9%

This indicator measures the Council's net capital financing costs as a proportion of its revenue stream for both the General Fund and the HRA. Most of the Council's historical debt relates to the HRA, explaining why the HRA ratio is higher.

<b>Incremental Impact of Capital Expenditure Plans</b>						
			<b>2015-16 £ Revised</b>	<b>2016-17 £ Estimate</b>	<b>2017-18 £ Estimate</b>	<b>2018-19 £ Estimate</b>
<b>Band D Council Tax</b>			£0.00	£1.57	£5.16	£2.52
<b>Average Weekly Housing Rents</b>			£0.00	£0.00	£0.00	£0.00

This indicator measures the incremental revenue cost of the non-housing capital programme as a proportion of Band D council tax and the housing capital programme as a proportion of average weekly housing rents. Both are nil for 2015-16 because it is estimated that there will be no new borrowing to fund the current year capital programme. Future year estimates reflect estimated new borrowing to fund the capital programme (nil for the HRA).

## Appendix G: Budget Resident Impact Assessment

Title of plan, policy and/or procedure being assessed	<b>Budget Savings Proposals 2016-17</b>
Name of Service Area Assessed	Council-wide
Staff conducting assessment including contact details	Mike Curtis <a href="mailto:mike.curtis@islington.gov.uk">mike.curtis@islington.gov.uk</a> Lynn Stratton <a href="mailto:lynn.stratton@islington.gov.uk">lynn.stratton@islington.gov.uk</a>
Date of assessment	8 January 2016

### 1. Introduction

The purpose of this report is to provide an analysis of the likely impact of the Council's budget savings proposals for 2016-17 on residents and employees with 'protected characteristics' as defined by the Equality Act 2010.

For each of our corporate priorities we provide an overview of the likely cumulative impacts of proposals and include a summary of the more detailed Resident Impact Assessments (RIAs) performed on individual savings proposals.

In addition to an equalities analysis, it is our policy to assess the socio-economic, human rights and safeguarding impact of proposals and so this is also included. The final section also describes the potential equalities impact of the proposals on employees.

The nine protected characteristics are: age, disability, gender reassignment, marriage and civil partnerships, race, religion and belief, pregnancy and maternity, sexual orientation, and gender. The Act requires the Council to comply with the Public Sector Equality Duty (PSED) and have "due regard" in the exercise of its functions to the need to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it and
- foster good relations between persons who share a relevant protected characteristic and those who do not share it.

The precise wording of the PSED is set out at the end of this document, in Annex A.

The council is committed to a fairer Islington and seeks to protect its most vulnerable residents. Although the council is not legally obligated to reject savings that could have negative impacts on any particular groups, it must consider carefully and with rigour the impact of its proposals on the PSED as set out above, and take a reasonable and proportionate view about the overall impact on particular groups and seek to mitigate negative impacts where possible. The council gives thorough

consideration to the potential impact of its proposals in the light of the PSED. Its Resident Impact Assessment process requires service leads to lay out:

- details of proposed changes, risks and opportunities
- details of the potential impact on groups protected by the Equality Act 2010 and the council's own policy
- mitigating actions

A range of savings options have been considered over the past six months and equalities risks have been flagged up as part of this process. Proposals which posed the greatest risks and did not feature sufficient mitigation have been ruled out.

The overall assessment is that there is no direct discrimination in the budget savings proposals which are outlined below.

From the detail available, we have identified that some of the savings could have a negative impact on equality of opportunity or result in indirect discrimination for people with protected characteristics or could impact on opportunities to promote good relations.

However, in all cases mitigations have also been identified to minimise these effects.

In this context, the council's proposals for achieving savings are considered reasonable and have shown due regard to the PSED.

## **2. Context**

National government has already halved its funding to Islington Council since 2010. Set against this backdrop, it is almost impossible to make the savings required - £24m over the next year alone and £73m over the next four years - without impacting upon particular groups of residents, including those with protected characteristics.

The Government's Housing Bill and ongoing welfare reforms are anticipated to have additional socio-economic impacts on vulnerable residents in Islington. We expect to lose 350 homes a year because of the obligation to sell high-value council homes that we are unlikely to be able to replace. This will mean more people in danger of becoming homeless will either go into temporary or private sector accommodation. In turn, we expect more people to struggle with rent arrears because of the £23,000 cap on housing benefit (down from £26,000) and the period that housing benefits can be backdated, set to be reduced from six months to four weeks. Council tenants on household incomes over £40,000 will also be required to pay near-market rates which will affect lower paid workers – such as key workers. Otherwise, rents for social housing are to be reduced by 1%, but this will lead to a significant shortfall in our housing budgets, for which we have to compensate.



### 3. Impact of monitored savings from 2015-16

Our budget RIA for 2015-16 noted that it was not possible to anticipate every potential impact for certain proposals. This was because the available data was not always sufficient to assess risk, including negative impacts on groups with protected characteristics. It highlighted the need to monitor the impact on residents and the effectiveness of proposed mitigations. The update on these proposals is as follows:

**Community Safety – impact on women of Violence Against Women and Girls (VAWG) team restructure:** The changes have left a gap in our ability to support frontline voluntary agencies and statutory services directly. This has also occurred in the context of a 27% increase in reports of domestic violence locally (and a 31% increase nationally). As a result, we are working more strategically with partners such as the Clinical Commissioning Group and Adult and Children’s Safeguarding Boards by advising on commissioning, monitoring and training so that frontline staff are able to recognise and refer victims. We are supporting the Safeguarding Children Board to facilitate the Harmful Traditional Practices group, which allows for better engagement within children services agencies.

We are very aware that many agencies contribute to this agenda indirectly and the work of the new Victim’s Services Co-ordinator is to develop their understanding and to demonstrate awareness and impact. One area is recognising the residual harm caused to young people by witnessing domestic violence to help agencies combat trauma and other impacts, such as youth violence, child sexual exploitation and self-harm.

**Adult Social Care transformation:** The council’s Moving Forward programme aims to transform social care provision by focusing on prevention, integrated care, personalisation and efficiency to achieve better outcomes for service users as well as generating savings. Monitoring is taking place and this has indicated that we have been able to mitigate successfully for changes – for example with changes to housing related support. We have also successfully begun the roll-out of a more integrated approach to working with the NHS to support those most at risk of hospital admissions through integrated networks based around GP surgeries. This has shown initial evidence of a reduction in A&E attendances for those receiving support from these networks.

More broadly, the 2014-15 service user survey has demonstrated that the majority of service user feedback measures around quality of life and satisfaction have seen a decline compared to 2013-14. However, the proportion of people who received services who stated that those services made them feel safer improved from 72% to 85%. These areas will continue to be monitored through the 2015-16 annual survey that will be sent out in February 2016. Disabled people and older people are disproportionately represented among service users and are therefore most affected by positive and negative results.

**Reducing spend on temporary accommodation:** We have a legal duty to provide temporary accommodation for certain homeless households pending a decision on homelessness or provision of settled accommodation. Key to this is reducing numbers going into nightly booked accommodation. Last year we reduced such

bookings from 544 to 457 with no disproportionate impact on service users, over 70% of whom are women. The scarcity of affordable accommodation in Islington continues to place pressure on this service.

**Adult Health Improvement Service review:** Islington’s adult health improvement services (including community stop smoking services, weight management, exercise on referral and NHS health checks) are currently being re-procured jointly with Camden, and new providers should be in place in April. Potential risks were identified for men, disabled people, older people and BME groups. We will be closely monitoring and ensuring that any negative impacts are mitigated.

**Childcare:** Proposals regarding childcare were postponed pending the wider review of Early Years and Childcare as part of the 2016-19 Children’s Services financial strategy. They will be incorporated into future proposals for implementation from September 2017.

**Sexual Health:** The procurement for new services – including an online system for accessing HIV test kits, booking appointments and notifications – is still underway. The online system has the potential to improve services for disabled users by increasing access to testing, and equalities impact monitoring on a yearly basis has been built into the specification for the new service.

#### 4. Cumulative impact of proposals for 2016-17

Where possible, budget savings have focused on optimising efficiencies in service delivery and aim to ensure that resources are targeted where they are most needed. By maximising savings through efficiencies the council has sought to limit the potential impact on residents with protected characteristics. Where reductions in services have been unavoidable we have assessed the potential impact on groups with protected characteristics. A summary of the potential impact, and mitigation of this impact, is provided for all of the relevant proposals in Section 7.

In addition to the impact of individual proposals, we recognise the potential for cumulative impact on groups with protected characteristics. This can happen when a series of proposals make the overall effect on a particular group more pronounced than when a single change is made in isolation.

##### Overview of cumulative impacts by protected characteristic

The following table lists all of the proposals likely to impact each protected characteristic. In the sections following the table, the potential impacts are described for each of the themes. Any potential cumulative impacts resulting from a series of proposals are also highlighted and mitigations are proposed for all of the impacts identified. Many of the proposals are likely to impact two or more protected characteristics and, where relevant, this is highlighted under each of the themes.

Characteristic	Proposal	Theme

<p><b>Age (older people) and Disability</b></p> <p>[proposals impacting both of these groups]</p>	<ul style="list-style-type: none"> <li>• reduced resources for tackling ASB</li> <li>• channel shift</li> <li>• reduce social care training</li> <li>• reduced social care packages</li> <li>• increased use of telecare</li> <li>• more personalised services</li> <li>• more integrated health and social care</li> <li>• reablement services</li> <li>• changes to recycling arrangements</li> </ul>	<p><b>anti-social behaviour</b></p> <p><b>channel shift</b></p> <p><b>adult social care</b></p> <p><b>adult social care</b></p> <p><b>adult social care</b></p> <p><b>adult social care</b></p> <p><b>adult social care</b></p> <p><b>adult social care</b></p> <p><b>adult social care</b></p> <p><b>recycling</b></p>
<p><b>Disability</b></p>	<ul style="list-style-type: none"> <li>• new supported accommodation for people with learning disabilities</li> <li>• efficiencies in service provision for clients with learning disabilities</li> <li>• review of Housing Related Support</li> </ul>	<p><b>adult social care</b></p> <p><b>adult social care</b></p> <p><b>adult social care</b></p>
<p><b>Age (younger people)</b></p>	<ul style="list-style-type: none"> <li>• revised model for adventure playgrounds</li> <li>• consolidate public health interventions for school-age children &amp; redesign early childhood services</li> </ul>	<p><b>children's services</b></p> <p><b>children's services</b></p>
<p><b>Gender</b></p>	<ul style="list-style-type: none"> <li>• reduced resources for tackling ASB</li> <li>• changes to design of</li> </ul>	<p><b>anti-social behaviour</b></p> <p><b>children's services</b></p>

	children's services & childcare subsidy <ul style="list-style-type: none"> <li>• create an integrated substance misuse service</li> <li>• new funding for PAUSE project</li> </ul>	<b>public health</b>  <b>children's services</b>
<b>Race</b>	<ul style="list-style-type: none"> <li>• reduced resources for tackling ASB</li> <li>• changes to the design of children's services</li> <li>• channel shift</li> </ul>	<b>anti-social behaviour</b>  <b>children's services</b>  <b>channel shift</b>
<b>Sexual Orientation</b>	<ul style="list-style-type: none"> <li>• joint commissioning of sexual health services including HIV outreach</li> </ul>	<b>sexual health services</b>

<b>Characteristic</b>	<b>Proposals</b>
pregnancy and maternity	Not universally monitored but see section above for impacts of changes to childcare services and child health
religion and belief	Not universally monitored, although there is a connection with race – see impacts described above
marriage and civil partnerships	Not monitored
gender reassignment	Not monitored

### **Anti-social behaviour**

The proposed reduction in capacity in Community Safety could make it more challenging to respond to anti-social behaviour (ASB) issues as they arise and could also impact upon our prevention work with young offenders. Older, disabled and some BME groups are more likely to be negatively impacted by ASB. In order to minimise any negative impact, work on ASB will be shared across remaining members of the Anti-Social Behaviour and Community Engagement teams in Community Safety.

An additional £500,000 has been prioritised by the council to be spent on targeted support and help for young people most at risk of turning to gangs and crime. This will be used to commission work from independent providers with a strong track record of helping turn around the lives of some of London's most hard-to-reach young people.

### **Adult social care**

People who use social care services are more likely to have one or more protected characteristic than other residents – for example they may be more likely to be older, disabled, female and from BME groups – and so it might be expected that they will be disproportionately impacted by changes. However, these are part of a transformation programme aimed at delivering better outcomes and are not anticipated to have a negative impact overall.

The proposals for increased use of Telecare and more closely integrated reablement services with the NHS have the potential to help older people and those with disabilities and/or longer term health problems to live more independently, although impacts will need careful monitoring.

The proposals to tailor social care packages may require some users to make better use of their own services and universal services that meet their needs. The changes will be reviewed by multidisciplinary teams to ensure that assessed and safety needs are met – and may lead to great independence for users. We will continue to meet 'moderate' needs despite the national level being set lower at 'substantial'.

The proposed review of community-based services and increased use of direct payments offer a potential positive impact in terms of more personalised choices and responsiveness to changing needs (such as the increased numbers of people living with dementia).

The proposed re-design in services for residents with learning disabilities could have a significant impact on this group but the full suite of proposals is not yet known. Outcomes in relation to employment, health, housing and safeguarding are disproportionately poor for this group, so the opportunity to improve outcomes will be taken into account as part of the detailed review before implementation. The proposed new supported accommodation for people with learning disabilities will have a positive impact by enabling them to live independently but closer to their families.

The proposed reduction in social care training to only statutory requirements may have an impact on the quality of service provision. Minimising the negative impact of this reduction will be addressed as part of the detailed development of these proposals.

Finally, the ongoing review of Housing Related support affects a range of people with complex needs (including learning disabilities, mental health needs, substance misuse). We know there is scope to improve provision and will continue to monitor and mitigate against changes as appropriate.

### **Recycling**

Communal recycling facilities for food and garden waste will be introduced on estates where doorstep recycling is still offered. Communal collection points for food and garden waste will also replace the current collection service offered to street properties.

The proposals are likely to impact residents with physical impairments (including some older residents) but will be mitigated by conveniently located recycling points and full consultation of residents over the location of those recycling points.

### **Channel shift**

There are four proposals that include elements of 'channel shift' which encourage residents to transact with us and 'self-serve' online. Some disabled, BME and older residents are likely to face barriers to using digital technology. There are a number of ways in which these negative impacts can be mitigated, including improvements to the accessibility of our website and the retention of face-to-face services for residents that are unable to go online. These proposals and the mitigations identified are covered in more detail in Section 7. For more information about the council's Digital Inclusion agenda, please see Annex B to this document.

### **Children's services**

There are proposals to integrate health and education services and reorganise current children's centres. Although these plans are in the early stages, we know that the impacts will be felt most by women and children. Outcomes for children from certain BME groups and poorer families are lower than for other groups so proposed service redesigns need to take this into account. The risks have been noted by services and mitigations will be picked up as part of the more detailed development.

Changes in childcare subsidy and the combined changes to children's centres could particularly impact on some women from lower socio-economic groups (see section 5 below on socio-economic impact).

External funding has been secured to improve services for women who have repeated removal of children from their care by providing them with support around contraception.

Savings will be achieved by moving from the current range of public health interventions with school-age children to an integrated Health Promotion Service. The changes to the services are being co-designed with parents and older children, so this should help to ensure that they are focused on the most disadvantaged groups. Delivering the interventions through a universal school nursing service should also increase access, including, for example, for BME children who are at increased risk of childhood obesity.

### **Sexual health services**

The proposal is to achieve savings by jointly commissioning sexual health prevention and HIV peer support services with Camden. A reduction in prevention and outreach services may impact on young people and other groups with protected characteristics, including gay and bisexual men. However, these concerns will be addressed in the tendering process by including requirements for enhanced

partnership working between services, and ensuring services continue to prioritise those at greatest risk.

### **Public Health**

Men are over-represented among the population of substances misuse service users. The proposal is to integrate the current specialist substance misuse services into a single service with the expectation that this will result in improved efficiency. The integrated service will have a clearer focus on recovery and this has the potential to have a positive impact on service users.

### **Change management**

Cross-cutting changes to specialist services and contracts (eg social care, children’s, anti-social behaviour and health services) may cause temporary disruption or uncertainty for some groups with protected characteristics even though they may result in service improvements in the longer term. They may also require capacity building in mainstream services in order for them to become more accessible and responsive to specialist need. Thorough proposals have been prepared with an emphasis on prevention and efficient use of resources, careful planning and monitoring will be needed to manage changes. Project teams for cross-cutting areas are already being co-ordinated by officers from relevant teams, and led by a Corporate Director, to support this process.

## **5. Child poverty and socio-economic disadvantage**

The latest data (for 2013) indicates that Islington has the third highest proportion of children living in income-deprived households in the country, with 32.4% of children (0-16 years) living in low income households. This is down from 41% from previously published data, which we believe is as a result of the significant effort that the council has led to increase parental employment. Although we are making progress in this area, households with certain characteristics remain over-represented in local child poverty figures namely those:

- headed by a lone parent
- with three or more children
- with a disabled family member
- in Black and minority ethnic (BME) groups, particularly Black Africans
- living in overcrowded accommodation
- living in rented social housing.

<b>Characteristic</b>	<b>Proposals and impacts</b>
Lower socio-economic groups	<p>Poorer residents are likely to be affected by changes to the following charges:</p> <ul style="list-style-type: none"> <li>• 0.5% rent and service charge reduction (positive)</li> <li>• charges for bulky waste (except for council tenants)</li> </ul>

	<p>Poorer residents are also likely to be impacted by the following proposals. Details are given in the sections above:</p> <ul style="list-style-type: none"> <li>• increase in Council Tax</li> <li>• review of childcare subsidy</li> <li>• redesign of early childhood health services</li> <li>• channel shift</li> </ul>
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The impact of increased charges introduced by some of the proposals listed above will be mitigated by protecting those who are less able to pay.

Poorer residents tend to be heavier users of council services and so may experience disruption with the introduction of new delivery models. Though proposals have been prepared with an emphasis on prevention and efficient use of resources, careful planning and monitoring will be needed to manage changes.

The changes proposed to childcare subsidies and Children’s Centres carry a potential cumulative risk to women in lower socio-economic groups and will need to be carefully co-ordinated by Children’s Services and Public Health.

The council has identified employment as the best option for helping families out of poverty. Many long-term unemployed people in Islington have complex needs and, in line with the recommendations of its Employment Commission, the council has been targeting resources in this area. This includes our iWork job coaching team and the Adult Community Learning service that boosts literacy, numeracy and IT skills to improve people’s job prospects.

We have formed a consortium of partners to deliver intensive and tailored employment support which has helped 1,023 people into work over the last year. Through our innovative ‘Working Better’ project with the NHS and JobCentre Plus, we are now piloting employment coaching referrals from GPs as a way to support disabled people or residents with health conditions to get off benefits and into work – and improve their well-being at the same time.

## 6. Human rights and safeguarding

**Human Rights:** Individuals have human rights, and RIAs are not concerned with individual cases. However, some of the proposals outlined in this RIA may increase the risk of the council breaching the human rights of an individual. For example, reduced Adult Social Care may increase the risk of a breach of Article 2 (inhuman or degrading treatment) if a vulnerable person were kept in degrading conditions. Further, proposals may have a disproportionate impact on certain groups, which in turn may contravene Article 14 (prohibition on discrimination on any ground). The mitigations identified in respect of each proposal should go some way to reducing the risk of a breach of convention rights, but cannot eliminate such risk altogether.



The most important mitigation the council can undertake is not to allow the adoption of any policy or proposal to fetter its discretion in dealing with an individual case.

**Safeguarding:** No safeguarding risks have been identified.

## **7. Resident impact assessment of 2016-17 proposals by corporate priority**

As set out in our Corporate Plan, our vision is to make Islington a fairer place – to create a place where everyone, whatever their background, has the opportunity to reach their potential and enjoy a good quality of life.

### **Our priorities:**

In order to move us closer to this vision, we will focus on the following priorities for the next four years:

- Building more council housing and supporting private renters
- Helping residents who are out of work to find the right job
- Helping residents cope with the rising cost of living
- Providing residents with good services on a tight budget
- Making Islington a place where our residents have a good quality of life.

We have grouped our budget proposals according to these corporate priorities below.

### **Building more council housing and supporting private renters**

Our tenant population is weighted towards women (just over 60%); older people (17% are 70 or over); with over 40% identifying as Black, Mixed or Other ethnicity; and over 40% identifying as disabled. This population tend to be socio-economically disadvantaged as well. Our leaseholder population, by contrast, is weighted towards men (54.2%); with a younger profile (around 11% are 70 or over); nearly half identify as disabled; and around 40% identify as Black, Mixed or Other.

A number of changes are proposed to housing management affecting these groups.

#### **Reduce the numbers of Housing Direct call agents following the implementation of the online repairs system**

The Housing Direct call centre is the main contact point for handling repairs queries and takes approximately 10,000 calls a month. The telephone service will still be available to residents and the introduction of a new online repairs reporting tool is expected to reduce the number of calls. This should enable us to reduce the team with minimal impact, although less digitally enabled customers including older, disabled and BME groups may experience slightly longer waiting times.

**Mitigation:** A plan will be put in place to explain the change to residents and encourage take-up of the new digital offer. Directors will keep demand levels under

review. For more information on the council's approach to channel shift and the mitigations available, see the 'Make it easier to access council services online' section below.

### **Review of tenant service charges**

The proposal is to introduce costs for estate services and caretaking at the same time as statutory 1% rent reductions are applied. This will mean that some 20,000 tenants will benefit from a net decrease in costs of 0.5% overall. Those tenants in receipt of housing benefit will not be affected by the changes.

The changes will be staggered so affected residents will continue to enjoy a staged reduction over the next four years.

### **Generate income from HRA-owned assets**

The proposal is to let vacant land on estates that is not suitable for housing to local businesses and to commercially let unused garage space. The proposal offers potential safety benefits to estate tenants and leaseholders by improving natural surveillance and could provide local employment options too.

## **Helping residents who are out of work to find the right job**

### **Replace council revenue funding for economic development activity with grant funding**

The proposed change will enable the council to deliver improved outcomes for BME groups, single women and disabled people who are disproportionately affected by low employment rates.

## **Helping residents cope with the rising cost of living**

### **Increase council tax by 3.99%**

This increase includes a 1.99% basic increase in council tax and a further 2.00% increase resulting from the application of central government's social care precept. This precept allows local authorities to raise council tax above the referendum threshold without triggering a referendum in order to pay for increased social care costs.

This change affects all Islington households but will have a greater negative impact on poorer residents. At the same time, it is poorer residents that are most likely to benefit from the additional resources that are generated. The impact of the increase for the average Band D property for a payer who is not in receipt of council tax support will be 75p a week.

**Mitigation:** Where it has been necessary to increase charges the council has sought to keep the impact on poorer residents to a minimum. The older person's discount is already protected. In addition, the council tax support scheme, which the council subsidises, supports around 27,000 poorer households in Islington. These include a proportionately higher number of women and BME groups. The scheme will continue to mitigate the impact of the increase. The additional funding generated will be targeted at older people and disabled people and those that are clients of the council also tend to be poorer.

### **Integration of Resident Support Scheme and Client Affairs Team**

The proposal is to bring together the staff who currently provide support and advice about financial matters to vulnerable residents through our Resident Support Scheme and Client Affairs teams. Disabled residents, women and BME residents are over-represented in the groups of service users benefitting from this support.

**Mitigation:** By reconfiguring these teams, which provide complementary services, we expect to improve outcomes for residents as well as delivering efficiencies. We anticipate that welfare reforms could increase demand for the service and this will also be monitored once the new arrangements are in place.

## **Providing residents with good services on a tight budget**

### **Make it easier to access council services online**

The use of digital channels represents a significant opportunity for the council to redesign and deliver its services in a more efficient and customer-focused way.

There is a risk that certain groups could be left behind too: people over the age of 65; people with learning disabilities, or with a visual or hearing impairment; with low levels of maths and / or English; or from ethnic groups who speak English as a second language may find online channels harder to use.

Poverty can be another barrier: while most Islington residents (90%) have access to the internet at home, of those residents on benefits, 70% are online at home.

Some savings proposals identify channel shift (encouraging more residents to transact with us and 'self-serve' online instead of via telephone or face-to-face contact) and other technology-driven efficiencies to improve services and reduce costs, and so need to be planned and delivered carefully to mitigate risks.

The proposals are:

### **Reduce the numbers of Housing Direct call agents**

We anticipate that demand in our call centre will be reduced by introducing a new online system for reporting responsive repairs and booking appointments online.

### **Review planning applications**

We will review our system with the aim of making the 4,500 planning applications we receive a year paperless.

### **Digitally-led productivity gains**

This includes using tracking systems to improve the deployment of vehicles to improve response times – a potential universal gain.

### **Increased charges for estate parking and automated booking system**

Bookings for estate parking spaces will need to be completed online.

**Mitigation:** We will **not** be withdrawing face-to-face or telephone channels to residents entirely but will be reducing capacity as part of our drive to encourage residents to 'self serve' online. All changes will be promoted and explained to

residents in advance across a range of council communications channels to encourage uptake of online options. It is also worth noting that most other organisations (NHS, banks, etc) are shifting to online channels and so supporting residents to be able to transact online will have a positive impact on digital inclusion for our residents in their daily lives.

The council's corporate website will be the main delivery platform for many of the proposed changes and significant progress has already been made towards improving the accessibility of the site for users:

- The content is being reviewed, rewritten and tested in consultation with residents to ensure that it is as clear and simple as possible to understand - and easy to find.
- The interface has been redesigned with graphics and buttons used to make it easier to navigate around. A translations function is being introduced to further reduce language barriers.
- The layout conforms to W3C Web Accessibility Initiative guidelines, meaning the site will work with screen readers and other assistive technologies to make it easier for disabled people to use.
- It is 'mobile first' meaning that it can be easily viewed on mobile phones and tablets – which are overtaking the desktop as the most common way of accessing the web.

While this should help to encourage residents to transact online, and deliver a good online experience, we are aware we need to do more to tackle digital exclusion among certain older, disabled, BME and socio-economically disadvantaged residents and support them to move online.

Government Digital Service research identifies lack of access, skills, motivation and trust as key barriers. So the council has now set up a dedicated digital inclusion project. We have secured £250,000 to fund this project that will involve a range of partners across the borough – including Disability Action in Islington, Age UK and Islington's BAME forum – who will work together to reduce the digital divide in Islington.

By March 2016 they aim to map publically available IT resources in the borough (eg there are 127 PCs across our 10 libraries), identify training and good practice and then develop an implementation and engagement plan that is expected to include a range of innovative activities such as:

- developing a Digital Champions programme across the public, private and voluntary sectors (for example frontline staff in our customer centres and libraries are to be trained by the Tinder Foundation, a major provider of digital inclusion services to government, so we can assist customers at the 'point of sale')
- extending availability of internet access in partnership with internet providers

- motivating residents to get online in community settings ranging from employment support services to health and wellbeing clubs, libraries, adult learning and community centres.

For further information, please see Annex B.

## **Provide efficient, high quality core services**

### **Review recycling points on estates**

We are reviewing recycling points on estates to make them more accessible. After consultation with residents, we will undertake a phased roll-out of communal recycling on estates where doorstep recycling is still offered.

**Mitigation:** The proposal will impact residents in selected purpose-built blocks of flats currently receiving and using door-to-door recycling services. The proposals are likely to impact residents with physical impairments (including some older residents) but will be mitigated by conveniently located recycling points and full consultation of residents over the location of those recycling points.

### **Reduce number of refuse collection vehicles**

It is proposed that communal collection points will replace the current collection service for food and garden waste offered to street properties. Residents will also be able to pay for the collection of garden waste from their homes. The proposed service change is being piloted prior to full implementation.

**Mitigation:** The main equality impacts of the proposal relate to disabled residents and residents on low incomes. These will be mitigated by having conveniently located recycling points for food and garden waste and reduced rate compost bins. If the change to service is introduced, then the possibility of free or reduced collections will be considered for residents that face barriers to utilising the communal collection points.

### **Charge for bulky waste collections**

We are proposing to introduce charges of £30 for up to three waste items or £15 for up to three re-usable items. This is in line with charges already being levied by neighbouring councils.

**Mitigation:** Assisted collections will be available for disabled residents and those on benefits will receive a 50% discount. Council tenants will not be charged, as waste collection is included in their rent. This change will need to be carefully communicated and will have an impact on lower income residents who are not council tenants.

### **Reduce spend on benefit processing**

With the introduction of Universal Credit, the council's role in processing housing benefit payments will gradually decrease. Islington currently tops up government funding significantly in order to deliver this service.

**Mitigation:** Provided Universal Credit rollout is successful and timely, there should be no specific impact on residents.

### **Review parking measures in Zones C and K**

This proposal involves extending parking controls around Whittington hospital and in the Finsbury Square and Farringdon Station areas, where consultation demonstrated significant public support.

**Mitigation:** The potentially negative impact on drivers with mobility impairments has been mitigated by ensuring that blue-badge holders can still park in controlled areas and there will be a better chance of finding a parking place as the enforcement hours are longer. Additionally, carers who meet the eligibility criteria are able to purchase permits despite not being resident in the controlled zone of the cared-for person.

### **More efficient facilities management**

The council's new Property Strategy should reduce our directly-used estate and enable us to review and reduce the costs of facilities management. This should not impact access or maintenance of the buildings accessed by residents.

### **Increase income from Section 106 contributions**

This proposal could have positive impacts for vulnerable residents, i.e. environmental improvements could benefit residents with mobility issues.

### **Generate income across our property portfolio**

This proposal is to maximise the use of the council's property portfolio either for operational activities or for revenue generation through commercial rents. All proposals within the Property Strategy are at an early stage, but any changes that could affect the voluntary sector and small and medium sized enterprises (SMEs) in Islington will be carefully assessed for disproportionate impacts on equalities groups. Any office relocations resulting from these proposals will also be compliant with Equality legislation.

## **Making Islington a place where our residents have a good quality of life**

### ***Improve Community Safety***

#### **Convert street lighting to light-emitting diode (LED)**

Converting street lighting across the borough to LED will enable lighting levels to be turned up or down and so could make vulnerable residents feel safer.

#### **Reduce resources for tackling anti-social behaviour**

The proposal is to have a single co-ordinator for ASB and community safety as changes in the way youth offending is being managed and the overlap between ASB and more serious youth crimes, mean that place-based work is now 'manager heavy'. Many ASB victims and perpetrators are from protected groups of age, disability, faith and ethnic origin. There has been a 16% increase in ASB calls to the council with at least 50% of all calls originating from social housing residents.

**Mitigation:** To mitigate the impacts of this redundancy, the work will be shared across remaining members of the Anti-Social Behaviour and Community Engagement teams across the council and will need to be balanced against current pressures on other work areas.

## **Change delivery model for integrated offender management**

The proposal is to focus council resources on statutory functions and secure external income for non-statutory functions. This would involve deleting vacant posts and seeking external funding for the innovative work the unit is doing with 18-24 year olds to tackle gangs. Under 25 year olds are the most arrested group in the borough and the most common victims of youth crime. Young people from BME groups, with mental health and learning disabilities are disproportionately affected.

**Mitigation:** We will work with the Youth Offending Service to achieve improved outcomes for young offenders in their care thus reducing the number of Islington young people continuing to offend at the age of 18 years old. There is a risk if external funding cannot be found, so we will need to keep the situation under review.

However, an additional £500,000 has been prioritised by the council to be spent on targeted support and help for young people most at risk of turning to gangs and crime. This will be used to commission work from independent providers with a strong track record of helping turn around the lives of some of London's most hard-to-reach young people.

## ***Help children to achieve their potential***

### **Redesign provision of early childhood services from pregnancy to age 5**

The savings proposed in this area will be achieved through the better integration of health and education services and by reorganising current children's centres into early childhood and nursery education centres, which will be supported by three area-wide integrated early childhood services. Some universal and targeted services will continue to be offered within 'pram-pushing distance' for all residents.

One of the key aims of this redesigned service is to 'ensure all children, particularly the 35% of children who currently do not achieve the "good level of development" by the end of their reception year, are healthy and ready for school'. The Early Years Foundation Stage Profile assessment shows that Turkish children, Black Caribbean children and children eligible for free school meals are all significantly less likely to achieve a Good Level of Development (GLD) than the overall population.

### **Reduce childcare subsidy (linked to the above)**

Islington is one of the few local authorities which invests substantially in subsidised childcare for working parents for children under five. In order to meet savings targets, it is proposed that childcare subsidy is reduced overall and awarded in inverse proportion to family income which means that the largest reductions in subsidy would be for higher income families. Also, there will be an extension of free provision for 3 and 4 year olds to 30 hours per week in partial mitigation of changes to the childcare subsidy. The proposed changes may have a disproportionate impact on women, particularly those on lower pay.

**Mitigation:** Separate and detailed RIAs for both proposals will be undertaken as part of the detailed development. They will consider outcomes for children and families with protected characteristics and with lower socio-economic status in relation to

development, health and readiness for school. We also expect to engage residents on all changes.

### **Consolidate public health interventions for school age children**

Savings will be achieved by moving from the current range of public health interventions with school age children to an integrated Health Promotion Service, with the goal of maximising opportunities for Islington children to grow healthily. New services will be informed by recent reviews of the School Nursing Service and obesity services, both of which included extensive engagement with children, parents and relevant practitioners.

**Mitigation:** The changes to the services are being co-designed with parents and older children so this should help to ensure that they are focussed on the most disadvantaged groups. Delivering the interventions through a universal school nursing service should also increase access, including for example, for BME children who are at increased risk of child obesity.

### **Maintain adventure play**

The proposal is to continue to offer adventure play across all 12 sites with a delivery profile as currently across term-time and holiday periods. This will be delivered through two contracts – one through open procurement and one through a ring-fenced contract for employee-led mutual organisations. This implies minimal equalities impacts as it maintains an adventure play offer over all 12 sites and allows for the delivery of the agreed employee-led mutual for play.

**Mitigation:** The council will ensure that contract specifications retain a focus on disadvantaged children and the specific offer designed to support disabled children is maintained.

### **Review to rationalise and improve service to parents of disabled children**

Proposals are at an early stage so the impacts are not known. A detailed assessment will be completed once plans are clearer and more detailed proposals will be considered by the council's Executive in due course.

### **Cross-cutting savings from PAUSE project**

External funding has been secured to improve services for women who have repeated removal of children from their care by providing them with support around contraception.

### ***Help residents to live healthy, independent lives***

#### **Tailor the amount of care offered to people for social services support while maintaining support for moderate needs**

This proposal seeks to review and reduce social care packages where possible and will require some users to make better use of their own support networks and universal services that meet their needs. Users of social care services are likely to have one or more protected characteristics and disabled, older, female and BME



groups, along with carers, are likely to be disproportionately impacted by this change.

**Mitigation:** Changes will be closely reviewed and supported by a multi-disciplinary team of professionals. Assessed needs and safety needs will always be met and we will continue to provide services for those with moderate needs despite the national level being set at 'substantial'. This approach could also support greater independence for service users.

### **Preventative Telecare**

The increased use of Telecare has the potential benefit of enabling people with long term health conditions or social care needs to stay at home. This could positively impact older people and women who are over-represented in the user groups for residential and nursing care.

### **More personalised, community-based services and increasing users of direct payments**

The council provides a broad range of day activities through its own services and across the voluntary and non-statutory sector. These support 3,342 adults in total and include people with mental health needs, physical impairments, learning disabilities and older people. By reviewing our offer we can work with partners to provide more personalised support, better meet changing needs (for example to cater for the increasing numbers living with dementia) and provide more choice for personal budget holders.

### **Collaborate with the NHS to secure funding and reduce costs**

This proposal seeks to provide more integrated health and social care reablement services in the home or community (as opposed to hospital). It builds on the success of the 'N19 pilot' which trialled the effectiveness of multi-disciplinary teams. These services are targeted at older people, those with long term health problems, disabilities and mental health problems and should deliver improved outcomes for these groups and their carers. Impacts will be closely monitored to ensure that no unforeseen inequalities develop and that no groups experience less successful outcomes.

### **Public health back office and staffing budget**

These proposals mainly relate to staff reductions but also include reducing expenditure on printed publications.

**Mitigation:** The council is developing a digital inclusion strategy to ensure a greater proportion of residents can access council information and services online (see the 'make it easier to access council services online' section for more information).

### **Realign the substance misuse treatment pathway and review substance misuse services and contracts**

These proposals, which are not yet finalised and will come forward for detailed discussions in 2016, focus on a holistic review of the substance misuse treatment pathway, enabling the council to integrate the current specialist substance misuse services into a single service, with improved efficiency but at the same time a substantially reduced service. The integrated service will have a clearer focus on

recovery outcomes and on putting the service user at the centre of the process, which should lead to improved health outcomes for service users. Changes to services for substance misuse could disproportionately impact white males between 40 and 60 years of age as they are over-represented among the population of service users.

**Mitigation:** The council will ensure that all service users are given clear routes to contribute to consultation and co-production as the proposal develops. Given that this proposal is at a relatively early stage, the principal opportunities for mitigation centre on consultation with service users and with current providers, including VCS organisations, about the future shape of the service, ensuring that the new integrated service is co-produced with residents, and that commissioning plans include clear requirements for improved collaborative working across commissioned organisations. Further detail on mitigating the potential negative impacts will need to be considered as this proposal takes shape. The review process also represents an opportunity for service improvement and enhanced partnership working in commissioning with NHS Islington Clinical Commissioning Group.

### **Revise procurement strategy for adult health improvement services and streamline, integrate and co-locate services**

See section 3 on impact of monitored savings from 2015-16.

### **Jointly commission sexual health services**

This proposal is to jointly commission sexual health prevention and HIV peer support services with Camden and to achieve savings in the Young People's Sexual Health network operating across Camden and Islington. A reduction in prevention and outreach services may impact on young people and other groups with protected characteristics, including gay and bisexual men.

**Mitigation:** The tendering process for the services will be the principal means for the council to seek to mitigate the impact of these changes, through including requirements for enhanced partnership working between services, and ensuring services continue to prioritise those at greatest risk.

### ***Support vulnerable residents and carers***

#### **Reduce training to meet statutory requirements**

This savings proposal would result in the reduction of adult social care learning and development to only statutory requirements. This will mean a severe reduction in training for not only staff but also third sector partners in the community, service users and carers, personal assistants and support workers. This savings proposal may have an impact on the quality of service provision and therefore service users with protected characteristics (disabled people and older people) but without a detailed proposal it is not possible to be specific about the impact.

**Mitigation:** In order to ensure that any potential negative impacts are identified and mitigated a separate and detailed RIA will be started when the proposals relating to the reduction of learning and development are in development. This process is likely to include consultation with service users and carers.

### **Efficiencies in service provision for learning disabled clients**

Some services will be re-designed and co-produced to improve them; some discontinued where there is no evidence of positive outcomes. The full suite of proposals is not known at this stage.

**Mitigation:** Although spend on this group is high, outcomes in relation to employment, health, housing and safeguarding are disproportionately poor. This needs to be taken in to account when conducting the review.

### **Increase independence for people with Learning difficulties through new supported accommodation**

Changes to supported accommodation provision and the development of new supported accommodation schemes will provide a positive impact for people with learning disabilities by enabling them to live more independently but closer to their families. The schemes will be closely monitored and specific activities will be provided to reduce the risk of isolation for those with complex needs..

### **Make commissioning efficiencies in Housing Related support including changing the funding source to the Housing Revenue Account**

There is an ongoing review of Housing Related Support which will affect a range of people with complex needs (including learning disabilities, mental health needs, substance misuse).. We know there is scope to improve provision in line with user need and to commission more services together rather than by separate client group. Proposals are at an early stage so not all impacts are known as yet, but are being carefully reviewed and monitored. So far, where impacts have been identified they have been mitigated against. For example where services have been closed, alternative provision for these groups has been identified elsewhere that can support their needs.

## **8. Impact on council staff of 2016-17 proposals**

The following section gives an update on the current council staff profile; reviews the impacts of last year's changes on staff after reorganisations took place; and looks at the potential impacts of proposed changes, where sufficient detail has been provided.

### **Current equalities profile**

The council's staff headcount stands at 4,471. This is following various restructures, including the concierge service in Housing being brought in-house.

#### **Headcount**

<b>Total</b>	<b>Chief Execs Office</b>	<b>Children's Services</b>	<b>Environment and Regeneration</b>	<b>Finance and Resources</b>	<b>Housing and Adult Social Services</b>	<b>Public Health</b>
<b>4471</b>	329	863	1165	686	1388	40

## Gender

	Total	Chief Execs Office	Children's Services	Environment and Regeneration	Finance and Resources	Housing and Adult Social Care	Public Health
Women	51.01%	67.1%	79.1%	30.5%	48.4%	47.4%	80.5%
Men	48.99%	32.9%	21.0%	69.5%	51.6%	52.6%	19.5%

## Age

	Total	Chief Execs Office	Children's Services	Environment and Regeneration	Finance and Resources	Housing and Adult Social Care	Public Health
16-24	3.07%	6.29%	2.56%	3.44%	3.04%	2.39%	n/a
25-39	31.02%	34.73%	39.58%	26.48%	32.46%	27.01%	60.98%
40-49	27.13%	25.15%	27.59%	30.09%	28.55%	24.11%	26.83%
50-64	36.93%	32.93%	29.45%	37.75%	34.35%	43.88%	12.20%
65+	1.86%	0.90%	0.81%	2.24%	1.59%	2.61%	n/a

## Ethnicity

	Total	Chief Execs Office	Children's Services	Environment and Regeneration	Finance and Resources	Housing and Adult Social Care	Public Health
BME	36.24%	37.43%	37.72%	26.83%	46.67%	38.45%	12.20%
Not stated	10.72%	1.80%	6.40%	15.05%	3.91%	15.13%	17.07%
White	53.04%	60.78%	55.88%	58.13%	49.42%	46.42%	70.73%

## Disability

	Total	Chief Execs Office	Children's Services	Environment and Regeneration	Finance and Resources	Housing and Adult Social Care	Public Health
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No	17.17%	16.77%	24.21%	14.62%	5.07%	19.91%	56.10%
Yes	7.54%	8.68%	6.98%	6.96%	5.07%	9.56%	
Not stated	75.29%	74.55%	68.80%	78.42%	89.86%	70.53%	43.90%

### Sexual orientation

	Total	Chief Execs Office	Children's Services	Environment and Regeneration	Finance and Resources	Housing and Adult Social Care	Public Health
Heterosexual	45.37%	51.80%	44.59%	50.47%	38.84%	42.58%	68.29%
LGBT	3.29%	5.69%	3.61%	2.75%	2.61%	3.26%	4.88%
Not known	51.34%	42.51%	51.8%	46.78%	58.55%	54.16%	26.83%

### Religion

	Total	Chief Execs Office	Children's Services	Environment and Regeneration	Finance and Resources	Housing and Adult Social Care	Public Health
Christian	25.47%	28.44%	23.63%	23.90%	22.03%	28.96%	24.39%
Muslim	4.45%	4.19%	3.03%	5.85%	6.38%	3.33%	2.44%
No religion	6.56%	7.19%	3.49%	9.46%	4.93%	6.52%	12.20%
Not known	53.94%	47.60%	55.18%	53.40%	60.00%	52.86%	29.27%
Other	9.58%	12.57%	14.67%	7.39%	6.67%	8.33%	31.71%

### Ongoing equality issues among staff

As noted in the previous 2015-16 budget impact report, some of the key structural inequalities in the organisation arise from historic horizontal and vertical professional segregation which extends well beyond Islington's boundaries. Examples include women and people from different social classes being steered towards (or choosing) to go into different professions; e.g. a high proportion of qualified accountants from Black African backgrounds never progressing to senior financial strategy/policy roles.

Employees have been encouraged to update their personal equalities profile and this has resulted in an increase in reporting but there continues to be gaps in our data knowledge of disability, sexual orientation and religion.

### **Impacts from last year's budget**

Redundancies based on the 2015-16 budget process showed that the profile of those leaving through a combination of compulsory and voluntary redundancies was broadly in line with the overall workforce profile. White staff were more likely to take voluntary redundancy, as were older staff.

### **Impacts from proposed restructures**

Staff restructures resulting from the proposed 2016-17 budget savings will not take place until the first half of 2016, but the council has identified posts potentially at risk and analysed them, where possible, by equality characteristics.

These early proposals will mainly affect lower grade and/or back office posts in HR, Legal Services, Democratic Services, Public Protection, Public Health, Environment and Regeneration and Adult Social Services and are due, in part, to adjustments required after the TUPE transfer of staff into the council. Women are over-represented in these roles and BME staff account for approximately 42 per cent of scale 1 – SO1 roles, so they could be disproportionately impacted.

Many proposals for later years are at too early a stage to analyse, but we know from monitoring previous restructures across the council that managers tend to be more affected overall by restructures. So, we fully expect any initial balance to be redressed further down the line.

Some changes will require more use of technology and will require training and support for staff in new ways of working.

## **9. Mitigation for negative impacts on staff**

The council recognises that a disproportionate negative impact on certain groups of staff may be felt as a result of these changes, and the council proposes to undertake strategic initiatives to mitigate that impact. Among these will be:

### **Robust management of the redundancy process**

- In many cases, additional mitigation measures will be proposed and agreed through the full Resident Impact Assessment process for specific proposals.
- Our redeployment process offers mitigation for suitably qualified staff to move easily into business critical roles for which they are suitable and trained where the post holder has applied for voluntary redundancy.

### **Training and development**

- Training to ensure staff are not left behind as more activity shifts online. This channel shift will be a positive for staff in the long term, with improved productivity and flexibility, but the transition will need to be carefully managed.

Assistive technologies and support may be needed for disabled and older staff who may face access challenges or who may be less confident using IT.

- Continued focus on improving progression routes for certain groups of staff to help make the workforce more representative eg the Inspiring Leadership (IL) scheme that targets BME staff at scale 1 – SO1 roles to encourage them to become the leaders of the future. We will also continue to encourage BME staff and women to take up the coaching, mentoring and career development opportunities available in the council.

#### Monitoring

- Continued monitoring of equality impacts: the impact of these changes will be monitored by the council's Executive through the annual State of Equalities report and as part of the council's commitment to staff progression and equalities objective.

#### Welfare and support

- We are a Timewise-accredited council meaning we offer a flexible working where possible to employees. Our good practice in supporting carers has recently been recognised in 2014 by 'Working Families' and we have also been awarded a London Health Workplace Charter award at 'achievement' level, demonstrating our commitment to the health and wellbeing of our staff.
- Stress management support and counselling services will be offered to staff and managers to help them cope with the additional pressures that structural change may bring.

#### Engagement

- Ongoing engagement with staff equality forums and with recognised trade unions to ensure they can advise and support staff through change.

## 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 favourably 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
- 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.

## **Annex B: Digital Inclusion in Islington**

### **1. The context**

Today, online and digital services play a vital role in all aspects of our everyday lives: how we shop, keep in touch, work, save money and maintain our well-being.

Residents increasingly expect to access services quickly and conveniently, at times and in ways that suit them. Government is responding in kind with, for example, The Driver and Vehicle Licensing Agency (DVLA) is now online and the rollout of Universal Credit.

This 'digital revolution' represents a significant opportunity for Islington to harness new and emerging technologies and redesign public services in a more efficient, productive and cost-effective way.

'Channel shift' – the rollout of online services and a reduction in the provision of non-digital services – is a key component of Islington's Customer Transformation Programme and a means by which the Council is already making efficiency savings.

For example, school admissions are now 100% online and 50% of all registrars' appointments and ceremonies are now booked online. Changes planned at the Customer Centre at 222 Upper Street include a move towards self-serve, supported by 'digital champions' training for front-line staff at the Customer Centre and in libraries, so they can confidently support residents. This training will be delivered by the Tinder Foundation, a major provider of digital inclusion services to government and public services.

Alongside championing 'channel shift' and ensuring that all residents have access to digital services, Islington is also committed to ensuring that residents without digital skills will not be left behind and will ensure that for those residents where this is a challenge, support and access will be provided.

A budget of £250,000 has been allocated to support this activity (offset against savings made by channel shift), which will be used to commission the support needed to deliver Islington's digital inclusion strategy and secure additional IT equipment and / or internet access, where this is considered necessary to enable take-up.

### **2. The challenge**

Islington's annual resident's survey carried out in November 2015 suggests that most residents (90%) have access to the internet at home. Those less likely to have

internet access include older people (23% of over 65s reported they had no internet access compared to 7% overall)<sup>1</sup> and people on working age benefits<sup>2</sup>.

These findings are in line with national research which suggests that the groups most likely to be at risk of digital exclusion are the over 65s, low income households, people with learning disabilities and families where English is a second language. In line with the Council's Corporate Plan, our digital inclusion strategy will also provide specific support to residents with mental ill health, longer-term health conditions and the long-term unemployed and parents.

In line with national research, our local knowledge tells us that the key challenges to getting more residents online are access to the internet, skills to use online resources, motivation and trust.

### **3. Existing provision to address these challenges**

Islington is proactively addressing the challenges to getting more residents online through a series of measures that include:

#### **3.1 Access**

Access to the internet is made available to residents in the borough through a range of Council and partners' provision including:

- The Customer Centre at 222 Upper Street, which provides access to computers and digital champions;
- 10 Libraries with 127 PCs providing free internet access;
- Central Library and Finsbury Library providing a range of IT courses for residents;
- The Arsenal Learning Centre and 3 Corners Learning Centre providing a full range of open access IT provision and longer term courses;
- 11 Community Centre Hubs that are part of an IT Mentoring Scheme facilitated by Islington's Housing Resident Engagement Service;
- IT suites at day centres for the elderly at Highbury New Park and Alsen Day Centres, and at the Daylight and Outlook Day Centres for people with disabilities;
- Hillside Club House providing open access IT for people with mental ill health to support them into work;
- St Luke's Community Centre providing IT access for the elderly and unemployed;

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<sup>1</sup> Annual residents survey: phone calls to a representative sample of 1,000 Islington residents carried out by DJS research in October 2015

<sup>2</sup> USDL: phone calls to 115 working age residents on benefits from the treatment and control groups for the USDL trial, undertaken by BMG in Summer 2015, 70% of whom reported they had access to the internet

- All three DWP Job Centres in the borough have fully equipped IT suites that provide access for the unemployed;
- Age UK, who are part of the digital inclusion project group, who are contributing to the development of the Council's strategy, will specifically deliver:
  - IT Help Shops at three centres in Islington, one of which is supported by Barclays Bank
  - A fourth IT Help Shop is scheduled to open at the Almeida Theatre in March 2016
- The Council has also partnered with Arqiva, who are providing free Wi-Fi on 'street furniture' i.e. lampposts, and phone kiosks. Currently this has been rolled out across 32 kiosks in the borough.

### **3.1.1 Accessibility**

The Council's new beta website also follows the highest standards of accessibility, making it easier for all residents, including those with disabilities, the elderly, or adults with English as a second language, to access council services online.

It does this using features, such as buttons and icons instead of text, to improve navigation; arranging content in a simpler, more goal-orientated way; ensuring text is short, to the point, and written in plain English; and that it works with all common assistive technologies.

The council is also investigating the possibility of adding a Google Translate function to the site. User Experience analysts have also been working alongside residents from diverse groups to test the site to make sure they can do what they need to on it.

### **3.2 Skills**

The opportunity to acquire digital skills is offered widely across the borough through the delivery of specific ICT courses in Islington.

The Council's Adult & Community Learning (ACL) team provides training courses for residents over the age of 19. The service works in close partnership with City & Islington College and other local training providers to provide a comprehensive and coherent skills offer to residents ranging from basic ESOL and Entry level courses offered through to Level 2, 3 and 4 skills and vocational courses at the College.

ACL reaches approximately 2,500 residents each year across 40 community based venues, all of whom are unemployed and / or on benefits and / or have English as a second language. The £1m we receive from the Skills Funding Agency in 2015/16 and core council funding currently pay for:

- 460 basic skills courses per year where digital skills are increasingly embedded in the teaching;
- 86 ICT classes reaching approximately 500 people a year with skills at pre-entry, entry and level 1;
- 48 ESOL classes delivered in community venues;
- 82 Maths and English classes per year;
- 30 courses delivered in partnership with community groups to engage more vulnerable residents and support their health and wellbeing;
- Family Learning provision in schools and community venues to support parent's learning;
- Weekly employment support sessions from Central Library that build in digital skills and support residents into employment

Digital skills are increasingly becoming an integrated part of the core offer of the adult and community learning service: with students able to use laptops and mobile devices provided by ACL; the launch of Moodle – an online education platform designed to provide teachers, trainers and administrators with a single robust, secure and integrated system to create personalised learning environments; and the launch of a new online enrolment system which will enable the service to reach a wider audience.

### **City and Islington College**

The College has approximately 14,000 enrolled students, 69% of whom are adult learners on either full or part-time courses, a quarter of whom are Islington residents. As with the Council's ACL service, digital support is integrated into the college's core offer. Electronic student registration was introduced in 2008, and by 2012, 70% of applications were made online.

### **3.3 Motivation**

To maximise take up of the Council's offer of both access to the internet and training to acquire basic digital skills, activity will continue to focus on people's personal motivation for getting online, such as:

- Building on and expanding the online component to employment support services;
- Developing health and wellbeing clubs aimed at improving diet and exercise, involving helping residents to search for recipes online or take up exercise by searching for walks in the borough;
- Reuniting the elderly with family and friends through the use of social media in our adult learning centres, libraries and community centres; and
- Recruiting digital champions to inspire and motivate people to access services online and promote the benefits, including in ESOL classes;

The communications strategy will ensure that we draw on these motivations, promoting the benefits of doing things online using compelling case studies from real Islington residents. This will be specific and targeted at our key audience groups, so will be written in plain English and we will also look to provide translated versions.

Given that the project is likely to be wide-ranging, with various partners helping to deliver different aspects, we plan to create an identity or stamp that draws the various strands of the project together and demonstrates Islington's shared commitment to getting more of our residents online.

### **3.4 Trust**

To address possible concerns around the security and efficacy of transacting online we will:

- Incorporate messages offering reassurance around security of personal data in any communications
- Continue to ensure that when carrying out transactions online residents receive a confirmation in the form of an email or text message to confirm it has been processed

## **4. Enhancing existing provision and sustaining change over time**

The Council will work across directorates and collaborate with partners to build on existing good practice and to ensure that change can be sustained. This will include:

1. Sign-up to Go ON UK's Digital Charter that allows individuals and organisations to pledge their support for improving basic digital skills, to demonstrate the Council's and partner commitment to digital inclusion.
2. Collaboration across Council directorates and partnership arrangements with other public bodies, the voluntary and community sector and corporate partners, including Islington's Clinical Commissioning Group, Disability Action in Islington, Elfrida Rathbone and Centre 404, the BIG Alliance, Age UK, and Go ON UK. Where needs are identified and resources are scarce, the project will push for shared budgets / staffing, for example across ACL and libraries.
3. Build on and expand the integration of digital support into core activity provided by, for example, City & Islington College, the Adult Community Learning Service and all employment support sessions.
4. Roll out a locally developed online assessment tool testing learners basic computer skills, use of the internet and email (developed as part of the 'Universal Support Delivered Locally' trials and commended by the DWP) to trainers to test learner's basic digital skills.

5. Digital champions from across the public, private and voluntary sectors will be recruited, trained and deployed to support residents to gain basic digital skills. Champions will be recruited from ESOL classes and Employment Support services to provide peer to peer support within hard to reach communities and offered incentives (for example mobile devices) as a reward for volunteering in the programme.
  
6. Digital champions will be deployed in digital hubs with the Library service taking a prominent role and with Central Library branded as the central point for digital support, in line with the future strategy for libraries, with progression into ACL courses. Other libraries and other public and private venues will become 'digital satellites', specifically in areas where there is a high density of elderly and other vulnerable groups, such as Finsbury Library.
  
7. Meetings are taking place with City and Islington College with regard to the N4 library being a digital satellite and where students from the college can be supported and trained to be digital champions in the library.

### **5. Ensuring the change supports our most vulnerable groups**

To ensure that the planned changes support the Council's most vulnerable groups, engagement with residents will be made through existing services and forums to assist in the design and delivery of solutions including:

<b>Cohort:</b>	<b>Service or forum</b>
Older People	<ul style="list-style-type: none"> <li>• Age UK</li> <li>• Libraries</li> <li>• Housing &amp; Adult Social Services</li> </ul>
Low income households and / or unemployed	<ul style="list-style-type: none"> <li>• iWork</li> <li>• DWP Job Centre Plus</li> <li>• Children Centres</li> </ul>
People with disabilities and / or mental ill health	<ul style="list-style-type: none"> <li>• Disability Action in Islington</li> <li>• Elfrida Rathbone</li> <li>• Centre 404</li> <li>• Hillside Club House</li> </ul>
English as a second language	<ul style="list-style-type: none"> <li>• Islington Refugee Forum</li> <li>• Help on your doorstep – a charity that aims to support individuals in the community particularly those who are 'hardest to reach'</li> <li>• Parent Champions (facilitated through the Family &amp; Childcare Trust) that help "...families benefit from local services" including families from BAME communities</li> </ul>

Finally, it is important to state that, as channel shift is actively promoted and pursued across the council, offline channels will not be shut down altogether, so that a vestigial telephone or face-to-face service remains available in exceptional circumstances to cater for those residents for whom, despite the wealth of support cited above, interacting with the council online remains too difficult.



**Pay Policy Statement 2016/17 in Accordance with the Localism Act 2011****1 Chief Officer Pay scales**

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

The council's Chief Executive is paid on a spot salary of £160,000.

Some officers who are chief officers, as defined in the Localism Act, are paid on the National Joint Council for Local Government Service salary scale which is the scale which applies to most council employees.

All other chief officers are paid on the council's chief officer pay scale. This salary scale which comprises five separate salary bands is locally determined.

Percentage increases in cost of living are usually 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. Those officers on the chief officer scale, on a basic salary of £99,999 or less as at 31 December 2014, received a pay award of 2.0% covering the period 01 January 2015 – 31 March 2016. Chief Officers on a salary of £100,000 or more did not receive any pay increase during this period. Other officers received a 2.2% increase covering the period 1 January 2015 – 31 March 2016.

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, subject to the requirements of the Transfer of Undertakings (Protection of Employment) Regulations 2006.

Progression through a salary scale is not automatic but dependent upon performance as measured by a positive performance appraisal outcome. Success at appraisal is measured not only in terms of annual targets reached but also leadership and other behaviours that have contributed to the council achieving its overall aims and objectives.

The final point on each of the pay bands on the chief officer pay scale is known as a threshold point. This element of pay is available to chief officers who have reached that point in the scale and whose performance in the previous year has received a positive performance appraisal. Continuance on this salary point is again dependent upon receiving a positive performance appraisal outcome in subsequent years and so must be earned back each year.

Table 1a sets out details of the grades and pay bandings and the chief officer posts paid on the chief officer scale as at 31.3.2016 and the pay band which applies to each post.

Table 1 (a)

Grade	Pay Banding £	Number of points in pay banding including threshold point	Job role
CO1+	129,675 – 139,407	5	Corporate Director of Children’s Services
CO1	107,862 - 129,741	10	All other Corporate Directors including the Director of Public Health* Director of Schools
CO2	97,659 – 110,451	7	Director, Targeted and Specialist Children Director, Digital Services and Transformation Assistant Chief Executive (Governance and HR) Assistant Chief Executive (Strategy & Community Partnerships) Service Director Planning & Development Service Director Public Protection Director Public Realm Director Financial Management Director Financial Operations and Customer Services Director of Property Services – Housing Director of Housing Operations Service Director, Adult Social Care Camden Assistant Director Op’s & Health Partnerships* Islington Assistant Director Public Health*
CO3	82,209 – 97,230	7	Service Director Service Needs and Strategy Public Health Consultant x 4* Camden Deputy Director Public Health*
CO4	69,847– 84,999	7	Head of Service - Community Safety Head of Human Resources Head of Schools Human Resources Head of Service - Democratic Services Assistant Director of Law (Corporate and Dispute Resolution) Assistant Director of Law (Commercial and Environment) Head of Partnerships and Service Support

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

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 Great London Provincial Council Job Evaluation Scheme and paid on the National Joint Council for Local Government Services payscale (published [on the council's website](#)); subject to the requirements of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (see table 1(b) below.

**Table 1(b)**

PO11	£62,460 - £66,366	3	Head of Strategy and Communications Head of Partnerships, Place and Culture Head of Learning Skills and Employment
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Progression through a salary scale is dependent upon performance as measured by a positive performance appraisal outcome in the same way as for posts on the chief officer scale and the same threshold point arrangement as described above is in place.

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 LB Camden) are only included in this statement if the postholders are employed by Islington Council. Some joint postholders (e.g. the joint Head of Internal Audit with LB 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 its lowest and highest paid employees.

The council also works with other local employers and its own contractors to establish the London Living Wage as 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 £160,000 per annum\*) as at 1 January 2016 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) Median (mid point between highest and lowest salaries)
- (iv) Mean average (the total amount of remuneration paid to employees divided by the number of employees)

Table 2 - Pay Ratios

Reference Point		Annual Salary	Ratio to highest paid employee salary
i)	lowest paid full time council employee – London Living Wage £9.40 per hour <i>(excluding those on training schemes such as the apprenticeship scheme or work placements)</i>	££17,154	1:9.33
ii)	Most common salary paid to a council employee (the mode)	£32,964	1:4.9
iii)	Mid point between the highest and lowest salaries (the median)	£30,525	1:5.2
iv)	Average salary (the mean)	£30,708	1:5.211

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 which recommended that the pay ratio between the highest and lowest salaries should be no more than 1:10 and this was adopted as policy by the council in its Corporate Strategy and the current position is that the ratio is slightly less than 1:10 at 1:9.33 down from 1:9.58 in the previous year.

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

### 3 Recruitment of Chief Officers

Recruitment to all Chief Officers posts is covered by the requirements of the council's Officer Employment Procedure Rules. For full details see [Procedure Rules](#). The appointment of the Chief Executive is subject to the approval of the full Council. The appointment of other chief officers and in some cases their direct reports is by the Personnel Sub-Committee.

The starting salary level of such officers is also agreed by the Personnel Sub-Committee. This Personnel Sub-Committee or the Audit Committee (both of which are politically balanced committees responsible for personnel matters) will also agree the starting salary for any other post where the overall remuneration package on new appointment (excluding pension contributions in accordance with the Local Government Pension Scheme regulations) is to exceed £100k. 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, in line with the performance appraisal policy are entitled to a salary increment, if it would otherwise mean that they would have to wait more than twelve months for their next salary increment.

Individuals appointed on an interim basis to cover a vacant Chief Officer post, whether directly employed or engaged through an agency or as a contractor, will normally be paid on a basis which (taking account of the nature of the arrangement with them) provides them with remuneration that is equivalent to the remuneration for the post in accordance with the Chief Officer pay scale, with an appropriate reduction if they are not undertaking the full responsibilities of the post. The council takes a proactive and stringent approach to ensuring that all arrangements are lawful and properly reflect the substance of the relationship between the council and the individual concerned.

**4 Pension Arrangements**

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

All senior staff are entitled to be members of the LGPS. This is a contributory scheme, whereby the employee contributes to the scheme from his or her own salary. Employees will contribute 5.5%-12.5% of their salaries according to the figures set out in table 3 below in 2015/16. Government reviews the salary bands annually.

**Table 3**

<b>Whole time salary</b>	<b>Employee Contribution Rate</b>
Up to £13,600	5.5
£13,601 to £21,200	5.8
£21,201 to £34,400	6.5
£34,401 to £43,500	6.8
£43,501 to £60,700	8.5
£60,701 to £86,000	9.9
£86,001 to £101,200	10.5
£101,201 to £151,800	11.4
More than £151,800	12.5

Employers' contributions to the LGPS vary depending upon how much is needed to ensure benefits under the scheme are properly funded, and are set independently. For full details see: [LGPS](#)

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

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

The NHS scheme is a contributory one and scheme members contribute to the scheme from his or her own salary. Contribution rates for 2015 – 16 vary from 5% for those on a salary of up to £15,431.99 to 14.5 % for employees earning £111,377.00 and over. These rates are subject to review by Government and the employer’s contributions are determined by Government.

**5 Additional Payments**

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

**Table 4**

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

The Corporate Director Children’s Services post has a market supplement attached. The amount of this market supplement is fixed. See the [council’s website](#) for further details.

A special allowance is paid to the council’s monitoring officer, the Assistant Chief Executive (Governance and HR). This is a fixed amount and does not vary year to year. See the [council’s website](#) for further details.

Honoraria payments made to chief officers in accordance with policy are detailed [on the council’s website](#)

Any new honorarium payments to chief officers will be agreed by the Chief Executive in consultation with the Chair of the Audit Committee.

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

There are a few other allowances which are payable to designated employees related to their job role such as 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 such 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 contractually required to work flexibly and to undertake reasonable hours of work as necessary to perform the duties of their post. This may involve evening and weekend working.

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

Annual leave plays an important part of the council's commitment to work-life balance. The Chief Executive and senior officers of the council on chief officer pay and conditions are entitled to 27 days annual leave and after five years continuous local government service a further 5 days. Other employees receive 25 days annual leave with an additional five days after five year's service. All employees in addition to annual leave receive five privilege days and eight bank holidays per year.

### **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 salary sacrifice schemes such as child care vouchers and a tax free bike scheme.

There are also a number of discounted benefits which are open to all employees such as discounted gym membership which is provided at no cost to the council.

### **9 Leaving the council**

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

Employees who are made redundant are entitled to a redundancy payment based on the statutory redundancy scheme with regards the calculation of the number of week's redundancy pay but, as sanctioned in the Local Government (Early Termination of Employment) Discretionary Compensation Regulations, actual salary is used rather than the statutory maximum of £475 per week.

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

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

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

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

The Audit Committee (or its Personnel Sub-Committee) may hear representations in respect of the termination of a Corporate Director's employment in accordance with the JNC terms and conditions of employment for Chief Officers.

In the case of the Chief Executive, the Audit Committee (or its Personnel Sub-Committee) will approve the early retirement of the postholder and agree the award of any discretionary payments in connection with such retirement or redundancy in line with the policy outlined above. No such payments were made in the financial year 2015 - 16.

The Audit Committee (or its Personnel Sub-Committee) will also approve any payment funded by the council in line with the policy outlined above to any other officer which exceeds £100,000. No such payments were made in the financial year 2015 -16. This ensures that elected councillors are accountable for payments made in these circumstances without delay to finalising arrangements.



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

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

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

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

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

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