



COUNCIL MEETING - 23 FEBRUARY 2017

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, **23 February 2017 at 7.30 pm.**

Lesley Seary

Chief Executive

AGENDA

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1. Minutes The Minutes of the Council meeting held on 15 December 2016.	1 - 20
2. Declarations of Interest If you have a Disclosable Pecuniary Interest* in an item of business: <ul style="list-style-type: none">▪ 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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Despatched : 15 February 2017

LONDON BOROUGH OF ISLINGTON
COUNCIL MEETING - 15 DECEMBER 2016

MINUTES OF PROCEEDINGS

At the meeting of the Council held at Council Chamber, Town Hall, Upper Street, N1 2UD on 15 December 2016 at 7.30 pm.

Present:

Andrews	Gill	Picknell
Burgess	Greening	Poole
Caluori	Hamitouche	Poyser
Champion	Heather	Russell
Chowdhury	Hull	Shaikh
Comer-Schwartz	Ismail	Smith
Convery	Jeapes	Spall
Court	Kay	Turan
Debono	Kaseki	Ward
Diner	Klute	Watts
Donovan	Ngongo	Wayne
Erdogan	O'Halloran	Webbe
Fletcher	O'Sullivan	Williamson
Gallagher	A Perry	
Gantly	R Perry	

The Mayor (Councillor Kat Fletcher) in the Chair

119 MINUTES

RESOLVED:

That the minutes of the meeting on 15 September 2016 be confirmed as a correct record and the Mayor be authorised to sign them.

120 DECLARATIONS OF INTEREST

None.

121 MAYORAL ANNOUNCEMENTS

(i) Apologies for absence

Apologies were received from Councillors Doolan, Khan, Nicholls, Parker and Nick Ward. Apologies for lateness were received from Councillors Wayne and Gallagher.

(ii) Order of Business

The Mayor agreed to accept Item 11, The Council Tax Support Scheme for 2017/18, as an urgent item of business under Procedure Rule 10.2(n). This item was to be considered after Item 8, Questions from Members of the Council.

(iii) Declaration of Discussion Items

No items were declared.

(iv) Mayor's Announcements

The Mayor paid tribute to former Mayor and Leader of the Borough, Jim Evans, who had recently passed away. Jim was a well-known figure across Islington and had a key role in the council during a turbulent political time in the 1980s.

The Mayor passed on her commiserations to the residents and businesses affected by the recent flood on Upper Street and thanked the Emergency Services, staff from across the council and all of those involved in the response, including the Business Design Centre and The Steam Passage Tavern which had offered support to residents.

The Mayor praised the strong support for the Remembrance Day services in the borough and reported that the 2016 Poppy Appeal had been the most successful ever. The Mayor passed on the thanks of Islington Veterans Association.

The Mayor was enjoying the festive period; turning on multiple Christmas lights and had attending several carol services. The council had hosted a Christmas lunch attended by 100 pensioners in the Assembly Hall and the Mayor thanked all of those who had helped at the event.

The Mayor welcomed the Youth Council to the meeting and reported that she had attended an event celebrating the 60th birthday of the National Youth Theatre with the Young Mayor at Buckingham Palace. The council had recently had a successful Youth Council Takeover Day, with the Youth Council taking on the roles of Chief Executive, Leader and Executive Member for Children and Young People for the day.

Finally, the Mayor advised that the nomination deadline for the Civic Awards and Ben Kinsella Award was 20th January 2017.

(v) Length of speeches

The Mayor asked colleagues to do their utmost to keep speeches within the permitted length.

122 LEADER'S ANNOUNCEMENTS

Councillor Watts advised that this was the first meeting of the Council since central government had abandoned its Tenant Tax proposals which the council had strongly campaigned against. Councillor Watts thanked everyone who had contributed to the successful campaign. Councillor Watts advised that although he was delighted that the Tenant Tax would not be implemented, the campaign against the Housing and Planning Act continued, as the government's housing policies would reduce the already limited supply of affordable housing in the borough.

Councillor Watts thanked the Mayor and councillors who had visited the scene of the Upper Street flood and was grateful that nobody was seriously injured given the scale of the flooding. Councillor Watts also thanked the council staff, the staff of the Angel Business Improvement District, the Business Design Centre, the Steam Passage Tavern, and everyone who had offered support to businesses and residents. Councillor Watts emphasised that Islington was open for business and encouraged those present to shop in the Camden Passage area to support the affected businesses on the run up to Christmas. Matters related to the speed of response and investment in infrastructure would be raised with Thames Water.

Councillor Watts had recently visited Pentonville Prison with Councillor Hull and the Chief Executive. Councillor Watts acknowledged that residents living near Pentonville were concerned about security and emphasised that recent incidents of violence in the prison were not acceptable. Councillor Watts had been reassured that prison staff were doing their best, however significant cuts and underinvestment from central government had been detrimental to the safety of prisoners, staff and local residents. Councillor Watts called on the government to invest in the prison appropriately.

Councillor Watts was delighted that the Town Hall had flown the transgender flag on the International Day of Transgender Remembrance and thanked Councillor Gantly for his campaigning on the issue.

Councillor Watts congratulated and thanked Winston Douglas, the Station Manager of Islington Fire Station, who had retired after 32 years' service in the London Fire Brigade. Mr Douglas was Britain's longest serving black firefighter and had served at all of the major incidents in the local area during his service, from the Kings Cross fire to the Upper Street flood.

Finally, Councillor Watts thanked all of those involved in the Remembrance Day events and those who had attended the Pensioner's Christmas Lunch.

123 PETITIONS

Councillor Russell presented a petition regarding the planning application for a Sainsbury's store on Blackstock Road.

124 QUESTIONS FROM THE YOUTH COUNCIL

Question a) from Youth Councillor Mohamed to Councillor Watts, Leader of the Council:

What impact does Cllr Watts think the vote for Brexit will have on Islington as a London Borough and specifically to the employment, learning and training opportunities for Islington's young people?

Reply:

Thank you for your question. As a proud Londoner, British Citizen and European, I was heartbroken by the result of the referendum. The question now is how we respond to it.

Leaving the European Union presents massive risks and potential problems for this borough. There are over 30,000 EU citizens living in this borough and central government is refusing to say what their plans are for their future in this country. I think that is a disgrace. These people

have contributed to this country and the government should confirm that they have a future in Britain.

The impact on the economy could be very serious, but we don't know the potential consequences yet as the government has been unclear on its negotiating terms. However, if British companies lose the ability to competitively sell goods to the rest of Europe then that will mean job losses in Islington and the rest of the country. Brexit will also mean a loss of opportunities for young people. Schemes like Erasmus may come to an end. Young people may find it more difficult to study abroad, and we may not benefit from having European students study in this country.

The government needs to provide clarity to the tens of thousands of EU residents in this borough who feel uncertain about their future in this country, and clarify how businesses, universities, schools and colleges will be affected.

Question B) from Youth Councillor Venetia to Councillor Hull, Executive Member for Finance, Performance and Community Safety:

During the autumn Islington Youth Councillor and elected Member of the UK Youth Parliament Mohamed Abass co-ordinated the annual Make Your Mark ballot, which is the largest consultation of young people in the country. In Islington over 1,600 young people voted in 10 schools, City and Islington College, Lift and Platform youth hubs and other youth projects. In the top 5 issues young people voted for both nationally and locally, tackling racism and religious discrimination featured as concerns. How is the council tackling hate crime in the borough?

Reply:

Thank you for your question and thank you to Youth Councillor Abass for his important work co-ordinating Make Your Mark. Hate crime is a scourge in modern Britain; it divides communities and it harms cohesion. There has been a spike in hate crime following the EU referendum and in Islington this has particularly manifested itself as a rise in homophobia.

A new hate crime strategy was produced in October. This progressed through the Safer Islington Partnership, to ensure that all of the key players in community safety in the borough could contribute to the strategy. In producing the strategy we consulted the Independent Community-led Hate Crime Forum, which includes residents with an interest in tackling hate crime. The strategy was launched during a very successful Anti Hate Crime Week.

The Strategy has four strands. The first is to raise awareness of hate crime and to increase confidence to report; that means better communications, making more arrests, and then making sure that people hear about it. The second strand is focused on detecting and sanctioning more perpetrators, and this is helped by people being very specific when they report hate crime as this assists the Police. The third strand is supporting and safeguarding vulnerable victims; that means effective multi-agency work to manage risk. The fourth strand is working with the community; not only the Hate Crime Forum but also others.

It isn't good enough just to have the strategy; we have to take our work out into the community. I recently chaired a meeting at Finsbury Park Mosque on how to tackle hate crime; speakers included Jeremy Corbyn MP, the Borough Commander, representatives of a Polish community centre which had been targeted after the EU referendum, many other representatives of religious and minority groups, a representative of the Elfreda Society to talk about the hate crime faced by those with learning difficulties, the Chair of the Hate Crime Forum, and more. There were 200 people in attendance which I thought was a fantastic

display of solidarity by the people of Islington. This council takes hate crime very seriously and I hope that the Youth Council can make a contribution to this work.

Question C) from Youth Councillor Honey to Councillor Caluori, Executive Member for Children, Young People and Families:

Following the range of activities that took place in the summer organised by the IYC and partners and asked what it was like to be a young person living in Islington, what does Cllr Caluori think the next steps will be in making Islington an even better place for young people to grow up, live and learn?

Reply:

Thank you for your question. I've had many conversations with the Youth Council about youth provision, employment and education over the last year. These issues are very important to the council; that's why we decided to protect the funding of youth services. Islington hasn't made any cuts to youth funding, we've actually invested an additional half a million pounds a year in services for the most vulnerable young people.

We know that having funding isn't enough and we need to make that investment count. We've been meeting with young people about how youth funding should be spent, and I'd like to put on record my thanks to the Youth Council for helping to organise the consultation event at Lift Youth Hub where we heard the views of young people from across the borough. There are so many wonderful things to do at our youth hubs but too many people are missing out; it may be because they don't know about it, some don't want to travel, and others don't want to go to activities unless their friends are going. These views are going shape our future youth offer, so that there are more smaller activities going on closer to where people live, that can be a bridge to the activities we hold in our hubs; we are also looking at improving our communications, so young people can be ambassadors for youth services and tell their peers about what's available.

Following the important work of our Fairness Commission and Employment Commission, in the New Year we will launch the Islington Fair Futures Commission, which will focus on how to make Islington the best place to grow up for all young people. For those born into wealth Islington is one of the best places in the world to grow up, there are huge cultural, sporting and artistic assets in the borough; but for a lot of young people there are barriers to accessing those things which prevents them achieving their full potential. The Commission will listen to young people about what those barriers are and how we can remove them.

Question D) from Youth Councillor Tega to Councillor Caluori, Executive Member for Children, Young People and Families:

In October the Children's Society highlighted that Head Teachers have seen a noticeable shift in the underlying causes of mental health difficulties for children and their families; specifically caused by debt. The Children's Society highlights that the problem of debt is putting the mental health and well-being of children at risk.

How does Cllr Caluori think schools and colleges in the borough are encouraged to teach young people about managing money and avoiding debt as part of the curriculum for life?

Reply:

Thank you for your question. Anyone who has been in a family with serious debt knows the impact that can have health and wellbeing. At a consultation event I attended in the summer young people asked how they could access training on how to manage money; this is clearly

an important issue to a lot of young people. Financial education is mandatory in secondary schools, with pupils learning how to solve problems involving percentage changes and calculating interest. Our secondary schools should also teach career progression, personal finance, taxation, money management and enterprise as part of the PHSE agenda to better prepare students for adult life. In our primary schools, this strand is taught using schemes of work such as 'You, Me, PSHE' using materials that have been created for this purpose by our Health and Wellbeing Team, but this isn't compulsory.

I would find it really helpful if I could talk to the Youth Council about young people's experiences of financial education in schools and if you think this is being delivered in the right way. If it isn't working, then I think we need to have a conversation about how we can encourage our schools to do this better in future.

Question E) from Youth Councillor Tega to Councillor Burgess, Executive Member for Health and Social Care:

How does Cllr Burgess think that the Mental Health Charter will improve the mental health of children who are in families experiencing debt?

Reply:

Thank you. As part of our work to develop our local Child and Adolescent Mental Health Services (CAMHS) Transformation Plan, Islington Clinical Commissioning Group and its partners asked Islington young people to work with us to develop a Charter to set out how they think things should look by 2020 – This provides us with an indicator of what success in transforming CAMH services locally would look like to young people.

The Islington Mental Health Charter sets out very clearly what Young People want to see delivered by local CAMHS services; this is not just restricted to NHS provided services but by the voluntary sector, schools, youth provision and also recognises the important role that leisure services play in increasing the emotional health and well-being of young people in Islington.

The Charter has ten points and whilst it does not specifically focus on debt, what it does focus is on the need for increased access to services and support that is timely and responsive and able to be delivered in a range of ways. In particular young people have told us they want to feel able to talk to teachers and other school staff members and feel that they are knowledgeable and comfortable in talking about mental health.

Whatever the issue for young people in Islington, whether it's about debt or something else we need to ensure we have a trained and supported workforce across the whole system who are able to respond to the emotional health needs of young people and that young people are able to access that support at the right time. The charter sets out these aspirations which we are committed to delivering.

We are very aware of the impact of both poverty and debt as family risk factors for mental health, and these were highlighted in our Annual Public Health Report in 2015. The link to wider determinants such as debt is responded to partly through delivery of Mental Health First Aid training, which is available free of charge to all partner organisations and has been promoted through the Islington Debt Coalition. Other services that support families in debt would include welfare rights services, which are available in many children's centres, and the SHINE hub which offers support with bills and energy debt as well benefit checks.

The Youth Council presented a photograph to the Mayor to thank her for her support for the Youth Council.

125 QUESTIONS FROM MEMBERS OF THE PUBLIC

Question a) from Ernestas Jegorovas to Councillor Caluori, Executive Member for Children, Young People and Families:

With NUT and ATL predicting Government cuts of 10 per cent to schools in Islington over the next four years. How does the council plan to help schools balance their books so that the damaging impact of the cuts on student progress is minimised?

Reply:

This is something we are hugely worried about and have been talking about with our schools. We don't yet know the changes to the national formula, but we will be campaigning against this with other boroughs through London Councils. We are not alone in being worried about the impact that the proposed funding formula will have, which is set to redistribute money away from poorer inner-London areas to the shires. It is true that schools in London have achieved high levels of attainment and progress in very challenging circumstances because of the additional investment they have had; but instead of taking that money away and reallocating it elsewhere, for the amount of money used by the Government to fund the free schools and academies programme, they could lift the rest of the country up to the level we are at, which demonstrates the priorities that the Government has for education.

Locally, we will be working with our Schools Forum, which is comprised of governors, teachers, and local authority representatives, to discuss how we are going to deal with the implications of the school funding formula. It is important to consider that it is not only the amount of money which is reducing, but it is also the amount we can centrally retain for the collective activities that we do as a borough. The ability of local authorities and local authority schools to collectively decide what is important to invest in will be eroded by changes to the schools grant regulations.

Supplementary question:

Can the council make a commitment to reporting on school efficiencies in terms of how much energy is used by schools and their work in reducing their carbon footprint? Reducing schools' spend on energy would help to save jobs.

Reply:

I'm happy to do that. Perhaps this could be discussed in more detail at a future meeting of the Children's Services Scrutiny Committee.

Question B) Jane Taylor to Councillor Comer-Schwartz, Executive Member for Community Development:

Why has the council agreed to allow Fabric to keep its licence, subject to conditions, overturning its own licensing committee decision to revoke the licence and ignoring 200 pages of evidence recording five years of breaches of licence conditions, police warnings, licence reviews, resident complaints and the deaths of 6 young people?

Reply:

Thank you for your question. The council did not overturn the decision of the Licensing Sub-Committee. I want to thank the Sub-Committee members for their diligence in making their decision. The Sub-Committee reviewed Fabric's licence following the tragic deaths of two young people earlier this year, and the deaths of four other people since 2011. The Sub-Committee concluded that revocation of the licence was both appropriate and proportionate in light of the circumstances.

Fabric then exercised its legal right to appeal and a series of 'without prejudice' meetings were held. As a result of those meetings, Fabric offered many new additional conditions to be added to its licence, all of which are designed to ensure a zero tolerance approach to drug possession, consumption and sale within the club. Fabric has also developed a new and detailed ISO accredited Operations Manual setting out how compliance with the conditions is to be achieved. A key part of the process was Fabric's acceptance that there had been failures in its operation and a recognition that the Sub-Committee was within its rights to revoke its licence.

Given the commitment that its directors and management have shown by their development of the Operations Manual, acceptance of new conditions and changes to its management structure and accountability, the council was satisfied that the statutory licensing objectives may be met and the premises licence reinstated.

A statement setting out the measures to be implemented was agreed by the council and Fabric and the court accepted this. However, I recognise that this decision will not be popular with everyone, and want to reassure residents that there will be enhanced monitoring carried out by the Police and the council at Fabric. Fabric will also be subject to an external audit of compliance against procedures. We hope that these additional measures will make the club a safer place and a better venue within the community.

Supplementary question:

Fabric has been found in breach of its licensing conditions several times in recent years. What would the council's response be at the next criminal, antisocial or public safety incident?

Reply:

It is difficult to predict the future, however the licensing review procedures would be followed and any review would be considered with reference to its own circumstances and the available evidence.

Question C) Benali Hamdache to Councillor Caluori, Executive Member for Children, Young People and Families:

What percentages of schools in our borough taught a class on Firework safety for KS1, KS2 & KS3 this academic year?

Benali Hamdache was not present at the meeting and it was advised that the Executive Member would respond in writing.

Question D) question from a member of the public to Councillor Hull, Executive Member for Finance, Performance and Community Safety.

Does the Council understand how strongly local residents and shopkeepers feel about the possibility of another Sainsbury's store on Blackstock Road, when we already have a Sainsbury's Local 300 metres away on the same road, and a new store will reduce the diversity of our local area.

Reply:

Yes, we do understand how you feel. I've had residents raise this in my surgery. There was a lengthy discussion on this at the recent Highbury West Ward Partnership meeting. I've also spoken to my local shopkeeper about this. Please rest assured that your local ward councillors are well aware of the strength of feeling on this matter. It's important to state that the planning process is quasi-judicial and although ward councillors may raise objections due process must be followed when making the decision.

Question E) Gill Weston to Councillor Diarmaid Ward, Executive Member for Housing and Development:

The Kingwood Trust is the leading housing association for adults with learning disabilities and autism in the UK. It has developed guidelines for the design and building of residences for people with learning disabilities and autism have been adopted by several councils in England, as well as the whole of Wales and Canada. These guidelines make it clear that such residences should be single-storey, and certainly no more than two-storeys. Will the Councillors explain why they are not following these guidelines at Windsor Street, and what evidence it has that its proposed three-storey building will be safe, suitable and fit for purpose for adults with learning disabilities?

Reply:

Thank you for your question. As you will know I am acutely aware of the situation at Windsor Street and have visited the gardens that will be affected by the proposed building. I've had many queries of this kind and as you know we've had previous correspondence on this matter. I am not aware of the specific guidelines you reference, however will provide you with a written answer after the meeting.

Question F) question from a member of the public to Councillor Hull, Executive Member for Finance, Performance and Community Safety.

I represent a family-run business that has been operating on Blackstock Road for 35 years. The site of the Sainsbury's application is 100 yards from my store. Why is this application being considered again when the previous application was refused by the Planning Committee eight months ago? The minutes of the Committee meeting indicate the strong local opposition to the application at that time.

Reply:

It is being considered again as anyone is able to submit a planning application and we are duty-bound to consider those. It is a procedural matter and the council must give it due consideration, however as previously mentioned your local representatives are aware of the strong local feeling on this matter.

Question G) question from Lawrence Stubbs to Councillor Ward, Executive Member for Housing and Development:

I am resident of the Highbury Quadrant Estate and officer of the TRA. With regard to leaseholder service charges, our committee is very worried about incorrect block charges, including charges for works which did not take place. We are concerned about inaccuracies and inconsistencies in invoices, for example a charge for lift maintenance in a block without a lift. An equally concerning example is a resident who queried a series of visits which did not take place and received a refund in mid-October of this year, however nobody else in the block did. Is this satisfactory, professional or fair?

Reply:

Thank you for your question. From what you have said I am very concerned about that situation. For day to day repairs and capital works we use unique reference numbers which relate to every estate, block and property. This allows us to track how much money should be charged to leaseholders. I would be happy to look into the particular circumstances you mentioned.

Question H) from Keira Murphy to Councillor Webbe, Executive Member for Environment and Transport:

I am a healthcare professional living and working in Islington and regularly need to visit children in their homes. I am a cyclist but there is often no cycle parking available. Please can we have widespread dedicated bicycle parking on Islington Council housing estates?

Reply:

Thank you for your question. Islington Council fully supports cycling which is why we have dedicated resources to providing cycle parking. We already have in the region of 2,000 cycle parking facilities on our streets. On our estates we are investing in bespoke, enclosed, safe cycle parking facilities. We are also piloting different types of bike storage, such as bike hangars, which are in operation and I understand are doing well. If you feel that there is insufficient cycle parking in a certain area, you only have to ask and we will look to provide it.

Question I) from James Courage to Councillor Ward, Executive Member for Housing and Development:

In November 2015, former Islington Councillor James Murray promised a public pre-planning consultation meeting on the Windsor Street scheme. The meeting was to take the format of a drop-in session for all local residents in the St Peter's Ward including residents on the Gough, Turnbull and Popham estates. Over a year after this promise was made, the meeting still hasn't been set up. When will it be convened?

Reply:

I am well aware of the situation at Windsor Street. We had a meeting of residents in the Town Hall and I have spoken to many residents about the scheme. I am not aware of the particular meeting you are referring to but if you do wish to have a further conversation about the Windsor Street situation I am very happy to arrange that.

Question J) from Rosie Phipps to Councillor Hull, Executive Member for Finance, Performance and Community Safety:

My question relates to the Sainsbury's planning application. I would like to know, as a small business owner located 200 metres from the proposed site, why we have not been consulted about the application.

Reply:

I am not aware of exactly where the consultation has or hasn't reached, but I am aware that the consultation is ongoing and would encourage anyone who has strong views about this to make representations. As I have discussed with local residents, I would not worry about what is or is not a valid planning objection, but would encourage you to submit all of the reasons why you think the proposal is a bad idea and would leave this to the planning officers to consider.

Question K) from a member of the public to Councillor Ward, Executive Member for Housing and Development:

I speak on behalf of residents of the Ringcross Estate and my question relates to Ringcross Community Centre, which was transferred to Hyde Housing Association from the council in 2005. We are extremely concerned with Hyde's plan to relinquish their obligations as a social landlord, as they have said they can no longer subsidise the centre. At the time of the transfer agreement Hyde made assurances that it would manage the centre together with the local residents. We have raised our concerns with Hyde but they have been reluctant to engage with us in an open dialogue. What actions will the council take to ensure that Hyde keep their part of the transfer agreement; by keeping the centre open, and managing the centre together with the local community?

Reply:

Thank you very much for your question. I am absolutely livid with Hyde's behaviour over this. I take great issue with their choice of the word "subsidised". A social landlord does not subsidise local community facilities, a social landlord provides local community facilities. That's why I spent yesterday evening at the Ringcross Community Centre speaking to users of the centre and getting them to fill out surveys as part of the consultation so Hyde knows the strength of local feeling about this. I also take great exception to Hyde's figures. They are telling us it costs over £100,000 a year to run the centre, I simply don't accept that. We are happy to work with Hyde to try and resolve this and to keep the centre open. That's why myself and Councillor Comer-Schwartz as Executive Member for Community Development will be meeting with Hyde on Monday morning and we will keep all of the residents informed of the result.

Question L) from Ian Fearnley to Councillor Ward, Executive Member for Housing and Development:

Islington's planners advised housing and adult social services that the proposed design for the building on Windsor Street would not be permissible for use for general rent or as family housing because the apartments would not have dual-aspects and would have insufficient "amenity/defensible space". If the building is not deemed suitable for the general population what makes the council believe that it will be suitable as a long-term home for 14 adults with learning disabilities, does the council not care about their basic needs too and also their additional sensory and spatial needs?

Reply:

The council of course cares about the needs of all residents and this is why the council is building housing; providing social housing and supported housing is at the top of our agenda. In terms of Windsor Street, I have been directly involved in this process, I have met with residents, I have visited residents' gardens, and we are in the process of working with residents to create verified views of the buildings. Once we have those verified views we will see if we can progress to a planning application and all of these things can be addressed as part of the planning process.

Question M) from Zina Sullivan to Councillor Hull, Executive Member for Finance, Performance and Community Safety:

Regarding the proposed Sainsbury's development on Blackstock Road, Councillor Hull has said that he appreciates there is already a Sainsbury's store in the local area. I would like to clarify if he understands that if this application is granted there would be five Sainsbury's stores in the local area. This is a monopoly. Whose side are you on?

Reply:

You ask whose side am I on, and the answer is yours. I'm not on the Planning Committee, but your local councillors understand the strength of feeling of local residents.

Question N) from a member of the public to Councillor Webbe, Executive Member for Environment and Transport:

When will you share with us the results of the cycle hangar trial?

Reply:

Thank you for your question. This council is committed to enabling residents to cycle and to store their bikes safely; that's why we launched the cycle hangar pilot. I think the pilot has been successful and that's why before the pilot has even ended I have made clear that I want us to pursue as much external funding as possible so that we can secure the necessary resources to provide safe and secure bike storage wherever residents want them to be. I also want to make sure that the council provides different types of cycle storage, so that that storage is available in a manner that fits the places where people want them to be.

126 QUESTIONS FROM MEMBERS OF THE COUNCIL

Question a) from Councillor Poyser to Councillor Ward, Executive Member for Housing and Development:

Could I congratulate the council on its swift action acting as honest broker in making available the empty Mount Carmel school to the nearby Whitehall Park Free School while the building work continues on the former Ashmount School site. As Councillor Ward is aware, there is now also the building of much-needed social housing taking place on that site. Would it be possible to give local residents, the parents of children at the school and the Islington people on our housing waiting list, some idea as to when the building on the site might be completed?

Reply:

We are told by the EFA that construction of the new school building is due to be completed on 10 February 2017. Provided that the February 2017 deadline is met the school should occupy the building from 20 February 2017, with the decant from Mount Carmel school taking place during the February half term break. The housing scheme which is being delivered by ISHA will be complete by July 2018. 46 new homes are being delivered. 24 homes will be for social rent and 11 would be shared ownership. The overall affordable housing offer therefore is 35 homes or 76% overall.

Supplementary question:

There is a lot of concern about this in our ward. Residents have contacted me to say that their properties are being damaged by the vibrations from the works, parents want the school to be built as quickly as possible, and we are all well aware of the need for social housing in our borough. Many great socialists have lived in Islington, even this year we unveiled a plaque for George Orwell. I wanted to know if you had any advice from the great socialists who have lived in Islington.

Reply:

In 'The Road to Wigan Pier' George Orwell wrote about the poverty in this country and one of the consequences of that book was the eventual creation of the welfare state by Attlee's Government in 1945 and a mass housebuilding programme. I am proud that this borough continues to build social housing for its residents.

Question B) from Councillor Jeapes to Councillor Watts, Leader of the Council:

The Social Mobility Commission has just produced a report that highlights low-income and middle-income families are being held back by deep social mobility problems in Britain. This problem is starkly evident in Canonbury ward, where council housing is situated cheek-by-jowl alongside million pound houses, which residents on the estates will never be able to afford.

The report describes the polarisation of the labour market where, "there are too few progression opportunities for workers, especially women, in the bottom half of the labour market", and that, "job growth in the British economy has shifted more towards low-skilled jobs compared with other European countries". The report goes on to say, "Professional employment is growing but the potential it contains for a social mobility dividend is hindered by talent being recruited from too narrow a social pool". So what hope is there for the poor, working class residents of Islington?

The report is an indictment in the failure of Conservative Government policies to help the poor. Could Cllr Watts give us reassurance that the council is taking appropriate steps to improve social mobility in Islington?

Reply:

You are absolutely right to ask about social mobility; the inequalities in income in Islington are very stark. We introduced the Fairness Commission because of the inequalities in our borough and because people's chances in life are too often determined by the income they were born into, and not because of their talents or hard work.

We are the 24th most deprived borough in the country with the 5th highest level of child poverty, but we are also the 5th highest on the government's social mobility league table. The chances of working class people getting into university is higher in Islington than almost anywhere else; that is not because of any individual policy, but it because we have made a commitment across this borough to make a difference for working people.

We invest heavily in early years and parenting support. We have high quality state nurseries that ordinary people can afford to go to. But the government is cutting the money we will have for those fantastic affordable nurseries. We provide free school meals for all children in the borough because we think that children shouldn't have their learning interrupted because they are hungry. Islington has made huge improvements to its schools and is now in the top 6 places in the country for GCSE results achieved by children on free school meals. That makes a massive difference to people's ability to go onto university or get a high-quality apprenticeship. At the same time, central government is taking money away from places like Islington and sending it to leafy counties where next to no one lives in poverty. The government thinks the best way to improve social mobility is to bring back grammar schools; which have on average 2.5% of their pupils on free school meals. This will be a disaster for social mobility, a disaster for education standards, and we will fight the reintroduction of grammar schools.

The government cut the education maintenance allowance which helped disadvantaged pupils to attend college; we brought it back as the Islington Bursary. The government is cutting apprenticeships while we are bringing them back, and most of all they are forcing us to sell genuinely affordable housing, reducing the amount of housing for disadvantaged people. Our approach could not be more different; we must fight the government's policies to improve social mobility in Islington.

Supplementary question:

The government's Social Mobility Commission recommends that the government work with local councils to introduce new high quality jobs and opportunities. Do you think we can trust this government to help working people?

Reply:

No.

Question C) from Councillor Turan to Councillor Ward, Executive Member for Housing and Development:

Housing is a hugely important issue for residents in my ward and I have received a great deal of correspondence from local people about how the Tenant Tax would have caused real problems. I was delighted to hear that, after significant campaigning by this council and others, the government will be dropping its planned unfair Tenant Tax, which would have affected people already struggling to make ends meet. There are many other parts of the Housing and Planning Act which will be damaging for Islington. Please can you tell me what the council will do to challenge the remaining parts of the government's legislation?

Reply:

The Tenant Tax would have penalised many of our tenants just for being in work. In campaigning against the Tax we worked with local residents and others across London to make representations to Gavin Barwell MP, Minister of State for Housing and Planning. We are still campaigning as the fight is not over. The end of lifetime tenancies and the sale of our council housing stock has the potential to turn the lives of ordinary people upside down. We

will continue to work with our residents and other local authorities across London, and we will continue to gather case studies from ordinary Islington residents of how this Act will affect their everyday lives. The lesson from the Tenant Tax victory is that when we organise we can win.

Question D) to Councillor Heather to Councillor Ward, Executive Member for Housing and Development:

Given that the former HMP Holloway site in Islington is public land, and that in the borough we have a severe shortage of council and social housing available at genuinely affordable rents, what can Islington Council do to ensure that this land is used for the benefit of the local community and is developed in partnership with the local community?

Reply:

Unfortunately we don't own the Holloway Prison site, but as you know we do have very robust local planning policies. We recently had a very successful meeting at Windsor Street Community Centre which was attended by Jeremy Corbyn MP, Mayor Kat Fletcher and others and the consensus was that we need social housing on the Holloway Prison site. The council is developing a supplementary planning document and that will go out for consultation early next year. I would encourage all residents to respond to the consultation and have their say on the future of this site.

Supplementary question:

I welcome your answer. This is more positive than the situation at the Mount Pleasant site, where a golden opportunity to provide genuinely affordable social housing was lost due to a decision by the former Mayor of London. Do you think there will be a change in tact by the current Mayor of London, to allow genuinely affordable social housing to be provided on that site?

Reply:

Thank you. I am pleased to say that the situation has entirely changed under the new Mayor of London. Previously developers who simply did not want to provide social housing would call things in to the Mayor. The tables have turned; we now have a friend at City Hall. The Mayor supports our aims and supports social housing.

Question E) from Councillor Andrews to Councillor Comer-Schwartz, Executive Member for Community Development:

Why has the council taken the unprecedented decision to overturn the Licencing Sub-Committee decision to revoke the Fabric licence and has failed to: a) consult local people who live in the area; and b) have shown no confidence in its Licencing Sub-Committee, when the regulations state when the Police bring a Review on Crime and Disorder grounds and the conditions have been breached then the Sub-Committee should revoke the licence?

Reply:

Thank you for your question. Hopefully your question was largely answered by my earlier response to a member of the public. I know this is an extremely important issue to you as a local councillor. I want to make it clear again that the decision of the Licencing Sub-Committee was not overturned. I know how hard the decision was for the members of the Sub-Committee, and I completely condemn the threats that some councillors received following that decision. Fabric had a legal right to appeal the decision, which they did, and a

series of without prejudice meetings were held between the council and Fabric, and the council and the Police. Fabric offered many new additional conditions to be added to its licence, all of which are designed to ensure a zero tolerance approach to drug possession, consumption and sale within the club.

I have every confidence in the council's Licensing Committee and the members who serve on it. Not every case is as high-profile as Fabric, but the Committee and its members treat all cases equally, giving them the same level of consideration. Thanks to the Sub-Committee's work, and the work of our Licensing and Legal Teams, we have been able to secure a safer and more responsible club in our borough.

Supplementary question:

Thank you for your reply. What I find incredible about this situation is not the decision that was taken, but that we seem to not have listened to the concerns of local people in this instance. I am concerned that we have now put the council on a slippery slope, where we will be challenged on every decision we make to revoke a licence. Now that we have reinstated a licence which the Sub-Committee had revoked, what is to stop others seeking the same outcome?

Reply:

The licensing process is quasi-judicial. Anyone can apply for a licence, and if the conditions on that licence are breached then that licence can be reviewed. Equally, if a revocation happens, then the licence holder has the right of appeal. Yes, this situation could happen again, but I'm not in a position to condemn the licensing and legal processes.

Question F) from Councillor Russell to Councillor Webbe, Executive Member for Environment and Transport:

Are you confident that Islington residents who use bikes for their job rather than a car have access to adequate on street cycle parking to enable them to carry out their work?

Reply:

Thank you for your question. In Islington we are committed to supporting cycling, and that means removing the barriers that prevent people from cycling. It is absolutely right that we help the people who live, work or visit Islington to cycle or walk, or use other means of travel other than driving to this borough. Therefore it is important that we provide the cycle storage that enables people to use bicycles; that's why we have around 2,000 cycle stands in this borough and why we are exploring other means of cycle storage. Seeing as it's Christmas, why don't we say that anybody who wants cycle storage in this borough in order to do their work, if cycle parking does not already exist, just tell us, and we will try to supply it.

Question G) from Councillor Russell to Councillor Ward, Executive Member for Housing and Development:

Are you confident that block charges for housing repairs are being allocated fairly?

Reply:

Yes. Each repair has a unique reference number which is allocated to each estate, block or property. This enables the council to identify exactly where and how much money has been spent and ensures that leaseholders are accurately re-charged their contribution in accordance with their respective lease. The same system is applied when carrying out capital

works. That said, I am very concerned by the issue that was raised by the local resident earlier on, and I am very happy to work with you and the resident to try and resolve that as soon as possible.

Supplementary question:

Will you work with me to make sure that residents do not have to undergo forensic detective work to uncover instances of erroneous charges? If a resident living in a block identifies that an incorrect charge has been made, it should not only be the complaint who is refunded, but everyone living in that block too.

Reply:

Yes.

127 URGENT ITEM - COUNCIL TAX SUPPORT SCHEME 2017/18

Councillor Hull moved the recommendations in the report. Councillor Watts seconded.

The resolutions were put to the vote and **CARRIED**.

RESOLVED:

- That the Council Tax Support Scheme for 2017/18 as contained in Appendix A to the report submitted be agreed;
- To retain the amendments to council tax agreed at the Council meeting on 3 December 2015. To be clear, this means that from 1 April 2017 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.

128 CHIEF WHIP'S REPORT

Councillor Alice Perry moved the recommendations. Councillor Gill seconded.

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

RESOLVED:

1. APPOINTMENTS TO THE HEALTH AND WELLBEING BOARD

- a) That Dr Helene Brown be appointed as the NHS England representative on the Health and Wellbeing Board for the remainder of the municipal year 2016/17 or until a successor is appointed be agreed.
- b) That Dr Hasz Sonigra be appointed as the substitute member for Dr Helene Brown on the Health and Wellbeing Board for the remainder of the municipal year 2016/17 or until a successor is appointed be agreed.

- c) That Finola Culbert be appointed as the substitute member for Carmel Littleton on the Health and Wellbeing Board for the remainder of the municipal year 2016/17 or until a successor is appointed be agreed.

2. APPOINTMENT TO ISLINGTON COUNCIL'S COMMUNITY CHEST

That Councillor Champion be appointed as a substitute member of Islington Council's Community chest for the remainder of the municipal year 2016/17 or until a successor is appointed be agreed.

3. APPOINTMENT TO RICHARD CLOUDESLEY TRUST

That Tanya Parr, Senior Commissioning Officer (Children's Services), be appointed as a Trustee on the Board of the Richard Cloudesley Trust for a period of four years or until a successor is appointed be agreed.

4. APPOINTMENT TO FINSBURY PARK TRUST

- a) That Councillor Heather be appointed as the Council's representative on the Board of Trustees of the Finsbury Park Trust for a period of three years or until a successor is appointed be agreed.
- b) That Councillor Shaikh be appointed as the substitute member for Councillor Heather on the Board of Trustees of the Finsbury Park Trust for a period of three years or until a successor is appointed be agreed.

5. APPOINTMENT OF ISLINGTON READS CHAMPION

That Councillor Andrews be appointed as Islington Reads Champion for the remainder of the municipal year 2016/17 or until a successor is appointed be agreed.

6. AMENDMENT TO TERMS OF REFERENCE OF THE HOUSING SCRUTINY COMMITTEE

That the amendment to the Constitution be agreed as set out in the report submitted.

129 NOTICES OF MOTION

MOTION 1: 'COUNT THEM IN' CAMPAIGN

Councillor Poole moved the motion. Councillor Ismail seconded. Councillor Russell contributed to the debate.

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

RESOLVED:

- To support and promote The Royal British Legion's call to include a new topic in the 2021 census that concerns military service and membership of the Armed Forces community;
- To call upon the UK Parliament, which will approve the final census questionnaire through legislation in 2019, to ensure that the 2021 census includes questions concerning our Armed Forces community.

MOTION 2: AFFORDABLE HOMES FOR TEACHERS

Councillor Caluori moved the motion. Councillor Debono seconded.

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

RESOLVED:

- To make further representations to the government concerning its purchase of Ladbroke House, proposing that the building is developed as genuinely affordable accommodation for teachers;
- To support the council to continue to build genuinely affordable homes in Islington across a range of tenures, to ensure that people, including key workers, can find a home in the borough;
- To request that the Executive ensures that sufficient school places continue to be planned for and provided by the council, meaning there is no need for the development of new mainstream Free Schools in the borough outside of those already in place.

MOTION 3: SCRAP GP FEES FOR DOMESTIC VIOLENCE VICTIMS

Councillor Burgess moved the motion. Councillor Ngongo seconded. Councillors Russell and O'Halloran contributed to the debate.

RESOLVED:

- To support the Scrap the Fee campaign;
- To call on the government to scrap this unfair and unjust charge, by bringing this service back under the NHS contract;
- That Cllrs Burgess and Ngongo write to the local press to raise awareness of this vital issue.

MOTION 4: SUPPORT THE MAYOR OF LONDON'S AIR POLLUTION PLANS AND PROMOTE HIS HEALTHY STREETS AGENDA IN ISLINGTON

Councillor Russell moved the motion.

Councillor Webbe moved the amendment as set out in the additional despatch of papers.

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

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

RESOLVED:

That the Leader and Executive be asked to:

- Respond positively to the Mayor's air pollution consultation that calls for the Ultra-Low Emission Zone to extend to the North and South Circular and to be brought forward from the previously proposed 2020 start date;
- Report back to Executive in due course on the outcome of the council's bid to Transport for London's Local Implementation Plan funding scheme;

- Continue to make representations to the Mayor of London to urge him to prioritise cleaner buses running on routes that use Islington's roads.

MOTION 5: FIREWORK SAFETY IN ISLINGTON

Councillor Russell moved the motion.

Councillor Hull moved the amendment.

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

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

RESOLVED:

- To continue to work with the police to keep fireworks out of the hands of under-18s and to ensure that 'Challenge 25' is being used in the case of all firework retailers.

The meeting closed at 9.40 pm

MAYOR



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

Meeting of	Date	Ward(s)
Council	23 February 2017	All

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SUBJECT: Islington Fair Futures Commission – Making Islington a great place to grow up

1. Synopsis

- 1.1 2017 is Islington's Year of Children and Young People. Islington can be a fantastic place to grow up, but it can also be challenging. We want to take a radical look at how the council and its partners can help to change that.
- 1.2 Everyone has a part to play to build resilience in children, young people, their families and the local community. Despite the significant budget challenges we face as a result of cuts in national government funding, there are still opportunities to drive innovation and positive change; we have to unlock these opportunities. This means re-imagining a child and youth friendly Islington to make it a great place to grow up, learn, work and have fun.
- 1.3 Creating communities which are great places to grow up in is a collective effort. To spark our effort, the Fair Futures Commission (FFC) will launch on Wednesday 22 February. Chaired by 22 year old Jermain Jackman, winner of the BBC's television competition The Voice in 2014 and former Arts and Media Islington student, the Commission will provide independent advice and support by bringing everyone together who shares our vision to make Islington a fairer place for all.

2. Recommendations

- 2.1 To welcome the establishment of the Fair Futures Commission.
- 2.2 To agree that the council should work with its partners, and the Commission itself, to support the FFC's work.

3. The Fair Futures Commission

- 3.1 We want all children and young people in Islington to start well and develop well. By 2025, Islington should be a place where:
- children and young people can achieve the very best wellbeing outcomes and have the resilience and creativity to thrive;
 - parents and carers have the knowledge, skills and confidence to provide the environment in which children can thrive; and
 - the community – made up of our residents, businesses, the state, charitable and community organisations - is the economic, physical and social infrastructure which supports children and young people to thrive.
- 3.2 There are two key future challenges which require a place-based approach to realise this ambition:
- building on our early intervention approach; and
 - building individual and community resilience to prevent or help young people and families to bounce back from issues and situations which impact on their wellbeing.
- Supporting children’s wellbeing and building resilience includes issues such as the built environment, community safety and protection, housing, economic development, employment and skills. This goes beyond one department such as Children’s Services. Nor can it be achieved by the council alone. However, the council has a statutory duty to lead arrangements and promote co-operation with other partners to achieve this.
- 3.3 The aim of the FFC is to provide independent advice and make recommendations to the Council and its partners regarding how, as a place, we build a child and youth friendly community and create the conditions for children and young people to thrive and be at the heart of everything we do. **Appendix A** gives further details about the Commission’s scope, remit and timescales.
- 3.4 The Commission is made up of academics, creative thinkers, local young people and residents. This gives us a rich mix of experts from a variety of fields and, more importantly, experts of lived experience. It will explore and identify practical solutions so that everyone - individuals, communities and organisations - can support, play a part and develop their role in making Islington a great place to grow up in, and therefore promote good social and health development in the early childhood, the middle years and adolescence/young adulthood phases of life.
- 3.5 The Commission will operate for a year. It will gather and collect evidence through a combination of written submissions and interactive sessions to enable good involvement from everyone particularly children, young people and parents. The Commissioners will produce a report with practical recommendations which will be considered by the Council Executive and its partners.

4. Implications

Financial Implications

- 4.1 The recommendations could have financial implications which will need to be reflected in the council’s consideration of the medium term financial strategy and future budget proposals.

Legal Implications

- 4.2 The council has a duty under section 10 of the Children Act 2004 to promote cooperation with relevant partners (including health, education, police and probation services) regarding children’s well-being in Islington, and relevant partners have a duty to cooperate with the council. The focus of the arrangements referred to is children’s physical and mental health

and emotional, social and economic well-being; protection from harm and neglect; and education, training and recreation.

Environmental Implications

4.3 There are no environmental implications directly arising from the recommendations.

Resident Impact Assessment

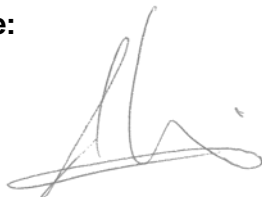
4.4 The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section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

Background papers: None

Appendices: Appendix A – further information on the FFC (to be circulated)

Final report clearance:

Signed by:



.....
Executive Member for Children, Young People and Families

15 February 2017

.....
Date

Report author: Tania Townsend, Development and Strategy Manager
Tel: 020 7527 3080
E-mail: tania.townsend@islington.gov.uk

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Report of: Corporate Director of Resources

Meeting of	Date	Ward(s)
Council	23 February 2017	All

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SUBJECT: Decision to opt in to the National Scheme for Auditor Appointments with PSAA as the 'Appointing Person'

1. Synopsis

- 1.1 Islington is determined to achieve its vision of a "Fairer Islington". Significant amongst these is the achievement of sound financial management and confidence in this Council's financial future. This report sets out the proposals for appointing the external auditor to the Council for the 2018/19 accounts and beyond, as the current arrangements only cover up to and including 2017/18 audits.

2. Recommendations

- 2.1 The Council accepts Public Sector Audit Appointments' (PSAA) invitation to 'opt in' to the sector led option for the appointment of external auditors for financial years commencing 1 April 2018.

3. Background

- 3.1 The Local Audit and Accountability Act 2014 (the Act) brought to a close the Audit Commission and established transitional arrangements for the appointment of external auditors and the setting of audit fees for all local government and NHS bodies in England. On 5 October 2015 the Secretary of State Communities and Local Government (CLG) determined that the transitional arrangements for local government bodies would be extended by one year to also include the audit of the accounts for 2017/18.

- 3.2 The auditors are currently working under a contract originally let by the Audit Commission and the contract was novated to Public Sector Audit Appointments (PSAA) following the closure of the Audit Commission. KMPG LLP was appointed as the Council's external auditor. This current appointment will end with the completion of the 2017/18 audit.
- 3.3 The Act also set out the arrangements for the appointment of auditors for subsequent years, with the opportunity for authorities to make their own decisions about how and by whom their auditors are appointed. Regulations made under the Act allow authorities to 'opt in' for their auditor to be appointed by an 'appointing person'.
- 3.4 In July 2016 PSAA were specified by the Secretary of State as an appointing person under regulation 3 of the Local Audit (Appointing Person) Regulations 2015. The appointing person is sometimes referred to as the sector led body and PSAA has wide support across local government. PSAA was originally established to operate the transitional arrangements following the closure of the Audit Commission under powers delegated by the Secretary of State. PSAA is an independent, not-for-profit company limited by guarantee and established by the LGA.
- 3.5 PSAA is inviting the Council to opt in, along with all other authorities, so that PSAA can enter into a number of contracts with appropriately qualified audit firms and appoint a suitable firm to be the Council's auditor.

4. Options available to the Council

- 4.1 As a result the Council has three options:
- 1) To undertake a complete procurement process itself and appoint its own auditor, or
 - 2) Undertake a joint procurement with other bodies, or
 - 3) To opt into a national collective scheme that PSAA is developing.
- 4.2 The option to undertake an individual procurement provides the Council with the independence to select a supplier itself. However this will require the time and effort of having to undertake a procurement and appointment process. It will also involve specifying the service required, inviting tenders, and evaluating tenders. In addition a single procurement will lack the buying power to significantly influence quality and price. There would also be a need to establish an independent auditor panel. In order to make a stand-alone appointment the auditor panel would need to be set up by the Council itself. The members of the panel must be wholly or a majority of independent members as defined by the Act. Independent members for this purpose are independent appointees, this excludes current and former elected members (or officers) and their close families and friends. This means that elected members will not have a majority input to assessing bids and choosing which audit firm to award a contract for the Council's external audit.
- 4.3 The option of a joint procurement with a small number of Councils is superseded by a national collective arrangement as a larger arrangement will attract better economies of scale and all the benefits of a joint or smaller procurement but on a greater scale. In addition many of our local neighbouring boroughs have also indicated their likely opt in to the PSAA collective arrangement and would thus not be inclined to join a smaller local joint procurement.

4.4 The option to take advantage of the national collective scheme is beneficial to the Council for a number of reasons. Although the Council loses some influence on the final outcome and will gain from:

- PSAA will ensure the appointment of a suitably qualified and registered auditor and expects to be able to manage the appointments to allow for appropriate groupings and clusters of audits where bodies work together;
- PSAA will monitor contract delivery and ensure compliance with contractual requirements, audit quality and independence requirements;
- Any auditor conflicts at individual authorities would be managed by PSAA who would have a number of contracted firms to call upon;
- It is expected that the large scale contracts procured through PSAA will bring economies of scale and attract keener prices from the market than a smaller scale competition;
- The overall procurement costs would be expected to be lower than an individual smaller scale local procurement;
- The overhead costs for managing the contracts will be minimised through a smaller number of large contracts across the sector;
- There will be no need for the Council to establish alternative appointment processes locally, including the need to set up and manage an 'auditor panel', see below; and
- A sustainable market for audit provision in the sector will be easier to ensure for the future.

5. Implications

Financial Implications

- 5.1 Current audit fees based on the 2015-16 audit are £202,630 for the Council and £21,000 for the Pension Fund. The proposed fees cannot be known until the procurement process has been completed, as the costs will depend on proposals from the audit firms. There is a risk that current external fees levels could increase when the current contracts end in 2018. Equally there is the potential for fees to reduce.
- 5.2 Opting-in to a national scheme provides maximum opportunity to ensure fees are as low as possible, whilst ensuring the quality of audit is maintained by entering in to a large scale collective procurement arrangement.
- 5.3 If the national scheme is not used some additional resource may be needed to establish an auditor panel and conduct a local procurement. Until a procurement exercise is completed it is not possible to state what, if any, additional resource may be required for audit fees for 2018/19.

- 5.4 The scope of the audit will still be specified nationally, the National Audit Office (NAO) is responsible for writing the Code of Audit Practice which all firms appointed to carry out the Council's audit must follow. Not all audit firms will be eligible to compete for the work, they will need to demonstrate that they have the required skills and experience and be registered with a Registered Supervising Body approved by the Financial Reporting Council

Legal Implications

- 5.5 Section 7 of the Local Audit and Accountability Act 2014 requires a relevant Council to appoint a local auditor to audit its accounts for a financial year not later than 31 December in the preceding year. Section 8 governs the procedure for appointment including that the Council must consult and take account of the advice of its auditor panel on the selection and appointment of a local auditor. Section 8 provides that where a relevant Council is a local Council operating executive arrangements, the function of appointing a local auditor to audit its accounts is not the responsibility of an executive of the Council under those arrangements.
- 5.6 Section 12 makes provision for the failure to appoint a local auditor: the Council must immediately inform the Secretary of State, who may direct the Council to appoint the auditor named in the direction or appoint a local auditor on behalf of the Council.
- 5.7 Section 17 gives the Secretary of State the power to make regulations in relation to an 'appointing person' specified by the Secretary of State. This power has been exercised in the Local Audit (Appointing Person) Regulations 2015 (SI 192) and this gives the Secretary of State the ability to enable a Sector Led Body to become the appointing person. In July 2016 the Secretary of State specified PSAA as the appointing person.

Resident Impact Assessment

- 5.8 There are no direct equality implications.

Environmental Implications

- 5.9 There are no direct environmental implications.

6. Conclusion

- 6.1 The significant effort of all concerned in producing the statement of accounts and supporting the audit has been rewarded with a clean audit sign-off and an encouraging Annual Governance Report. Members can be confident that the Council is well positioned to continue to report its financial activities and address the recommendations made by the auditors.

Background papers: None

Appendices: None

Final report clearance:



Signed by

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Corporate Director of Resources

10 February 2017

.....

Date

Responsible Officer: Alan Layton, Director of Financial Management

Report Author: Mohammed Sajid, Chief Accountant

Tel: 020-7527-2835

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Report of: **Director of Law and Governance**

Meeting of	Date	Ward(s)
Council	23 February 2017	All

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Subject: Constitution Change – Establishment of Haringey and Islington Joint Health and Wellbeing Board

1. Synopsis

- 1.1 This report seeks the Council's approval for the establishment of a Joint Health and Wellbeing Board with the London Borough of Haringey, which will operate as a sub-committee of the Islington and Haringey Health and Wellbeing Boards. The Council is asked to agree the appended terms of reference and confirm the membership of the Board. The Council is also asked to amend the terms of reference of the Health and Wellbeing Board to allow such functions as it chooses to be delegated to the Joint Health and Wellbeing Board as partnership arrangements develop.

2. Recommendations

- 2.1 That the Haringey and Islington Joint Health and Wellbeing Board (i.e. a Joint Committee) be established to discharge on behalf of both boroughs the function of encouraging integrated workings between commissioners and providers of health and care in the two boroughs in so far as it relates to areas of common interest and for the purpose of advancing the health and wellbeing of their populations;
- 2.2 That the Terms of Reference of the Haringey and Islington Joint Health and Wellbeing Board be approved as set out at Appendix 1;
- 2.3 That the membership of the Haringey and Islington Joint Health and Wellbeing Board be confirmed as set out at Appendix 1;
- 2.4 That the Terms of Reference of the Health and Wellbeing Board be amended to permit when appropriate delegation of more functions to the Haringey and Islington Joint Health and Wellbeing Board, as described at paragraph 3.6.

3. Background

Establishment of a Joint Health and Wellbeing Board and Terms of Reference

- 3.1 The London Boroughs of Islington and Haringey have developed a joint health and care initiative known as the Islington and Haringey Wellbeing Partnership. The Wellbeing Partnership is the coming together of NHS organisations and local authorities in Haringey and Islington. It is driven by a shared recognition that major changes are needed to ensure that health and care services are of the right quality and capable of meeting the future needs of our local communities.
- 3.2 The Haringey and Islington Health and Wellbeing Boards have agreed that a more formal joint arrangement would strengthen the governance of the wellbeing partnership and provide a platform for joint working and oversight and decision-making in the future. The appended terms of reference of a Joint Health and Wellbeing Board (Joint Committee) were drafted by both authorities and were endorsed at the 31 January meeting in common of the Islington and Haringey Health and Wellbeing Boards. These state that the Joint Committee will encourage and promote local partnerships, collaboration and integrated working; provide strategic oversight to the Wellbeing Partnership; provide a mechanism to enable joint decision-making; and represent the collective interests of the boroughs. It is also intended for the Joint Committee to contribute to the development of the North Central London Sustainability and Transformation Plan. The Health and Wellbeing Board resolved that the joint arrangements be recommended to the Council for approval.
- 3.3 The Joint Committee will be a sub-committee of the Islington and Haringey Health and Wellbeing Boards. The procedural rules governing meetings incorporates aspects of Islington and Haringey's current arrangements and the responsibility for hosting and clerking meetings is proposed to rotate between the boroughs.

Membership

- 3.4 It is proposed that most members of the constituent Health and Wellbeing Boards are members of the Joint Committee. To ensure equality between the boroughs, voting rights are limited to elected members, two CCG members, and Healthwatch, although in practice it is expected that decision-making will be on a consensual basis. The London Borough of Haringey has appointed a voluntary sector representative to its Health and Wellbeing Board and it is expected that this representative would represent the interests of both the Islington and Haringey voluntary sectors on the Joint Committee.

Further development of joint arrangements

- 3.5 It is expected that the joint arrangements will develop over time. For this reason, it is suggested that the Constitutions of Islington and Haringey Councils should be amended to allow the respective Health and Wellbeing Board to delegate more functions to the Joint Committee as it chooses. This would allow the Joint Committee to take on additional functions as appropriate, and could, for example, enable statutory documents, such as the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy, to be developed at a cross-borough level in future.
- 3.6 To enable the functions of the Health and Wellbeing Board to be delegated to the Joint Committee, it is proposed to make the following addition to the Terms of Reference of the Health and Wellbeing Board:

“The Board may arrange for any of its functions to be delegated to a sub-committee of the Board, or exercised jointly with other Health and Wellbeing Boards in accordance Section 198 of the Health and Social Care Act 2012. The Board may enter into joint committee arrangement with other London Borough’s Health and Wellbeing Boards in respect of any or all of its functions

4. Implications

4.1 Financial Implications

The Wellbeing Partnership will support the financial sustainability of local health and care services. Supporting joint arrangements will have resource implications which will need to be met from existing budgets; however these are considered to be minimal. It is proposed for the Joint Committee to meet four times per annum. As a result, it is proposed to reduce the number of Islington-only Health and Wellbeing Board meetings from four to two per annum. As the administrative support for the meetings of the Joint Committee will be alternate between the boroughs, there will be no overall increase in the number of meetings supported by Islington Council.

4.2 Legal Implications

Section 198 of the Health and Social Care Act 2012 provides that two or more Health and Wellbeing Boards may make arrangements for any of their functions to be exercisable jointly. In addition, Section 102 of the Local Government Act 1972 enables two or more local authorities to set up a Joint Committee to discharge their functions jointly. The establishment of the joint committee requires the approval of both local authorities.

4.3 Environmental Implications

There are no environmental implications arising directly from this report.

4.4 Resident Impact Assessment

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

The holding of joint meetings is a governance matter and does not have direct resident and equalities implications. However, the Wellbeing Partnership will help to tackle health inequalities in both Islington and Haringey.

5. Conclusion and reasons for recommendations

5.1 The recommendations proposed will strengthen the governance of the Wellbeing Partnership and support collaboration and integrated working between Islington and Haringey. The Partnership is intended to support the populations of both boroughs to

live healthier, happier and longer lives; improve health and care services so that people experience more joined up, better quality services at the right time in the right place; and make sure the local health and care system delivers high value care, and is financially sustainable. Islington and Haringey have similar populations, with similar health and care needs, and a shared ambition and vision to provide high-quality, integrated, people-centred services. It is proposed that the joint arrangements be reviewed after one year of operation to ensure that the Joint Committee operates effectively and for the benefit of both boroughs.

Appendices:

- Appendix 1 – Terms of Reference

Background papers:

- None.

Final Report Clearance

Signed by



15 February 2017

.....
Director of Law and Governance

.....
Date

Report author: Jonathan Moore, Senior Democratic Services Officer
Tel: 020 7527 3308
E-mail: Jonthan.Moore@islington.gov.uk

Haringey and Islington Joint Health and Wellbeing Board

Draft Terms of Reference

1. Establishment of a Joint Committee

- 1.1 In exercise of their powers under Section 198 of the Health and Social Care Act 2012 which permits two or more Health and Wellbeing Boards to make arrangements for any of their functions to be exercised jointly and Sections 101(5) of the Local Government Act 1972 which permits two or more local authorities to set up a Joint Committee to discharge their functions jointly, the London Boroughs of Haringey and Islington have agreed to establish a Joint Health and Wellbeing Board.
- 1.2 The Joint Health and Wellbeing Board shall operate as a sub-committee of the Health and Wellbeing Boards of each borough, which will continue to meet and consider matters within their terms of reference.

2. Purpose and function

- 2.1 The London Boroughs of Haringey and Islington have established the Joint Health and Wellbeing Board (HWB) (Joint Committee) to discharge on behalf of both boroughs the function of encouraging integrated workings between commissioners and providers of health and care in the two boroughs in so far as it relates to areas of common interest and for the purpose of advancing the health and wellbeing of their populations.
- 2.2 The Islington and Haringey Wellbeing Partnership is intended to support the populations of both boroughs to live healthier, happier and longer lives; improve health and care services so that people experience more joined up, better quality services at the right time in the right place; and make sure the local health and care system delivers high value care, and is financially sustainable. Islington and Haringey have similar populations, with similar health and care needs, and a shared ambition and vision to provide high-quality, integrated, people-centred services.
- 2.3 The Joint Committee will oversee at a strategic level the programme of activities by the Wellbeing Partnership aimed at more integrated and joined up approach in service planning and delivery in health and care within and across both boroughs and to maximise use of resources and deliver better outcomes for service users. Both Islington and Haringey Health and Wellbeing Boards have expressed their support for the Wellbeing Partnership.
- 2.4 The Joint Committee will also consider and where necessary contribute to the development of the North Central London (NCL) Sustainability and Transformation Plan.
- 2.5 The Joint Committee will:
 - a) encourage and promote partnership working in health and social care within and across the two boroughs;

- b) encourage joint consideration and co-ordination of health and care issues that are of common interest or concern to the population of the two boroughs;
- c) encourage and promote integrated working between health and care commissioners and providers within and across the two boroughs;
- d) provide strategic oversight for the Wellbeing Partnership and any future partnership models for joined up and integrated approach in health and care across the two boroughs;
- e) provide a mechanism to enable joint decision-making in relation to future joint initiatives, service transformation and co-commissioning arrangements in health and care in the two boroughs;
- f) give effect to the boroughs stated intentions to foster collaboration in health and social care between commissioners and providers within and across the two boroughs;
- g) consider and where necessary contribute to the development of the North Central London (NCL) Sustainability and Transformation Plan; and
- h) where appropriate, and in so far as it relates to integrated working, represent the collective interests of the two boroughs to national and local government and other bodies.

2.6 The Joint Committee shall operate and discharge its responsibilities in accordance with these Terms of Reference.

3. Public Meetings

3.1 The Joint Committee will meet at least four times a year. The meetings will be rotated between the offices of each of the Councils.

3.2 The meetings of the Joint Committee will be open to the public except to the extent that they are excluded under the following paragraph. The public may be excluded from a meeting of the Joint HWB during an item of business whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that, if members of the public were present during that item, confidential information as defined in section 100A(3) of the Local Government Act 1972 or exempt information as defined in section 100I and Schedule 12A to the Local Government act 1972 would be disclosed to them.

4. Business to be transacted

4.1 The standing items for each meeting of the Joint Committee will include the following:

- a) Filming at meetings
- b) Welcome and introductions
- c) Apologies for absence

- d) Notification of urgent business
- e) Declaration of Interest
- f) Questions and deputations
- g) New items of urgent business
- h) Exclusion of the press and public
- i) New items of exempt urgent business

4.2 The Chair may vary the order of business and take urgent items as specified in the Access to Information Requirements at his/her discretion. The Chair should inform the Members of the Joint Committee prior to allowing the consideration of urgent items.

4.3 An item of business may not be considered at a meeting unless:

- a) A copy of the agenda included the item (or a copy of the item) is open to inspection by the public for at least five clear days before the meeting; or
- b) By reason of special circumstances which shall be specified in the minutes the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.

“Special Circumstances” justifying an item being considered as a matter of urgency will relate to both why the decision could not be made at the meeting allowing the proper time for inspection by the public as well as why the item or report could not have been available for inspection for five clear days before the meeting.

Public Questions

4.4 Members of the public may ask the Chair any question on anything for which the Joint Committee is responsible at any ordinary meeting.

4.5 Notice of questions must be given in writing to the Committee Clerk of either or both boroughs by 10 a.m. on such day as shall leave five clear days before the meeting (e.g. Friday for a meeting on the Monday 10 days later). The notice must give the name and address of the sender. Should a question be rejected, the questioner will receive a written response advising of this, including the reasons for the rejection.

4.6 The Monitoring Officer of either borough may reject a question if it:

- a) Is not about a matter for which the two boroughs has a responsibility or which affects them;
- b) Is defamatory, frivolous or offensive;
- c) Is substantially the same as a question which has been put at a meeting of both boroughs in the past six months;
- d) Requires the disclosure of confidential or exempt information; or
- e) Names, or clearly identifies, a member of staff or any other individual.

4.7 The Committee Clerk of either borough may put questions into an appropriate form without affecting their substance and redirect them if necessary.

- 4.8 The questions to be asked shall be supplied to all Members of the Joint Committee no later than at the meeting. The minutes of the meeting will include the name of the questioner, a summary of the question and the response.
- 4.9 The Chair may allow one supplementary question for elucidation only.
- 4.10 A total time of 20 minutes (excluding any adjournment) shall be allowed for public questions and answers, but a question being answered at the time limit shall be completed.
- 4.11 Any questions remaining unanswered after the time limit, and any questions for which the questioner is neither present shall be answered in writing.

Deputations

- 4.12 A deputation may only be received by the Joint Committee if a requisition signed by not less than ten residents of either or both boroughs, stating the object of the deputation, is received by the Committee Clerk of either borough not later than 10am five clear days prior to the Committee meeting.
- 4.13 Requisitions for deputations shall not be accepted from, nor on behalf of, political parties, nor if submitted on paper bearing the name, insignia or other device of a political party.
- 4.14 Subject to the foregoing the Committee Clerk of either borough shall bring the requisition before the Chair, who shall decide whether notice shall be given of the deputation on the agenda paper for a meeting of the Joint Committee. The Chair must have regard to other business on the agenda in reaching such a decision; however a deputation will normally be accepted where there is an item on the agenda of the same subject matter. Where there is not an item on the agenda of the same subject, the Chair may refer the deputation to another relevant body of either or both boroughs.
- 4.15 The Deputation leader must be notified in writing as soon as possible if the deputation is not to be taken at that Committee meeting, advising of the reasons for the deputation not being taken at the Committee.
- 4.16 The Monitoring Officer of either borough may reject a deputation if it
- a) Is not about a matter for which the Joint Committee has responsibility;
 - b) Is defamatory, frivolous or offensive;
 - c) Is substantially the same as a deputation, question or motion which has been put at a meeting of the Joint Committee in the past six months;
 - d) Requires the disclosure of confidential or exempt information; or
 - e) Names, or clearly identifies, a member of staff or any other individual.

4.17 Taking the deputation at the meeting

- a) A total of 15 minutes shall be allocated to deputations on the Joint Committee agenda.
- b) The deputation spokesperson will be given three minutes to introduce the deputation, following which they may answer any questions from the Committee. The Chair will allocate a maximum amount of time for each deputation, and will have regard to other items of business on the agenda when doing so.

Reports

4.19 The reports to the Joint Committee will be in the following order:

Report for:

Title:

Report authorised by:

Lead Officer:

1. Describe the issue under consideration
2. Recommendations
3. Background Information
4. Contribution to strategic outcomes
5. Statutory Officer Comments (Legal and Finance)
6. Environmental Implications
7. Resident and Equalities Implications
8. Use of Appendices
9. Background papers

4.20 Reports should be authorised for inclusion on the agenda by the Chairs of both the Islington and Haringey Health and Wellbeing Boards. This shall be indicated by the inclusion of their signatures on the report.

5. Extraordinary meetings

5.1 Arrangements may be made following consultation with Chairs of the boroughs HWB to call an extraordinary meeting of the Joint Committee. The Chair of the Joint Committee should inform the appointed Members prior to taking a decision to convene an extraordinary meeting.

5.2 The business of an extraordinary meeting shall be only that specified on the agenda.

6. Cancellation of meetings

- 6.1 Meetings of the Joint Committee may, after consultation with the Chair of the Joint Committee and the Chairs of the constituent boroughs Health and Wellbeing Boards, be cancelled if there is insufficient business to transact or some other appropriate reason warranting cancellation. The date of meeting may be varied after consultation with the Chair and appointed members of the Joint Committee in the event that it is necessary for the efficient transaction of business.

7. Urgency Procedure

- 7.1 Where the Chair (following consultation with the appointed Members of the Joint Committee) is of the view that an urgent decision is required in respect of any matter within the Joint Committee functions and that decision would not reasonably require the call of an Extraordinary Meeting of the Joint Committee to consider it and it cannot wait until the next Ordinary Meeting of the Joint Committee, then they may request in writing the Chief Executive of each constituent borough (in line with pre-existing delegations in each borough's Constitution) to take urgent action as is required within each of the constituent boroughs.

8. Membership

- 8.1 The membership of the Joint Committee shall comprise the members of the London Borough of Haringey and the London Borough of Islington Health and Wellbeing Boards set out in the table below. "V" denotes the members with voting rights and "NV" members with non-voting rights. The constituent boroughs rules on attendance by substitute in the event that any one member is absent shall apply.

	LB of Islington HWB		LB of Haringey HWB
	<u>Local Authority Members</u>		<u>Local Authority Members</u>
1	Leader of the Council (V)	1	Leader of the Council (V)
2	Lead Member for Health and Social Care (V)	2	Lead Member for Children and Families (V)
3	Lead Member for Children, Young People and Families (V)	3	Lead Member for Health & Well Being (V)
	<u>Local Clinical Commissioning Group</u>		<u>Local Clinical Commissioning Group</u>
4	GP and Chair of the Islington Clinical Commissioning Group (CCG) (V)	4	Chair, Haringey Clinical Commissioning Group (CCG) (V)
5	GP/Joint Vice Chair of the Islington CCG (NV)	5	GP Board Member, Haringey CCG (NV)
6	Lay Vice-Chair, Islington CCG (V)	6	Lay Board Member, Haringey CCG (V)
7	Islington CCG Chief Operating Officer (NV)	7	Chief Officer, Haringey CCG (NV)
8	Islington CCG Director of Quality and Integrated Governance (NV)		<u>Local Healthwatch</u>
	<u>Local Healthwatch</u>	8	Chair of Haringey Healthwatch (V)
9	Islington Healthwatch (V)		<u>Local Authority Officers</u>
	<u>Local Authority Officers</u>	9	Director of Adult and Housing Services (NV)
10	Corporate Director of Housing and Adult Social Services (NV)	10	Director of Children and Young People's Services (NV)
11	Corporate Director Children's Services (NV)	11	Director of Public Health (NV)
12	Director of Public Health (NV)	12	Deputy Chief Executive (NV)
	<u>Health Providers</u>		<u>Voluntary Sector</u>
13	The Camden and Islington NHS Trust (NV)	13	The Bridge Renewal Trust (NV)
14	The Whittington NHS Trust (NV)		

8.2 Each member of the Joint Committee shall serve for as long as he or she is member of the constituent borough HWB. A member shall cease to be a member of the Joint Committee if he or she ceases to be a member of the constituent borough HWB.

8.3 The Voluntary Sector member should represent the interests of the voluntary sector across both boroughs.

9. Chair

9.1 The Chair of the Joint Committee shall be rotated between Chair of the constituent boroughs' Health and Wellbeing Board for each meeting of the Joint Committee.

9.2 The Vice-Chair of the Joint Committee shall be the Chair of the borough's Health and Wellbeing Board who is not the Chair of the meeting.

10. Quorum

10.1 A meeting of the Joint Committee will be considered quorate when at least three voting members from each constituent borough HWB are in attendance, including one local authority elected representative of each borough and one of either the Chair, Clinical Commissioning Group or the Chair, Healthwatch (or their substitutes).

11. Voting

11.1 The Joint Committee decision making will operate on the basis of mutual cooperation and consent. It is expected that decisions will be taken on a consensual basis wherever reasonably possible.

11.2 Where a vote is required it will be on the basis of one vote per voting member and unless a recorded vote is requested, the Chair will take the vote by show of hands. Any matter shall be decided by a simple majority of those voting members present. Where there is an equality of votes, the Chair of the meeting shall have a second and casting vote.

12. Overview and scrutiny

12.1 Overview and scrutiny (within the meaning of the Local Government Act 2000 and The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013) will be the responsibility of each constituent borough and the appropriate scrutiny arrangements of each borough will apply.

13. Administration

13.1 Administrative support for the meetings of the Joint Committee will be rotated between the committee officers of the constituent boroughs.

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ISLINGTON

COUNCIL MEETING – 23 February 2017

REPORT OF THE CHIEF WHIP

COMMITTEE APPOINTMENTS:

1. APPOINTMENT TO THE LICENSING COMMITTEE

- a) That Cllr Caluori is standing down as a member of the Licensing Committee and that Cllr Gallagher is appointed as his replacement with immediate effect.

Recommendation:

- a) To agree that Cllr Gallagher is appointed to the Licensing Committee for the remainder of the municipal year 2016/17 or until a successor is appointed.

2. APPOINTMENT TO THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

- a) That Cllr Alice Perry is standing down as a member of the Policy and Performance Scrutiny Committee and that Cllr Gallagher is appointed as her replacement with immediate effect.

Recommendation:

- a) To agree that Cllr Gallagher is appointed to the Policy and Performance Scrutiny Committee for the remainder of the municipal year 2016/17 or until a successor is appointed.

COUNCILLOR ALICE PERRY
Chief Whip

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Resources Department
7 Newington Barrow Way, London, N7 7EP

Report of: **Executive Member for Finance, Performance and Community Safety**

Meeting of	Date	Ward(s)
Council	23 February 2017	All

Delete as appropriate	Exempt	Non-exempt
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BUDGET PROPOSALS 2017-18

1 INTRODUCTION

1.1 The principal purpose of this report is for the Executive to recommend proposals in respect of the Council's 2017-18 budget, as the basis for setting the 2017-18 budget and council tax. The Policy and Performance Scrutiny Committee have reviewed the proposed budget at its meeting on 26th January 2017.

1.2 The contents of this report are summarised below:

Section 2 sets out the recommendations.

Section 3 sets out the 2017-18 General Fund revenue budget and Medium Term Financial Strategy (MTFS).

Section 4 details the Housing Revenue Account (HRA) for 2017-18 and its MTFS.

Section 5 details the 2017-18 to 2019-20 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 2017-18 to 2019-20

Appendix B General Fund Revenue Savings 2017-18

Appendix C1 General Fund Fees and Charges 2017-18

Appendix C2 Leisure Fees and Charges 2017-18

Appendix D1 HRA MTFS 2017-18 to 2019-20

Appendix D2 HRA Savings 2017-18

Appendix D3	HRA Fees and Charges 2017-18
Appendix E	Capital Programme 2017-18 to 2019-20 (E1) Traffic and Transportation Schemes (E2)
Appendix F	Annual Treasury Management and Investment Strategy 2017-18, including External Debt and Treasury Management Prudential Indicators (F1) Additional Capital Prudential Indicators (F2)
Appendix G	Resident Impact Assessment 2017-18
Appendix H	Pay Policy Statement 2017-18

2 RECOMMENDATIONS

The General Fund Budget 2017-18 and MTFS (Section 3)

- 2.1 To agree the 2017-18 net Council cash limits as set out in **Table 1 (Paragraph 3.1.3)** and the MTFS at **Appendix A**, which include the revenue savings in **Appendix B**.
- 2.2 That, in the event that the final local government settlement differs from the provisional settlement already notified by the Government, to delegate authority to the Corporate Director of Finance and Resources to make any adjustments necessary to balance the Council's Budget for 2017-18, in consultation with the Executive Member for Finance, Performance and Community Safety.
- 2.3 To note the requirement 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. (**Paragraph 3.2.17**)
- 2.4 To agree the fees and charges policy and the schedule of 2017-18 fees and charges, and to delegate to the Corporate Director of Children's Services, in consultation with the Executive Member for Children and Families, the authority to agree new childcare charges following consultation in the summer term. (**Paragraphs 3.2.18-21** 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. To note that the redundancy reserve is estimated to be fully spent by the end of 2016-17, and to agree that from 2017-18 redundancy costs are funded within departmental budgets. (**Paragraphs 3.2.23 to 3.2.26** and **Table 3**)

The HRA Budget and MTFS (Section 4)

- 2.6 To agree the balanced HRA 2017-18 budget within the HRA MTFS at **Appendix D1** and the 2017-18 HRA savings at **Appendix D2**.
- 2.7 To note the 2017-18 HRA rents and other fees and charges. (**Tables 5 to 8** and **Appendix D3**)

The Capital Programme 2017-18 to 2019-20 (Section 5)

- 2.8 To agree the 2017-18 capital programme and note the provisional programme for 2018-19 to 2019-20. (**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 2017-18 and agree the related decision-making responsibilities for these schemes. (**Paragraph 5.3** and **Appendix E2**)

Treasury Management Strategy (Section 6)

- 2.11 To agree the Annual Treasury Management and Investment Strategy 2017-18 (including external debt and treasury management Prudential Indicators), as considered by Audit Committee on 24th January 2017. (**Paragraph 6.1** and **Appendix F1**)
- 2.12 To agree the additional capital Prudential Indicators. (**Paragraph 6.1** and **Appendix F2**)
- 2.13 To agree the minimum revenue provision for 2017-18, adopting from 2017-18 the asset life (annuity) method for both 'supported' and 'unsupported' borrowing. (**Paragraphs 6.2 to 6.6**)

Council Tax 2017-18 and Statutory Calculations (Section 7)

- 2.14 To agree the calculations required for the determination of the 2017-18 council tax requirement and the level of council tax as detailed in **Section 7** and summarised below.
 - 1) The 2017-18 council tax requirement of £82,712,864.62. (**Paragraph 7.5**)
 - 2) The relevant (average) amount of Islington Band D council tax of £1,071.28, a 4.99% increase (comprising a 3% social care precept and a 1.99% local precept) compared to 2016-17, 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 £1,071.06 and total Band D council tax (including the GLA precept) of £1,351.08. (**Paragraphs 7.8 and 7.12**)
 - 4) The amount of 2017-18 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 2017-18 council tax (including the GLA precept) for each valuation band over each of the Council's areas. (**Paragraph 7.12**)
- 2.15 To note that the budget proposals include the decision to exempt all care leavers living in Islington under the age of 25 from council tax, recommended in a separate report to the Executive on 9th February 2017. The discount is available from 1st April 2017 and will cost £28k a year. The cost will be shared with the GLA, via the Collection Fund. (**Paragraph 7.3**)

Matters to Consider in Setting the Budget (Section 8)

- 2.16 To note the Section 151 Officer's and the Monitoring Officer's comments in their determination of the revenue and capital budgets for 2017-18 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.
- 2.17 To note the Resident Impact Assessment (RIA) on the 2017-18 budget. (**Appendix G**)
- 2.18 To note the Pay Policy Statement for 2017-18, for onward agreement by Council. (**Appendix H**)

3 GENERAL FUND BUDGET 2017-18

3.1 GENERAL FUND BUDGET

Overview

- 3.1.1 Significant Government funding cuts over the past seven years, coupled with unavoidable demographic and inflationary cost pressures, have meant that Islington has had to find over £170m of savings over this period. There is an expected further 17% reduction in our core settlement funding over the next three years, which will mean further savings to find over the period of £47m, including £21.4m in 2017-18. 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%.

Proposed MTFs and Revenue Savings

- 3.1.2 The proposed General Fund revenue budget and net revenue cash limits for 2017-18 are shown within the MTFs at **Appendix A**. The MTFs includes the proposed 2017-18 General Fund savings at **Appendix B** and also details the forecast net expenditure over the medium term, based on current knowledge and expectations. This includes the estimated impact of the triennial pension fund revaluation on departmental, employer superannuation contributions (rising from 12.5% to 13.2% in 2017-18) compensated by a net lower in-year lump-sum corporate contribution, meaning a neutral impact on the General Fund overall.
- 3.1.3 **Table 1** below shows the net budget figures for 2017-18 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 2017-18

	£000s
Departments	
Chief Executive's Department	462
Children's Services	87,666
Environment and Regeneration	27,188
Finance and Resources	7,439
Housing and Adult Social Services	88,065
Public Health	0
Corporate and Democratic Core (CDC) / Unapportionable Central Overheads (UCO)	14,545
NET COST OF SERVICES	225,365
Net Corporate items	(5,456)
NET OPERATING EXPENDITURE	219,909
Other Budget Items:	
Contingency	2,000
Transfer to/(from) Reserves	(855)
New Homes Bonus	(11,973)
Other Corporate Grants (estimate)	(600)
AMOUNT TO BE MET FROM CORE GOVERNMENT FUNDING AND COUNCIL TAX	208,481

3.2 **GENERAL FUND BUDGET – DETAIL**

Local Government Finance Settlement 2017-18

- 3.2.1 The Local Government Finance Settlement detailed the Council's core Government funding allocation for 2017-18. Islington's core settlement funding allocation for 2017-18 is summarised in **Table 2** below. Islington's total cash cut is £10.5m, or 8%, in 2017-18.

Table 2 – Local Government Settlement 2017-18

	2017-18 £m
Revenue Support Grant	40.8
Retained Business Rates	77.0
Top-up Grant	2.6
Total Core Settlement Funding	120.4
Year-on-Year Cash Cut	10.5

- 3.2.2 The Government expects the Council to collect at least £256m in business rates in 2017-18, of which Islington will retain £77m (30%, with the remainder going to the GLA and central government). The total business rates collected and the amount retained by the Council have increased in 2017-18, due to the impact of the business rates revaluation which has increased total rateable value in Islington by over 40%.
- 3.2.3 Our 2017-18 funding also includes a £2.6m top-up grant because our overall funding assessment is less than our Government determined funding need. The top-up grant has significantly reduced in 2017-18 due to the increase in retained business rates income, with a neutral overall impact on our core settlement funding.

New Homes Bonus Scheme

- 3.2.4 The Council will receive an estimated £12m New Homes Bonus income in 2017-18, directly attributable to the number of new homes built in the borough over the past five years. The Government consulted on changes to the New Homes Bonus scheme and decided to reduce the number of legacy years from 6 to 5 in 2017-18, and to 4 from 2018-19. There will also be a de-minimis housing growth baseline such that local authorities must achieve growth of at least 0.4% in housing stock each year to qualify for the bonus.

Health and Social Care Funding

- 3.2.5 Local authorities will be given the flexibility to levy a social care precept of 3% in 2017-18 and 2018-19, but a maximum of 6% over the three years 2017-18 to 2019-20. In addition, the Government savings from the reforms to the New Homes Bonus scheme will be used to fund a new one-off adult social care support grant in 2017-18 (£1.3m for Islington).
- 3.2.6 In addition to maintaining the Better Care Fund at current mandated levels, the Government will make additional funding available to local authorities from 2017, amounting to £1.5 billion by 2019-20, in an improved Better Care Fund.
- 3.2.7 As local authorities have varying capacity to raise council tax, the Government will 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 over the period 2017-18 to 2019-20.
- 3.2.8 The Government has acknowledged the need to address the crisis in social care funding but the amount brought forward for 2017-18 and funding for future years does not cover the social care cost pressures faced by Islington. It is estimated that Islington's gross demographic and living wage pressures alone will account for a £6.3m increase per annum going forward and this does not include the increase in the acuity of need of service users.
- 3.2.9 Public Health grant is used to promote the health of the population (health improvement), ensure that robust plans are in place to protect the local population (health protection)

and provide health advice to National Health Service commissioners (healthcare public health). The Council received a Public Health grant allocation of £27.3m in 2016-17 and will receive £26.6m in 2017-18, representing a £3m grant cut on the 2015-16 allocation of £29.6m. The public health savings in **Appendix B** will be used to offset the expected ongoing pressure on the public health budget. The Public Health grant is ring-fenced for spending on public health services.

Children's Services Funding 2017-18

- 3.2.10 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.
- 3.2.11 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 2017-18 budget (excluding sixth form funding and Education Services Grant) compared to 2015-16 and before the Pupil Premium is added. At local authority level, funding is guaranteed to be at least the same as in 2016-17 on a per pupil basis, adjusted to reflect authorities' most recent spending patterns. The DSG priorities for 2017-18 are being developed in conjunction with the Schools Forum.
- 3.2.12 The high needs block supports provision for pupils with Special Educational Needs and Disabilities (SEND) up to the age of 25 and alternative provision for pupils who cannot receive their education in schools. Local authority level funding is guaranteed to be at least the same as in 2016-17 on a cash basis adjusted to reflect authorities' most recent spending patterns.
- 3.2.13 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. Funding for 3 and 4 year olds is reducing by 5% per pupil in Islington (£780k) and increasing by 6.5% on a per pupil basis (170k). A new framework is being introduced by the DfE for distributing funding to providers and on how local authorities retain funding for central services and SEND. The Council is working with the Schools Forum on the implementation of these reforms and consulting with providers.
- 3.2.14 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 2017-18, to be announced in early 2017.
- 3.2.15 Education Services Grant (ESG) – The DfE has announced indicative allocations of this funding stream for 2017-18, with the Council's allocation being provisionally reduced by £1.74m to £360k in 2017-18 in line with an overall reduction at a national level. This funding stream will also be rolled into the DSG in 2017-18 rather than awarded as a separate General Fund grant as it is in 2016-17.
- 3.2.16 The 2017-18 General Fund budget provides for significant additional funding (c£3.2m) for demographic pressures in relation to the following areas in Children's Services:
- Children's Social Care – there are rising numbers of 16/17 year olds in the care system, a significant increase in the number of care leavers that the Council are obliged to offer a service to (including rising 18's) and an increase in the numbers of complex care, education and therapy placements;
 - Special Educational Needs and Disabilities (SEND) – increasing numbers and a higher complexity of need;
 - Childcare – increasing numbers; and

- Universal Free School Meals (UFSM) – increasing pupil numbers and reduced eligibility for Government-funded statutory free school meals.

Statement of Assurance on Schools

3.2.17 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 2017-18

3.2.18 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 proposed discretionary fees and charges for 2017-18 are set out at **Appendix C1** and incorporated in the overall revenue budget. Leisure fees and charges are shown separately at **Appendix C2**.

3.2.19 It is the Council's policy to increase its discretionary fees and charges broadly in line with inflation (1.9% at Quarter 3 2016, this being the quarter average) unless a variation is approved by Council or 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.”

3.2.20 The Council will undertake a consultation in the summer term on new childcare charges to take effect from 1st September 2017. It is recommended that authority is delegated 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.

3.2.21 Fees and charges in relation to Cemeteries were agreed separately by the Executive on 24th November 2016.

Local Initiatives Fund

3.2.22 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

3.2.23 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.

3.2.24 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 2017-18, after taking into account existing and estimated allocations against these reserves, is shown in **Table 3** below. It should be noted that the redundancy reserve is estimated to be fully spent by the end of 2016-17, and as such it is recommended that from 2017-18 redundancy costs are funded within departmental budgets.

Table 3 – Estimated Reserve and General Balances 2017-18

	2017-18 £m
Contingency Reserve	2.4
Housing Benefit Reserve	5.9
Invest to Save Reserve	1.5
General Fund Balances (excluding schools)	8.6
Schools Balances	11.5
Total	29.9

3.2.25 The 2017-18 level of the Council’s general balances will be just over 4% of the net budget requirement, which is in line with the Council’s policy on the level of general balances:

“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.”

3.2.26 In addition to the one-off contingency reserve, detailed in **Table 3**, the 2017-18 General Fund budget includes an ongoing, unallocated contingency budget of £2m. The ongoing contingency budget and the one-off contingency reserve is intended to provide some flexibility within the budget over the coming year, in the context of the gross departmental overspends in 2016-17 and the significant level of new savings being implemented in 2017-18, as well as providing some resilience going forward.

Corporate Levies

3.2.27 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 2017-18 levy estimates are detailed in **Table 4**.

Table 4 – Levy Estimates 2017-18

Levies by Body	2017-18 Budget £m
Concessionary Fares (Freedom Pass)	11.551
North London Waste Authority	7.956
Lee Valley Regional Park Authority	0.221
Traffic and Control Liaison Committee	0.273
Inner London North Coroners Court	0.313
London Pensions Fund Authority	1.220
Environment Agency (Thames Region)	0.174
London Boroughs Grants Scheme	0.201
Total	21.909

4 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 2015 General Election, the Government has passed two pieces of legislation which will have a significant impact on Housing and the HRA in Islington
- The Housing and Planning Act 2016 received Royal Assent on 12th May 2016; and
 - The Welfare Reform and Work Act 2016 received Royal Assent on 16th March 2016.

The Housing and Planning Act 2016

- 4.3 The main elements of the Housing and Planning Act which will affect housing and the HRA are:
- To enable the extension of Right-to-Buy to housing association tenants.
 - To require local authorities to dispose of high-value vacant council houses, which would help fund the Right-to-Buy extension discounts and the building of more affordable homes. This will apply from April 2018 at the earliest.

The Welfare Reform and Work Act 2016

- 4.4 The main elements of the Welfare Reform and Work Act 2016 which affect Housing and the HRA are:
- Rents for social housing will be reduced by 1% a year for 4 years from 2016-17.
 - Registered providers of social housing must ensure that the amount of rent payable in a relevant year by a tenant of their social housing in England is 1% less than the amount that was payable by the tenant in the preceding 12 months.
 - As Islington's HRA Business Plan had been predicated on reaching 'target rent' the Business Plan had an annual increase of the consumer price index (CPI) +1% + £2 built in. The result of this is an effective reduction of rent income of approximately 5% incrementally or £7m per annum equating to a loss of approximately 20% or £28m over the 4 year period.
 - The household benefit cap will be reduced to £23,000 in London.
- 4.5 The HRA Business Plan is estimated to be balanced over the medium-term, accommodating the impact of the Housing Act and the Welfare Reform and Work Act. The proposed HRA budget for 2017-18 and the forecast budgets over the medium term, based on current knowledge and assumptions, are shown at **Appendix D1**.
- 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 (**Appendix D2** details the 2017-18 HRA savings) have been incorporated into the HRA's Business Plan.

Rental Income and Other HRA Fees and Charges

- 4.7 The 2017-18 HRA rents will be set in accordance with the proposals as set out in the Welfare Reform and Work Act.

Islington Managed General Needs Properties (Excluding New Build Properties)

- 4.8 **Table 5** below sets out proposed rent changes for existing tenancies – 2016-17 actual rents less 1%.

Table 5 – Existing Tenancies Weekly Rent 2017-18

	Proposed 2017-18
Average Weekly Rent 2016-17	£110.67
Decrease (£)	-£1.11
Decrease (%)	-1%
Average Weekly Proposed Rent	£109.56

- 4.9 **Table 6** below sets out proposed rent changes for properties re-let during 2017-18 – the 2017-18 rent will be the higher of 2016-17 target rent minus 1%, or 2016-17 actual rent minus 1%.

Table 6 – Re-Let Properties Weekly Rent 2017-18

	Proposed 2017-18
Average Weekly Target Rent 2016-17	£116.61
Decrease (£)	-£1.16
Decrease (%)	-1%
Average Weekly Proposed Target Rent	£115.45

Islington Managed General Needs New Build Properties

- 4.10 Existing tenancies – 2016-17 rents will reduce by 1%.
- 4.11 Re-Lets and New-Lets in 2017-18 - Rents will be set at 2017-18 target rent (2016-17 target plus CPI, 1% at September 2016, plus 1%).

Islington Managed Non-General Needs Properties

- 4.12 Properties used for temporary accommodation (including reception centres) – for existing tenancies and re-lets, rents will be set at 2016-17 actual rents minus 1%.
- 4.13 Specialised supported housing is exempt from the 1% rent reduction and so 2017-18 rents will be set in line with current Council policy and increase by CPI (1% at September 2016) plus 1%.

Partners for Islington Managed Properties

- 4.14 The Welfare Reform and Work Act exempts properties managed under a Private Finance Initiative (PFI) scheme from the 1% rent reduction. It is proposed that existing Council policy continues to apply to all PFI properties managed by Partners for Islington. 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 2017-18 target rent, subject to the affordability cap of the 2016-17 actual rent plus CPI (1% at September 2016) plus 1% plus £2.
- 4.15 PFI properties already at target rent will simply increase by CPI (1% at September 2016) plus 1%.
- 4.16 PFI property re-lets will be set at 2017-18 target rents; the 2016-17 target rent plus CPI (1% at September 16) 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 2016-17)

PFI Properties Weekly Rent 2017-18

	Proposed 2017-18
Average Weekly Rent 2016-17	£135.13
Increase (£)	£3.70
Increase (%)	2.7%
Average Weekly Proposed Rent	£138.83

- 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 and Existing Tenancies (at target rent in 2016-17)

PFI Properties Weekly Rent 2017-18

	Proposed 2017-18
Average Weekly Target Rent 2016-17	£148.36
Increase (£)	£2.96
Increase (%)	2.0%
Average Weekly Proposed Target Rent	£151.32

- 4.19 **Other HRA Fees and Charges** are set out at **Appendix D3**. Explanations as to the increases and reductions are set out in the appendix notes pertaining to the individual charges.

5 CAPITAL PROGRAMME

- 5.1 The 2017-18 to 2019-20 capital programme is summarised in **Table 9** below and shown in full at **Appendix E**. This will deliver projects of £461m over the next three years and includes the continuation of existing programmes of investment in new homes (£264m), housing major works and improvements (£120m) and education facilities (£29m).

Table 9 – Capital Programme 2017-18 to 2019-20

	2017-18 £000	2018-19 £000	2019-20 £000	Total £000
Housing and Adult Social Services	89,900	147,200	147,200	384,300
Children's Services	16,371	12,500	0	28,871
Environment and Regeneration	24,308	13,616	10,126	48,050
Total Capital Programme	130,579	173,316	157,326	461,221

- 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 2017-18 programme and the provisional programme for 2018-19 to 2019-20. 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.
- 5.3 A schedule of planned Traffic and Transportation schemes in 2017-18 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 2017-18 (including external debt and treasury management Prudential Indicators) was considered by Audit

Committee on 24th January 2017. This is included at **Appendix F1** with additional capital Prudential Indicators at **Appendix F2**.

- 6.2 The Council is required to make a minimum revenue provision (MRP) for the annual repayment of debt associated with the financing of capital expenditure. The provision needs to be determined and approved by the Council each year, based on guidance issued by the Department of Communities and Local Government (DCLG) on 15th February 2012. The DCLG issued The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 that became effective on 31st March 2008. These regulations require a local authority to determine each financial year an amount of MRP which it considers to be prudent. The current regulations mean that local authorities have discretion in determining the level of the MRP policy, with the guiding principle that MRP is charged over a period that is reasonably commensurate with the period over which the capital expenditure which gave rise to the debt provides benefits.
- 6.3 The drawback of the regulatory method currently used by the Council for both ‘supported’ and ‘unsupported’ borrowing (the distinction between supported and unsupported borrowing is largely notional, linked to when there was direct borrowing support within the Council’s government grant determination) is that the MRP charge of 4% on the outstanding balance would carry on indefinitely even after an asset is no longer providing any benefit to the Council. This would mean taxpayers in future years would keep paying for assets that are no longer in use. In addition, the regulatory method was derived from the way the Revenue Support Grant (RSG) used to be paid to local authorities for supported borrowing; the intention was to allow for an element of the RSG for debt repayment, but this link is no longer there.
- 6.4 The recommended asset life (annuity) option yields a more favourable MRP in early years, and maintains a constant impact on the revenue account over the useful life of the asset being financed. Furthermore, this method also takes into account time value of money, where £1 in 20 years’ time is worth less than £1 today. Therefore, while it is true that some of our debts fall on future generations, inflation lessens the impact, and conversely they will enjoy the benefits of assets paid for today. This method is a prudent basis for providing for assets that produce a steady flow of benefits over their useful life as is the case for council assets.
- 6.5 The asset life (annuity) method is applied to both ‘supported’ and ‘unsupported’ borrowing, and results in more even payments linked to average asset life. The average life of the Council’s assets funded by ‘supported’ borrowing is 67 years. However, the DCLG guidance recommends using asset life over a shorter period; therefore, it is recommended that a shorter 50-year asset life is used. Similarly, for ‘unsupported’ borrowing, the average asset life is 27 years. In line with the guidance, where prudence is encouraged, the asset life has been rounded down to 25 years. In calculating the asset life (annuity) MRP, the average interest rates published by the Public Works Loans Board in the relevant financial year for new annuity loans would be used.
- 6.6 For 2017-18, the proposed policy would require MRP of £1.2m, compared to the £3.2m that would have been required under the current policy.

7 COUNCIL TAX 2017-18 AND STATUTORY CALCULATIONS

- 7.1 The local government finance settlement allows local authorities to raise an additional 3.00% council tax precept specifically to cover additional social care costs. In addition to a proposed 1.99% increase in council tax, the 2017-18 budget includes a further 3.00% increase as a result of applying this social care precept. The overall increase (4.99%) equates to an extra 98p per week for the average Band D property.

Islington Tax Base 2017-18 and Collection Fund Forecast

- 7.2 On 24th January 2017, the Audit Committee agreed a 2017-18 tax base of 77,209.5 Band D properties for the Council's whole area, and 44.8 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 Tax Support Scheme agreed by the Council on 15th December 2016. The tax base also incorporates the proposal to exempt all care leavers under the age of 25 from council tax, recommended in a separate report to the Executive on 9th February 2017. The discount will be available from 1st April 2017 and is estimated to cost £28k a year. The cost will be shared with the GLA, via the Collection Fund.
- 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 2017-18 precepts. At 15th January 2017, it was forecast that at 31st March 2017 the council tax account in the Collection Fund will be £2,775k in surplus, of which £2,184k is the Council's share and £591k is the Greater London Authority's (GLA) share.

Islington Council Tax 2017-18

- 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 2017-18 council tax requirement is set out in **Table 10** below.

Table 10 – Section 31A (amended LGFA 1992) Calculation 2017-18

	£
Aggregate of the amounts which the Council estimates for items set out in Section 31A (2) (a) to (f) of the LGFA 1992 (A)	964,804,800.00
Aggregate of the amounts which the Council estimates for items set out on Section 31A (3) (a) to (d) of the LGFA 1992 (B)	(882,091,935.38)
Calculation of the council tax requirement under Section 31A (4), being the amount by which the sum aggregated at (A) above exceeds the aggregate at (B) above	82,712,864.62

- 7.6 The calculation of the relevant (average) 2017-18 council tax per Band D property is set out in **Table 11** below.

Table 11 – Section 31B (amended LGFA 1992) Calculation 2017-18

Council Tax Requirement	£82,712,864.62
Council Tax Base	77,209.5
2017-18 Relevant Band D Council Tax	£1,071.28
Increase Compared to 2016-17	4.99%

- 7.7 The Localism Act 2011 abolished council tax capping but instead provides for council tax rises at or above a certain threshold (5.00% in 2017-18, including the 3.00% social care precept) to be subject to a local referendum giving local residents a power to approve or

veto an 'excessive' increase. The proposed 4.99% increase (including the 3% social care precept) in the relevant amount of Band D council tax in 2017-18 is not 'excessive' in terms of the Localism Act. The Council must formally determine this at the time of setting its council tax for 2017-18 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 – 2017-18 Basic Council Tax for All Other Parts of the Council's Area

Council Tax Requirement (including Lloyd Square Garden Committee special expense)	£82,712,864.62
Less Lloyd Square Garden Committee special expense	(£16,864.62)
Council Tax Requirement (excluding special expenses)	£82,696,000.00
Council Tax Base	77,209.5
2017-18 Basic Band D Council Tax for All Other Parts of the Council's Area	£1,071.06
Increase Compared to 2016-17	4.99%

- 7.9 The Lloyd Square Garden Committee special expense is £16,864.62 in 2017-18, an increase of 5% compared to 2016-17. When this is divided by the Lloyd Square Garden area Band D taxbase (44.8), it gives a charge of £376.44 per Band D property for 2017-18. This will be charged to Lloyd Square Garden area dwellings in addition to the basic Islington Band D council tax of £1,071.06 for all other parts of the Council's area.
- 7.10 The 2017-18 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 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 2017-18

Valuation Bands	Lloyd Square Garden Area (£)	All Other Parts of the Council's Area (£)
A	965.00	714.04
B	1,125.84	833.05
C	1,286.67	952.05
D	1,447.50	1,071.06
E	1,769.17	1,309.07
F	2,090.84	1,547.09
G	2,412.50	1,785.10
H	2,895.00	2,142.12

7.11 The 2017-18 GLA precept for each valuation band is shown in **Table 14** below.

Table 14 – GLA Precept 2017-18

Valuation Bands	GLA (£)
A	186.68
B	217.79
C	248.91
D	280.02
E	342.25
F	404.47
G	466.70
H	560.04

7.12 In accordance with Section 30(2) of the LGFA 1992, **Table 15** below shows the total amount of 2017-18 council tax (including GLA precept) for each valuation band over each of the Council's areas.

Table 15 – Total Islington and GLA Council Tax 2017-18

Valuation Bands	Lloyd Square Garden Area (£)	All Other Parts of the Council's Area (£)
A	1,151.68	900.72
B	1,343.63	1,050.84
C	1,535.58	1,200.96
D	1,727.52	1,351.08
E	2,111.42	1,651.32
F	2,495.31	1,951.56
G	2,879.20	2,251.80
H	3,455.04	2,702.16

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 2017-18 have been prepared on a robust basis, and further that where there are uncertainties, for instance in relation to departmental service pressures, that these can be covered by the increased level of corporate contingency provision.
- 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. 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 2017-18. 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. Before the final recommendations are made to the Council on 23rd February 2017, the Policy and Performance Scrutiny Committee must have been given the opportunity to scrutinise these proposals and the Executive should take into account its comments when making those recommendations.

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

- 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 2017-18 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 2017-18

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 2017-18 is provided at **Appendix H**.

Background Papers: None.

Final Report Clearance

Signed by		15 February 2017

	Executive Member for Finance, Performance and Community Safety	Date

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

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APPENDIX A: MEDIUM TERM FINANCIAL STRATEGY 2017-18 TO 2019-20

	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
DEPARTMENTS																
Chief Executive	3,678	32	(2,816)		(432)	462	21			483	21					504
Children's Services	75,682	863	9,161	3,200	(1,240)	87,666	441	0	1,030	89,137	445		880			90,463
Environment and Regeneration	34,642	1,114	(1,442)		(7,126)	27,188	448			27,636	452					28,089
Finance and Resources	2,098	1,398	7,155		(3,212)	7,439	391	(2,300)		5,530	395					5,925
Housing and Adult Social Services	85,518	3,348	3,161	2,338	(6,300)	88,065	261	(3,900)	2,601	87,027	264	(4,500)	2,462			85,252
Public Health	0	0	2,230		(2,230)	0	0			0	0					0
TOTAL SERVICES	201,618	6,755	17,449	5,538	(20,540)	210,820	1,562	(6,200)	3,631	209,813	1,578	(4,500)	3,342	0	210,233	
Corporate Democratic Core / Non Distributed Costs	15,129		(584)			14,545				14,545		1,000				15,545
NET COST OF SERVICES	216,747	6,755	16,865	5,538	(20,540)	225,365	1,562	(6,200)	3,631	224,358	1,578	(3,500)	3,342	0	225,778	
Savings 2018-19 to 2019-20	0					0			(16,516)	(16,516)				(9,158)		(25,674)
Corporate Growth / Savings	290		(2,042)		(905)	(2,657)	3,769			1,112	3,591					4,703
Corporate Financing Account	(22,475)		(2,250)			(24,725)		1,960		(22,765)		160				(22,605)
Levies	21,989	(80)				21,909	1,361			23,270	787					24,057
Special Expense - Lloyd Square Garden Committee	16		1			17				17						17
NET OPERATING EXPENDITURE	216,567	6,675	12,574	5,538	(21,445)	219,909	6,692	(4,240)	3,631	209,476	5,956	(3,340)	3,342	(9,158)	206,276	
Contingency	0			2,000		2,000				2,000						2,000
Transfer to Capital Reserve (Ongoing Capital Programme)	5,000		(5,000)			0				0						0
NHBS Tranche 1: Transfer to Capital Reserve (Until 2016-17)	3,000		(3,000)			0				0						0
Transfer to/(from) Other Earmarked Reserves	6,639		(7,494)			(855)		855		0						0
Transfer to/(from) General Balance	(2,084)		2,084			0				0						0
New Homes Bonus Grant	(15,251)		3,278			(11,973)		4,827		(7,146)		274				(6,872)
Council Tax Administration Grants	(600)					(600)				(600)						(600)
Education Services Grant	(2,109)		2,109			0				0						0
AMOUNT TO BE MET FROM RSG, BUSINESS RATES AND COUNCIL TAX	211,162	6,675	4,551	7,538	(21,445)	208,481	6,692	1,442	3,631	203,730	5,956	(3,066)	3,342	(9,158)	200,804	
CHANGE COMPARED TO PREV YEAR (%)	-3.43%					-1.27%				-2.28%						-1.44%
Revenue Support Grant	(52,920)		12,102			(40,818)		8,262		(32,556)		8,489				(24,067)
Retained Business Rates	(57,470)	(19,509)				(76,979)	(2,476)			(79,455)	(2,826)					(82,281)
Top-up Grant	(20,550)	17,913				(2,637)	(85)			(2,722)	(97)					(2,819)
SETTLEMENT FUNDING ASSESSMENT (SFA)	(130,940)	(1,596)	12,102	0	0	(120,434)	(2,561)	8,262	0	(114,733)	(2,923)	8,489	0	0	(109,167)	
Additional Retained Business Rates	(290)		(1,000)			(1,290)				(1,290)						(1,290)
Transfers (from)/to the Collection Fund	(3,058)		(986)			(4,044)		4,044		0						0
COUNCIL TAX REQUIREMENT	76,874	5,079	14,667	7,538	(21,445)	82,713	4,131	13,748	3,631	87,707	3,033	5,423	3,342	(9,158)	90,347	

APPENDIX B: GENERAL FUND SAVINGS 2017-18

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2017-18 £000s
1	Chief Executive's Department	All	Restructure the Chief Executive's Department.	300
2	Chief Executive's Department	Advice Funding	Pool advice funding and change delivery model.	57
3	Chief Executive's Department	Youth and Communities	Reduce management by one post in community safety.	75
4	Children's Services	Employment, Adult Learning and Culture	Realign duties in areas that are funded from one-off New Homes Bonus and core Adult and Community Learning funding whilst protecting key services.	128
5	Children's Services	Adventure Play	Maintain adventure play offer but deliver savings by setting income targets.	38
6	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.	188
7	Children's Services	Early Years and Childcare	Redesign the provision of all early childhood services from pregnancy to 5 to ensure that 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. This is the Children's Services element of a cross-cutting saving that will also deliver a saving in Public Health (saving #58).	157
8	Children's Services	Health	Review of health related spend on children across all agencies and age ranges.	124
9	Children's Services	Partnerships and Support Services	Reduce the level of central support services that provide a range of services across the directorate.	205
10	Children's Services	Targeted and Specialist Children	A review across the service to further reduce spending on placements and potential reduction in business support.	400
11	Corporate	Pension Fund	Charge schools and the Housing Revenue Account their full share of the c£10m pension fund annual lump sum contribution.	250
12	Cross-Cutting	Cross-Cutting	Further channel shift across both Contact Islington and other council services.	435
13	Cross-Cutting	Cross-Cutting	Income generating activities across the council, including increasing income from existing services, maximising income from assets and developing new services.	220
14	Environment and Regeneration	Greenspace and Leisure Services	Increase income through capital investment in the leisure estate, including a Trampoline Park at Sobell sports centre, and by expanding the tree service.	660
15	Environment and Regeneration	Highways and Lighting	Convert street lighting lamps to LED.	200
16	Environment and Regeneration	Libraries	Revitalise the library service by reconfiguring library arrangements throughout the borough based on the best model available.	150
17	Environment and Regeneration	Planning and Development	Increase income within planning through additional pre-applications and funding for the design review panel.	170
18	Environment and Regeneration	Planning and Development	Review of the process for handling planning applications to make it more efficient through the use of technology.	100
19	Environment and Regeneration	Public Realm	Digital-led productivity gains leading to improved frontline customer service.	350

APPENDIX B: GENERAL FUND SAVINGS 2017-18

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2017-18 £000s
20	Environment and Regeneration	Public Realm	Replace council revenue funding for highways capital works with the new Community Infrastructure Levy (CIL) funding stream.	1,600
21	Environment and Regeneration	Street Environment Services	Reduce reliance on overtime to deliver the core service.	90
22	Environment and Regeneration	Street Environment Services / Greenspace and Leisure	Merge Street Environment Services and Greenspace and Leisure business units to streamline back office support	300
23	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
24	Environment and Regeneration	Traffic and Parking	Review parking charges and enforcement measures to offer a better parking service, safer roads and a better air quality and environment.	2,400
25	Environment and Regeneration	Environmental Services	Review policy for schools and large/national charities currently receiving free or discounted commercial residual waste services.	606
26	Environment and Regeneration	Environmental Services	Review the current fleet management arrangements with an aim to reduce costs by 10%.	100
27	Environment and Regeneration	Greenspace and Leisure	Additional income from parks and greenspace.	200
28	Finance and Resources	Human Resources	Reduce Recruitment team.	30
29	Finance and Resources	Legal Services	Increase income from s106 contributions and from unilateral undertakings work.	10
30	Finance and Resources	Legal Services	Reduce administrative and non-staff overheads.	7
31	Finance and Resources	Youth and Communities	Reduce Voluntary and Community Sector (VCS) premises costs.	65
32	Finance and Resources	Digital Services	Share ICT service with Camden Council and Haringey Council.	500
33	Finance and Resources	Facilities Management	Facilities Management efficiency savings.	125
34	Finance and Resources	Financial Management	Continued active management of the council's cash flow, borrowing and lending to deliver further savings.	250
35	Finance and Resources	Financial Operations and Customer Services	Growth in the business rates base that has already been achieved.	1,000
36	Finance and Resources	Financial Operations and Customer Services	End council tax support cashback scheme.	100
37	Finance and Resources	Financial Operations and Customer Services	Reduction in spend on benefits processing with the gradual introduction of universal credit.	225
38	Finance and Resources	Fraud	Merge the council's anti-fraud teams into one.	50
39	Finance and Resources	Property	Generate additional income across our property portfolio.	100
40	Finance and Resources	Property	Reduce the Building Repairs Fund.	100
41	Finance and Resources	Financial Operations and Customer Services	Divert Housing Benefit reserve top-up on a one off basis.	650
42	Housing and Adult Social Services	Adult Social Care	Identification of cohort(s) of adults with multiple needs and opportunities to respond differently to and reduce demand arising from this group.	100

APPENDIX B: GENERAL FUND SAVINGS 2017-18

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2017-18 £000s
43	Housing and Adult Social Services	Adult Social Care	Better target mental health resources by negotiating contract efficiencies, utilising innovative commissioning methods and reviewing the provision of some non-statutory services.	300
44	Housing and Adult Social Services	Adult Social Care	Develop a new delivery model for in-house services including reablement.	400
45	Housing and Adult Social Services	Adult Social Care	More independent use of transport to travel to and from day care services.	100
46	Housing and Adult Social Services	Adult Social Care	Develop a new Telecare model.	200
47	Housing and Adult Social Services	Adult Social Care	Reviewing Telecare charges.	150
48	Housing and Adult Social Services	Housing General Fund - Housing Needs and Private Housing Partnerships	Reduce staffing costs through channel shift, improve processes and restructure to deliver the Housing Needs and Private Housing Partnerships service with less staff.	250
49	Housing and Adult Social Services	Housing Related Support	Reduce spending on housing related support including the reconfiguration and alternative funding of housing management services.	650
50	Housing and Adult Social Services	Learning Disabilities	Efficiencies in service provision for learning disability clients.	1,250
51	Housing and Adult Social Services	Strategy and Commissioning	Driving contract efficiencies.	500
52	Housing and Adult Social Services	Housing General Fund - Temporary Accommodation	Reduce spending on temporary accommodation by doing additional work to prevent homelessness, use more temporary accommodation at lower rents and move people out of temporary accommodation faster.	200
53	Housing and Adult Social Services	Adult Social Care	Review of Direct Payments surpluses to bring service users' reserves in line with agreed 6 weeks surplus levels.	650
54	Housing and Adult Social Services	Adult Social Care	In 1999 a Judicial Review of three local authorities ruled that there was no right to charge for aftercare services provided under Section 117 of the Mental Health Act 1983. This was upheld by the Court of Appeal in July 2000. The ruling stated that repayment of the client contributions, plus interest, was owed to the clients concerned. Based on this ruling, Islington Council created a Section 117 provision in order to repay these clients. Some of this historic provision can now be reviewed.	1,000
55	Housing and Adult Social Services	Adult Social Care	Review of Adult Social Services Bad Debt Provision.	550

APPENDIX B: GENERAL FUND SAVINGS 2017-18

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2017-18 £000s
56	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.	11
57	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.	316
58	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. This is the Public Health element of a cross-cutting saving that will also deliver a saving in Children's Services (saving #7).	112
59	Public Health	School Age Services	Consolidate separate public health interventions for school age children towards an integrated health promotion model.	159
60	Public Health	Sexual Health	Reduce staffing by combining roles, sharing across two boroughs and creating capacity to deliver sexual health promotion in other settings.	18
61	Public Health	Sexual Health Services	Transform the way we pay providers for genito-urinary medicine and sexual health services (through negotiating a new London-wide tariff), redesign sexual health services and review sexual health prevention and promotion.	1,000
62	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.	113
63	Public Health	Public Health Staffing	One-off staffing savings can be realised through a combination of vacancy management including delayed recruitment to vacant posts until 2017-18, a 12 month freeze on the recruitment to the recently vacant Assistant Director in Public Health post, and successful permanent recruitment to a post currently covered by agency from September 2016.	242
64	Public Health	Public Health Contracts	A line-by-line review of activity and spend against activity-driven public health contracts has identified opportunities for one-off efficiencies, if lower levels of activity are maintained for the remainder of 2016-17. In addition, there will be a one-off saving from re-phasing the implementation of planned service developments within parenting support from 2016-17 to 2017-18.	209
65	Public Health	Public Health Contracts	Through the negotiations of contract extensions with current providers in advance of the proposal to commission a joined-up drug and alcohol treatment service from April 2018, there will be a one-off saving over the 21 month period, July 2016 to March 2018.	50
			TOTAL	21,445

APPENDIX B: GENERAL FUND SAVINGS 2017-18

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2017-18 £000s
				2017-18 £000s
			Chief Executive's Department	432
			Children's Services	1,240
			Environment and Regeneration	7,126
			Finance and Resources	3,212
			Housing and Adult Social Services	6,300
			Public Health	2,230
			Subtotal Departmental	20,540
			Corporate	250
			Cross-Cutting	655
			Total	21,445

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
CHIEF EXECUTIVE'S DEPARTMENT					
Registrars					
Charge for Births, Deaths and Marriages Certificates / Registration					
Licence for approved premises	Licence for a three year period	Discretionary	£1,500.00	£1,500.00	0.00%
Licensed Venues external to Town Hall	Monday to Saturday	Discretionary	£580.00	£580.00	0.00%
Licensed Venues external to Town Hall	Sunday	Discretionary	£680.00	£680.00	0.00%
Licensed Venues external to Town Hall	Bank Holiday	Discretionary	£700.00	£700.00	0.00%
Licensed Venues external to Town Hall (out of hours 6pm to 10pm)	Monday to Saturday	Discretionary	£680.00	£680.00	0.00%
Licensed Venues external to Town Hall (out of hours 6pm to 10pm)	Sunday / Bank Holiday / Christmas Eve, New Years Eve	Discretionary	£700.00	£700.00	0.00%
Richmond Room	Saturday only (2pm to 6pm with max 60 guests)	Discretionary	£480.00	£480.00	0.00%
Mayor's Parlour - marriage or civil partnerships	Tuesday, Wednesday, Thursday, Friday	Discretionary	£300.00	£300.00	0.00%
Mayor's Parlour - marriage or civil partnerships	Saturday	Discretionary	£580.00	£580.00	0.00%
Mayor's Parlour - marriage or civil partnerships	Sunday	Discretionary	£680.00	£680.00	0.00%
Room 99 - Marriages or Partnership ceremonies	Basic ceremony (max 30 guests): Monday	Discretionary	£54.00	£54.00	0.00%
	Basic ceremony (max 30 guests): Tuesday, Wednesday, Thursday	Discretionary	£120.00	£130.00	8.33%
	Basic ceremony (max 30 guests): Friday	Discretionary	£200.00	£210.00	5.00%
	Basic ceremony (max 30 guests): Saturday (max 30 guests)	Discretionary	£250.00	£260.00	4.00%
Re-booking of ceremony		Discretionary	£35.00	£35.00	0.00%
Council Chamber - marriage or Civil Partnership or Renewal of vows & Naming Ceremonies	Tues, Weds, Thurs, Fri	Discretionary	£350.00	£360.00	2.86%
	Saturday	Discretionary	£580.00	£580.00	0.00%
	Sunday	Discretionary	£680.00	£680.00	0.00%
	Use of balcony	Discretionary	£180.00	£180.00	0.00%
Births, deaths, marriages and civil partnership certificates	Express same day within 1 hour (walk in service before 11am)	Discretionary	£20.00	£20.00	0.00%
Nationality check and send (incl. VAT) for citizenship applicants (Mon-Fri)	Per child	Discretionary	£30.00	£35.00	16.67%
	Per single adult application	Discretionary	£55.00	£60.00	9.09%
Nationality check and send (incl. VAT) for citizenship applicants - Saturday Service & Passport Checking Service	Per child	Discretionary	£36.00	£40.00	11.11%
	Per single adult application	Discretionary	£70.00	£75.00	7.14%
European Passport Return Service	Per single adult application	Discretionary	£10.00	£15.00	50.00%
Settlement check and send (incl. VAT) for settlement applicants - (Mon-Fri)	Per single adult application	Discretionary	£15.00	£15.00	0.00%
Settlement check and send (incl. VAT) for settlement applicants - Saturday Service & evening appointments	Per single adult application	Discretionary	£90.00	£95.00	5.56%
Settlement check and send (incl. VAT) for settlement applicants - Saturday Service & evening appointments	Per single adult application	Discretionary	£100.00	£105.00	5.00%
Private Citizenship Ceremony (Mon - Fri)	Per single adult	Discretionary	£120.00	£120.00	0.00%
Private Citizenship Ceremony (Mon - Fri)	Per (per family)	Discretionary	£180.00	£180.00	0.00%
Private Citizenship Ceremony (Sat)	Per single adult	Discretionary	£150.00	£150.00	0.00%
Private Citizenship Ceremony (Sat)	Per (per family)	Discretionary	£225.00	£225.00	0.00%
Islington Assembly Hall					
Commercial Rates					
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	£1,930.00	1.58%
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	£2,950.00	1.72%
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	£1,220.00	1.67%
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	£1,930.00	1.58%
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	£700.00	£710.00	1.43%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% 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	£245.00	2.08%
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	£370.00	2.78%
Live event hire for a downstairs standing only live event, not 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	£1,480.00	2.07%
Live event hire for a full venue live event, not 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	£1,680.00	1.82%
Live event hire for a two-night run live event, not 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	£2,850.00	1.79%
Live event hire for a three-night run live event, not 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	£3,560.00	1.71%
Non-Commercial Rates					
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	0.00%
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	0.00%
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	0.00%
Community and charity rates	We can offer a reduction on the private / corporate hire rates on Mon-Wed, subject to availability.	Discretionary			
CHILDREN'S SERVICES					
Primary School Meals		Notional charge as covered by the Council's Universal Free School Meals Scheme	£2.00	£2.00	0.00%
EARLY YEARS DAY CARE CHARGES - Current policy is that all increase by 2% each September. However, the Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017. All prices are per child per					
COMMUNITY NURSERIES					
TERM TIME					
Under 2's					
Band 1 (Up to £24,999)	Per week	Discretionary	£177.37	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£187.69		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£204.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£226.34		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£253.94		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	£287.06		
Band 7 (£80k and above) Marketed	Per week	Discretionary	£324.88		
2 to 3's					
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 2017.	
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	£295.34		
3&4					
Band 1 (Up to £24,999)	Per week	Discretionary	£121.72	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£128.81		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£140.17		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£155.33		

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£174.27		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	£197.00		
Band 7 (£80k and above) Marketed	Per week	Discretionary	£206.74		
HOLIDAYS					
Under 2's					
Band 1 (Up to £24,999)	Per week	Discretionary	£177.37	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£187.69		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£204.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£226.34		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£253.94		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	£287.06		
Band 7 (£80k and above) Marketed	Per week	Discretionary	£324.88		
2 to 3's					
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 2017.	
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	£295.34		
3&4					
Band 1 (Up to £24,999)	Per week	Discretionary	139.11	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	147.21		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	160.20		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	177.52		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	199.17		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	225.15		
Band 7 (£80k and above) Marketed	Per week	Discretionary	236.27		
NON-PRIMARY SCHOOL BASED CHILDREN'S CENTRES					
TERM TIME					
Under 2's					
Band 1 (Up to £24,999)	Per week	Discretionary	177.37	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	187.69		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	204.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	226.34		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	253.94		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	287.06		
Band 7 (£80k and above) Marketed	Per week	Discretionary	324.88		
2 to 3's					
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 2017.	
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	295.34		
3's					
Band 1 (Up to £24,999)	Per week	Discretionary	121.72	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	128.81		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	140.17		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	155.33		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	174.27		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	197.00		
Band 7 (£80k and above) Marketed	Per week	Discretionary	206.74		
4's					
Band 1 (Up to £24,999)	Per week	Discretionary	69.56	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	73.61		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	80.10		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	88.76		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	99.58		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	112.57		
Band 7 (£80k and above) Marketed	Per week	Discretionary	206.74		
HOLIDAYS					
Under 2's					
Band 1 (Up to £24,999)	Per week	Discretionary	177.37	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	187.69		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	204.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	226.34		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	253.94		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	287.06		

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Band 7 (£80k and above) Marketed	Per week	Discretionary	324.88		
2 to 3's					
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 2017.	
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	295.34		
3's					
Band 1 (Up to £24,999)	Per week	Discretionary	139.11	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	147.21		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	160.20		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	177.52		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	199.17		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	225.15		
Band 7 (£80k and above) Marketed	Per week	Discretionary	236.27		
4's					
Band 1 (Up to £24,999)	Per week	Discretionary	139.11	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	147.21		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	160.20		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	177.52		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	199.17		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	225.15		
Band 7 (£80k and above) Marketed	Per week	Discretionary	236.27		
CHILDREN'S CENTRES IN PRIMARY SCHOOLS					
TERM TIMES					
Under 2's					
Band 1 (Up to £24,999)	Per week	Discretionary	177.37	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	187.69		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	204.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	226.34		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	253.94		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	287.06		
Band 7 (£80k and above) Marketed	Per week	Discretionary	324.88		
2 to 3's					
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 2017.	
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	295.34		
3&4's					
Band 1 (Up to £24,999)	Per week	Discretionary	69.56	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	73.61		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	80.10		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	88.76		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	99.58		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	112.57		
Band 7 (£80k and above) Marketed	Per week	Discretionary	206.74		
HOLIDAYS					
Under 2's					
Band 1 (Up to £24,999)	Per week	Discretionary	177.37	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	187.69		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	204.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	226.34		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	253.94		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	287.06		
Band 7 (£80k and above) Marketed	Per week	Discretionary	324.88		
2 to 3's					
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 2017.	
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	295.34		
3&4's					
Band 1 (Up to £24,999)	Per week	Discretionary	139.11	The Council will undertake a	

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Band 2 (£25,000 - £30,999)	Per week	Discretionary	147.21	consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 3 (£31,000 - £39,999)	Per week	Discretionary	160.20		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	177.52		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	199.17		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	225.15		
Band 7 (£80k and above) Marketed	Per week	Discretionary	236.27		
FINANCE & RESOURCES					
Telecare					
Monitoring Service	Per week	Discretionary	3.44	3.47	1.00%
Full Service	Per week	Discretionary	6.79	6.86	1.00%
Peabody Trust - Alleyn House	Annual	Discretionary	5,634.20	5,746.88	2.00%
Peabody Trust - Lampson House	Annual	Discretionary	4,097.60	4,179.55	2.00%
Islington & Shoreditch	Annual	Discretionary	2,686.32	2,740.05	2.00%
Crown Housing	Annual	Discretionary	3,060.50	3,121.71	2.00%
HOUSING & ADULT SOCIAL SERVICES					
Adult Social Services					
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	0.00%
Meals in day care centres		Discretionary	3.00	3.00	0.00%
Deferred Payments	Set up fee	Discretionary	1,415.00	1,440.00	1.77%
Deferred Payments	Annual fee	Discretionary	505.00	510.00	0.99%
Deferred Payments	Complex case fee per hour	Discretionary	120.00	122.00	1.67%
Deputyship	Annual management fee	Statutory	Various fixed rates		
Protection of Property	Admin Fee	Statutory	350.00	350.00	0.00%
Protection of Property	Fee per hour	Statutory	25.85	26.32	1.82%
Protection of Property - Pets	Flat fee per week - for a dog	Statutory	15.50	15.78	1.81%
Protection of Property - Pets	Flat fee per week - for a cat	Statutory	10.30	10.49	1.84%
Housing Needs & Strategy					
Furniture Storage		Discretionary	135.93	138.51	1.90%
ENVIRONMENT & REGENERATION					
Library & Heritage Services					
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	0.00%
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	0.00%
Digital images (Local history)	Per image	Discretionary	£16.00	£16.00	0.00%
Reservation charges for items not in stock	Service charge - for books obtained via library interloans scheme	Discretionary	£3.70	£3.80	2.70%
PC Printing	Hire charge - cost recovery	Discretionary	20p b/w 50p colour	15p b/w 50p colour	
Genealogical Research	Service charge - cost recovery	Discretionary	£15 per half-hour (Minimum 1 hour)	£15 per half-hour (Minimum 1 hour)	0.00%
Local history photography pass	Per day	Discretionary	£5.00	£6.00	20.00%
Charges for Overdue Books	Fines - to help ensure the timely return of books for other users of the Library Service	Discretionary	17p per day (£7.20 maximum charge per item)	17p per day (£7.20 maximum charge per item)	0.00%
Hire of Music	Hire charge for CDs	Discretionary	50p; 60+ free	50p; 60+ free	0.00%
Photocopying	Charge for use of photocopier - cost recovery	Discretionary	10p A4 b/w; 20p A3 b/w; 50p A4 colour; £1 A3 colour	15p A4 b/w; 20p A3 b/w; 50p A4 colour; £1 A3 colour	
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)	0.00%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Charges for Lost Items	Cost of replacing lost items	Discretionary	Original purchase price	Original purchase price	0.00%
Replacement Library Cards	Cost of replacing lost card	Discretionary	£2.10	£2.10	0.00%
DVDs Hire charge per night	New feature films	Discretionary	£2.00	£2.00	0.00%
DVDs Hire charge per night	Other / Non feature films	Discretionary	£1.50	£1.50	0.00%
Local History and re-sale materials sales	Sales - cost recovery	Discretionary	Price range from 25p to £25	Price range from 25p to £26	N/A
Local History Centre - Commercial reproduction charges (price per image unless otherwise stated)					
Books, periodicals, printed material, e-books, CD ROMs					
Front cover / jacket	UK rights (World rights double fee)	Discretionary	£76.00	£77.00	1.32%
Interior	UK rights (World rights double fee)	Discretionary	£51.00	£52.00	1.96%
Leaflets and brochures	UK rights (World rights double fee)	Discretionary	£51.00	£52.00	1.96%
Advertising in newspapers and periodicals	UK rights (World rights double fee)	Discretionary	£76.00	£77.00	1.32%
Postcards*, greetings cards*, giftware, calendars, posters, publicity material	UK rights (World rights double fee)	Discretionary	£130.00	£132.00	1.54%
* +100 copies					
Commercial interior design and decoration					
Commercial interior design and decoration	For up to 5 images, additional images £25	Discretionary	£260.00	£265.00	1.92%
Television					
Per transmission	one showing, one country including TV advertisements	Discretionary	£76.00	£77.00	1.32%
5-year unlimited transmission	Excluding video & DVD	Discretionary	£260.00	£265.00	1.92%
DVDs, films, videos & CD-ROMS					
DVDs, films, videos & CD-ROMS	UK rights (World rights double fee)	Discretionary	£130.00	£132.00	1.54%
Exhibitions					
Exhibitions		Discretionary	£76.00	£77.00	1.32%
Web use					
Web use	Including blog posts and social media	Discretionary	£76.00	£77.00	1.32%
* 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					
Education Library Service					
Primary School	Per pupil	Discretionary	£18.00	£18.00	0.00%
Secondary School	Full subscription	Discretionary	£5,290.00	£5,290.00	0.00%
	Tutor Box Only	Discretionary	£2,530.00	£2,530.00	0.00%
PVI Nurseries		Discretionary	£170.00	£190.00	11.76%
Out of Borough schools : Artefact Topic boxes	Per box + £15 delivery and collection charge	Discretionary	£66.00	£70.00	6.06%
PUBLIC PROTECTION					
Charges for carrying out works in default following service of Notices	Per case	Discretionary	£250.00 or 30% of cost of works whichever is greater	£250.00 or 30% of cost of works whichever is greater	0.00%
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	£22.00	£23.00	4.55%
Con29R	Additional Parcel £20	Discretionary	£94.00	£94.00	0.00%
Enhanced Personal search		Discretionary	£24.00	£25.00	4.17%
Information search		Discretionary	£50.00	£51.00	2.00%
Personal inspection of the Local Land Charges Register under EIR		Discretionary	£0.00	£0.00	0.00%
Part 2 (Con29O) questions		Discretionary	£11.00	£11.00	0.00%
Part 3 (your own) questions		Discretionary	£22.00	£22.00	0.00%
Right of Light Registration		Discretionary	£70.00	£71.00	1.43%
LAND SEARCH ENQUIRIES					
Per reply letter		Discretionary	£65.00	£66.00	1.54%
Per copy of consent		Discretionary	£1.00	£1.00	0.00%
SCIENTIFIC SERVICES					
Environmental Protection Act 1990					
Statutory Registers					
Copies and Entries:					
First Copy (per sheet)		Discretionary	£13.00	£14.00	7.69%
Each subsequent (per sheet)		Discretionary	£4.30	£5.00	16.28%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge	Type (Discretionary / Statutory)	2016-17	2017-18	% Change
ANIMAL SERVICES				
Dog Recovery	Discretionary	£28.00	£29.00	3.57%
Animal Rehoming	Discretionary	£50.00	£51.00	2.00%
Animal Boarding	Discretionary	£11.00	£12.00	9.09%
Register of Seized Dogs	Discretionary	£3.90	£4.00	2.56%
Animal Boarding Establishments Act 1963				
Licence	Discretionary	£330.00	£340.00	3.03%
Renewal	Discretionary	£330.00	£340.00	3.03%
Breeding Dogs Act 1973				
Licence	Discretionary	£270.00	£280.00	3.70%
Renewal	Discretionary	£270.00	£280.00	3.70%
Dangerous Wild Animals Act 1976				
Licence	Discretionary	£330.00	£340.00	3.03%
Renewal	Discretionary	£330.00	£340.00	3.03%
Performing Animals (Regulations) Act 1925				
Registration (once only)	Discretionary	£52.00	£53.00	1.92%
Copy Certificate	Discretionary	£19.00	£20.00	5.26%
Pet Animals Act 1951				
Licence	Discretionary	£330.00	£340.00	3.03%
Renewal	Discretionary	£330.00	£340.00	3.03%
Riding Establishments Act 1964				
Licence	Discretionary	£470.00	£480.00	2.13%
Renewal of Provisional Licence	Discretionary	£470.00	£480.00	2.13%
Pest Control				
Contracted Pest Control treatments - per hour plus VAT	Discretionary	£170.00	£175.00	2.94%
Residential Environmental Health				
Notices served and Orders made under Housing Act 2004	Discretionary	£600.00	£600.00	0.00%
HMO licensing	Discretionary	£270.00	£270.00	0.00%
HMO licensing - accredited landlords	Discretionary	£230.00	£230.00	0.00%
HMO licensing - assisted applications	Discretionary	£330.00	£330.00	0.00%
Renewal of HMO licence after 5 year term from 11/12	Discretionary	£210.00	£210.00	0.00%
Renewal of HMO licence for accredited landlord after 5 year term from 11/12	Discretionary	£190.00	£190.00	0.00%
HMO Licensing of large student accommodation blocks	Discretionary	£31.00	£31.00	0.00%
HMO licensing s257 HMOs	Discretionary	£660.00	£660.00	0.00%
HMO licensing - accredited landlords s257 HMOs	Discretionary	£560.00	£560.00	0.00%
HMO licensing - assisted applications s257 HMOs	Discretionary	£170.00	£170.00	0.00%
Renewal of HMO licence after 5 year term from 15/16 s257 HMOs	Discretionary	£530.00	£530.00	0.00%
Renewal of HMO licence for accredited landlord after 5 year term from 15/16 for s257 HMOs	Discretionary	£460.00	£460.00	0.00%
Commercial Environmental Health				
Food Hygiene Training	Discretionary	£76.00	£76.00	0.00%
EH & TS Regulatory Services (including PAP)	Discretionary	N/A	£70.00	N/A
PROPERTY RECORD VIEWING, PHOTOCOPYING & VIEWING (CHARGE PER PROPERTY)				
Solicitor's enquiry (24 hour response)	Discretionary	£120.00	£125.00	4.17%
TRADING STANDARDS				
Weighing and Measuring Equipment				
Charges for examining, testing, certifying, stamping, authorising or reporting on special weighing or measuring equipment. Charges are per officer/hr.	Discretionary	£95.00	£95.00	0.00%
Weights				
Exceeding 5kg or not exceeding 5g	Discretionary	£14.00	£14.00	0.00%
Other weights	Discretionary	£13.00	£13.00	0.00%
Measures				
Linear measures not exceeding 3m	Discretionary	£14.00	£14.00	0.00%
Weighing machines				
Not exceeding 15kg	Discretionary	£34.00	£34.00	0.00%
15kg to 100kg	Discretionary	£52.00	£52.00	0.00%
100kg to 250 kg	Discretionary	£67.00	£67.00	0.00%
250 kg to 1 tonne	Discretionary	£120.00	£120.00	0.00%
1 tonne to 10 tonne	Discretionary	£210.00	£210.00	0.00%
10 tonne to 30 tonne	Discretionary	£410.00	£410.00	0.00%
30 tonne to 60 tonne	Discretionary	£610.00	£610.00	0.00%
Measuring Instruments for Intoxicating Liquor				

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge	Type (Discretionary / Statutory)	2016-17	2017-18	% Change	
Not exceeding 150 ml	Discretionary	£23.00	£23.00	0.00%	
Other	Discretionary	£24.00	£24.00	0.00%	
Measuring Instruments for Liquid Fuel and Lubricants					
Container Type (unsubdivided)	Discretionary	£95.00	£95.00	0.00%	
Multigrade					
a) solely price adjustment	Discretionary	£120.00	£120.00	0.00%	
b) otherwise	Discretionary	£210.00	£210.00	0.00%	
Other types-single outlets					
a) Solely price adjustment	Discretionary	£94.00	£94.00	0.00%	
b) otherwise	Discretionary	£130.00	£130.00	0.00%	
Other types - multi outlets - rate per meter	Discretionary	£130.00	£130.00	0.00%	
Other Charges					
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.					
GLC General (Powers) Act 1984					
Sale of Goods by Competitive Bidding	Discretionary	£230.00	£230.00	0.00%	
Scrap Metal Dealers Act 2013					
Scrap Metal Dealer - Site Licence	licence is of 3 years duration	Discretionary	£500.00	£509.00	1.80%
Scrap Metal Dealer renewal		Discretionary	£500.00	£509.00	1.80%
Scrap Metal Dealer variation		Discretionary	£250.00	£255.00	2.00%
Scrap Metal Collector		Discretionary	£300.00	£305.00	1.67%
Scrap Metal Collector renewal		Discretionary	£300.00	£305.00	1.67%
Scrap Metal Collector variation		Discretionary	£240.00	£244.00	1.67%
Duplicates (for either)		Discretionary	£5.10	£5.20	1.96%
GAMBLING ACT 2005					
Licence Fees					
Bingo Club - New Application		Discretionary	£1,910.00	£1,910.00	0.00%
Bingo Club Annual Fee		Discretionary	£970.00	£970.00	0.00%
Bingo Club - Variation		Discretionary	£1,340.00	£1,340.00	0.00%
Bingo Club - Transfer		Discretionary	£170.00	£170.00	0.00%
Bingo Club - Re-instatement		Discretionary	£170.00	£170.00	0.00%
Bingo Club - Provisional Statement		Discretionary	£1,910.00	£1,910.00	0.00%
Bingo Club - New Application from Provisional Statement holder		Discretionary	£170.00	£170.00	0.00%
Betting Premises excluding Tracks - New Application		Discretionary	£1,910.00	£1,910.00	0.00%
Betting Premises excluding Tracks Annual Fee		Discretionary	£560.00	£560.00	0.00%
Betting Premises excluding Tracks - Variation		Discretionary	£980.00	£980.00	0.00%
Betting Premises excluding Tracks - Transfer		Discretionary	£170.00	£170.00	0.00%
Betting Premises excluding Tracks - Re-instatement		Discretionary	£170.00	£170.00	0.00%
Betting Premises excluding Tracks - New Application from Provisional Statement holder		Discretionary	£170.00	£170.00	0.00%
Betting Premises excluding Tracks - Application for Provisional Statement		Discretionary	£1,910.00	£1,910.00	0.00%
Tracks - New Application		Discretionary	£1,910.00	£1,910.00	0.00%
Tracks - Transfer		Discretionary	£400.00	£400.00	0.00%
Tracks - Re-instatement		Discretionary	£400.00	£400.00	0.00%
Tracks - Provisional Statement		Discretionary	£1,910.00	£1,910.00	0.00%
Tracks - New Application from provisional statement holder		Discretionary	£400.00	£400.00	0.00%
CCTV Enquiries/Requests form info Solicitors, Lawyers, Court Officers (Police Exempt)					
Search only		Discretionary	£11.00	£11.00	0.00%
Research / Reply		Discretionary	£51.00	£52.00	1.96%
Research / Reply multiple cameras / images (up to 5)		Discretionary	£66.00	£67.00	1.52%
Research / Reply multiple cameras / images (6+)		Discretionary	£86.00	£88.00	2.33%
PLANNING & DEVELOPMENT					
Photocopying Correspondence & Other Items					
Each page		Discretionary	£1.00	£1.25	25.00%
Research fee					
Admin time per hr		Discretionary	£44.00	£53.00	20.45%
Policy documents					
UDP Adopted June 2002		Discretionary	£57.00	£57.00	0.00%
Core Strategy		Discretionary	£48.00	£48.00	0.00%
Proposals Maps (UDP and Core Strategy)		Discretionary	£7.10	£7.10	0.00%
Development Management Policies DPD (once formally adopted)		Discretionary	£48.00	£48.00	0.00%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge	Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Site Allocations DPD (once formally adopted)	Discretionary	£48.00	£48.00	0.00%
Finsbury Local Plan (once adopted formally)	Discretionary	£48.00	£48.00	0.00%
Environmental Design SPD	Discretionary	£22.00	£22.00	0.00%
Affordable Housing Small Sites Contributions SPD	Discretionary	£0.00	£0.00	0.00%
Streetbook SPD (new version, Oct 2012)	Discretionary	£22.00	£22.00	0.00%
Inclusive Landscape Design SPD (Oct 09)	Discretionary	£17.00	£17.00	0.00%
Planning Obligations SPD (July 2009)	Discretionary	£17.00	£17.00	0.00%
Accessible Housing SPD (March 2009)	Discretionary	£0.00	£0.00	0.00%
Archway Development Framework SPD (September 2007)	Discretionary	£0.00	£0.00	0.00%
Nag's Head Town Centre Strategy SPD (May 2007)	Discretionary	£0.00	£0.00	0.00%
Urban Design Guide SPD (Dec 06),	Discretionary	£17.00	£17.00	0.00%
King's Cross Framework SPD (July 2005)	Discretionary	£0.00	£0.00	0.00%
Statement of Community Involvement (July 2006)	Discretionary	£0.00	£0.00	0.00%
Angel Town Centre Strategy	Discretionary	£0.00	£0.00	0.00%
Mount Pleasant	Discretionary	£17.00	£17.00	0.00%
Student Accommodation Contributions for Bursaries SPD (once adopted)	Discretionary	£0.00	£0.00	0.00%
Shop front Design	Discretionary	£7.10	£7.10	0.00%
Conservation Area Design Guidelines	Discretionary	£20.00	£20.00	0.00%
Planning Briefs	Discretionary	£11.00	£11.00	0.00%
Other Documents				
Street Index with No Areas	Discretionary	£14.00	£14.00	0.00%
Maps				
Street Maps	Discretionary	£5.30	£5.50	3.77%
Plan Printing				
(Other than plans from planning applications)				
A4	Discretionary	£4.50	£5.25	16.67%
A3	Discretionary	£4.50	£5.25	16.67%
A2	Discretionary	£6.20	£7.50	20.97%
A1 23" * 20"	Discretionary	£6.20	£7.50	20.97%
A1 40" * 30"	Discretionary	£6.20	£7.50	20.97%
A0	Discretionary	£6.20	£7.50	20.97%
60" * 40"	Discretionary	£6.20	£7.50	20.97%
Pre-application and other advice fees				
Duty Planning Officer Slot	Discretionary	£52.80	£56.00	6.06%
Householder application	Discretionary	£255.00	£268.00	5.10%
Householder application with site visit	Discretionary	£415.00	£436.00	5.06%
Householder follow up meeting /site visit	Discretionary	£165.00	£173.00	4.85%
Listed building consent	Discretionary	£380.00	£399.00	5.00%
Listed building consent with site visit	Discretionary	£545.00	£573.00	5.14%
Listed Building consent follow up meeting	Discretionary	£165.00	£172.00	4.24%
Small scale minor application (up to 3 residential units, or 499 sq.m commercial)	Discretionary	£690.00	£759.00	10.00%
Small scale minor application with site visit	Discretionary	£1,010.00	£1,111.00	10.00%
Small scale minor follow up meeting	Discretionary	£500.00	£550.00	10.00%
Larger scale minor development (4-6 residential units, or 500-999 sq.m commercial) - 4a category	Discretionary	£1,610.00	£1,771.00	10.00%
Large scale minor follow up meeting (4-6) 4a	Discretionary	£865.00	£952.00	10.06%
Larger scale minor development (7-9 residential units, or 500-999 sq.m commercial)	Discretionary	£1,930.00	£2,123.00	10.00%
Large scale minor follow up meeting (7-9) 4b	Discretionary	£1,040.00	£1,144.00	10.00%
Major application up to 20 units	Discretionary	£4,420.00	£5,304.00	20.00%
Major application >20 units	Discretionary	£5,800.00	£6,960.00	20.00%
Major application per extra meeting	Discretionary	£1,900.00	£2,280.00	20.00%
Planning Performance Agreement	Discretionary	£6,600.00	£7,920.00	20.00%
Planning Performance Agreement (conditions)	Discretionary	£3,000.00	£3,600.00	20.00%
Planning Performance Agreement (s73)	Discretionary	£2,000.00	£2,400.00	20.00%
Planning Performance Agreement (follow up)	Discretionary	£1,500.00	£1,650.00	10.00%
Extensions of time - small scale	Discretionary	£500.00	£500.00	0.00%
Extensions of time - minor 4a	Discretionary	£1,200.00	£1,200.00	0.00%
Extensions of time - minor 4b	Discretionary	£1,600.00	£1,600.00	0.00%
Extension of times Majors	Discretionary	£6,600.00	£7,920.00	20.00%
Design review panel	Discretionary	£3,395.00	£4,074.00	20.00%
Design review panel follow up	Discretionary	£2,600.00	£3,120.00	20.00%
Officer research/ correspondence per hour	Discretionary	£120.00	£132.00	10.00%
Express Enforcement correspondence	Discretionary	£550.00	£605.00	10.00%
Refund for returned invalid application	Discretionary	20% of application fee	20% of application fee	N/A
Streetbook Surgeries	Discretionary	£1,385.00	£1,524.00	10.04%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
BUILDING CONTROL					
Property Record Viewing, Photocopying & Viewing (Charge Per Property)					
Enquiry Charge - all information readily available on back-office/land charges or statutory register		Discretionary	£90.00	£90.00	0.00%
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	0.00%
Additional page/drawing		Discretionary	£1.00	£1.00	0.00%
Each single copy of microfiche		Discretionary	£10.00	£10.00	0.00%
Solicitor's enquiry (48 hour response)		Discretionary	£270.00	£270.00	0.00%
Temporary Structure-Renewals					
Professional/Technical time per hr	Standard Hourly Rate	Discretionary	£90.00	£90.00	0.00%
Administrative time per hr	Standard Hourly Rate	Discretionary	£90.00	£90.00	0.00%
Demolition notice under section 10 of the London Local Authorities Act 2004	Standard applications	Discretionary	£450.00	£450.00	0.00%
Demolition notice under section 10 of the London Local Authorities Act 2005	Complex applications	Discretionary	£810.00	£810.00	0.00%
Temporary Structure-New Structures & S21 London Building Ct 1939					
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	0.00%
Dangerous Structures					
Standard Charge on issue of Notice		Discretionary	£270.00	£270.00	0.00%
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
Miscellaneous Charges					
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	£110.00	£110.00	0.00%
Street Naming and Numbering					
New sites or developments					
1-9 units		Discretionary	£190.00	£193.00	1.58%
10-20 units		Discretionary	£250.00	£254.00	1.60%
For each additional unit over 20		Discretionary	£36.00	£36.00	0.00%
Naming a new street (including access ways, mews, cul-de-sacs)		Discretionary	£230.00	£0.00	-100.00%
Existing property					
Renaming a street		Discretionary	£400.00	£407.00	1.75%
Naming or re-naming of a property		Discretionary	£230.00	£234.00	1.74%
Renumbering of a property		Discretionary	£230.00	£234.00	1.74%
Postcode enquiries		Discretionary	£0.00	£0.00	0.00%
Resubmission with new proposals if original application refused and within 1 month of refusal		Discretionary	£0.00	£0.00	0.00%
ENVIRONMENTAL SERVICES					
HIGHWAYS GROUP					
NEW ROADS & STREET WORKS ACT					
Streetscene Records					
Staff viewing charge		Discretionary	£46.00	£47.00	2.17%
First page copying - per page		Discretionary	£5.30	£5.40	1.89%
Subsequent pages - per page		Discretionary	£1.00	£1.00	0.00%
Restoration of database if required		Discretionary	£570.00	£580.00	1.75%
Provision of information by post		Discretionary	£58.00	£60.00	3.45%
Provision of accident data		Discretionary	£69.00	£70.00	1.45%
Enquiries/Requests form info Solicitors, Developers/Business Orgs					
Search only		Discretionary	£41.00	£42.00	2.44%
Research/Reply		Discretionary	£80.00	£82.00	2.50%
Research/Reply multiple questions (up to 5)		Discretionary	£150.00	£153.00	2.00%
Research/Reply multiple questions (6+)		Discretionary	£200.00	£204.00	2.00%
Supply Lamps					
Per lamp		Discretionary	£14.00	£15.00	7.14%
Per night		Discretionary	£120.00	£123.00	2.50%
Deposits					
Deposit Handling Charge		Discretionary	£76.00	£78.00	2.63%
Deposit based on full replacement cost of highway (m2)		Discretionary	£210.00	£214.00	1.90%
Highway Licences					
Section 50 opening of highway - Excavation up to 0.9 metres		Discretionary	£320.00	£325.00	1.56%
Section 50 opening of highway - Excavation 0.9 - 1.5 metres		Discretionary	£710.00	£725.00	2.11%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge	Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Section 50 opening of highway - Excavation over 1.50 metres	Discretionary	£1,870.00	£1,900.00	1.60%
Section 50 opening of highway - Non excavation	Discretionary	£230.00	£235.00	2.17%
Temp X over Section 50 opening of highway - Standard Vehicle	Discretionary	£710.00	£725.00	2.11%
Temp X over Section 50 opening of highway - Heavy Duty Vehicle	Discretionary	£1,870.00	£1,900.00	1.60%
Section 81 - First and second notifications	Discretionary	£0.00	£0.00	-
Section 81 - Remedial works including survey	Discretionary	£0.00	£0.00	-
Extension fees for agreed and non agreed Section 50 - excavations and temporary crossovers	Discretionary	£160.00	£165.00	3.13%
Site Inspection fee for valid complaints or unauthorised overstay	Discretionary	£160.00	£165.00	3.13%
Tables and chairs				
Management fee - all bands				
Band A - Price per seat up to 12	Discretionary	£410.00	£417.00	1.71%
Band A - Price per seat 13 upward	Discretionary	£76.00	£77.00	1.32%
Band B - Price per seat up to 12	Discretionary	£56.00	£57.00	1.79%
Band B - Price per seat 13 upward	Discretionary	£51.00	£52.00	1.96%
Band C - Price per seat up to 12	Discretionary	£36.00	£37.00	2.78%
Band C - Price per seat 13 upward	Discretionary	£31.00	£31.50	1.61%
Band C - Price per seat 13 upward	Discretionary	£26.00	£26.50	1.92%
A Boards & Tables and Chairs				
Band A price per A board added to existing Tables and Chair licence	Discretionary	£280.00	£285.00	1.79%
Band B price per A board added to existing Tables and Chair licence	Discretionary	£200.00	£204.00	2.00%
Band C price per A board added to existing Tables and Chair licence	Discretionary	£81.00	£82.50	1.85%
A Boards only				
Band A price per A board	Discretionary	£390.00	£397.00	1.79%
Band B price per A board	Discretionary	£280.00	£285.00	1.79%
Band C price per A board	Discretionary	£120.00	£122.00	1.67%
Non-refundable charge in cases of early determination of refusal of application	Discretionary		£100.00	-
Dispensers (newspapers et al)				
All bands	Discretionary	£350.00	£356.00	1.71%
Skips				
Skip license - admin	Discretionary	£86.00	£87.00	1.16%
New Highways licence				
Highways occupation licence	Discretionary	£500.00	£510.00	2.00%
Highways pre works advice for developments & Construction management	Discretionary	£48.00	£50.00	4.17%
Materials licence fee				
deposit value <£1500	Discretionary	£320.00	£325.00	1.56%
£1501-<£3000	Discretionary	£510.00	£520.00	1.96%
£3001-<£6000	Discretionary	£810.00	£825.00	1.85%
£6001-<	Discretionary	On application	On application	N/A
Scaffold licence fee				
deposit value <£1500	Discretionary	£320.00	£325.00	1.56%
£1501-<£3000	Discretionary	£510.00	£520.00	1.96%
£3001-<£6000	Discretionary	£810.00	£825.00	1.85%
£6001-<	Discretionary	On application	On application	N/A
Scaffold Gantry licence fee				
deposit value <£1500	Discretionary	£660.00	£670.00	1.52%
£1501-<£3000	Discretionary	£1,010.00	£1,030.00	1.98%
£3001-<£6000	Discretionary	£1,320.00	£1,345.00	1.89%
£6001-<	Discretionary	On application	On application	N/A
Hoarding licence fee				
deposit value <£1500	Discretionary	£320.00	£325.00	1.56%
£1501-<£3000	Discretionary	£510.00	£520.00	1.96%
£3001-<£6000	Discretionary	£810.00	£825.00	1.85%
£6001-<	Discretionary	On application	On application	N/A
Extension fees for Material, Scaffolding & Hoarding	Discretionary	£160.00	£165.00	3.13%
Site Inspection fee for valid complaints or unauthorised overstay	Discretionary	£160.00	£165.00	3.13%
Crane Operation licences				
Oversailing the highway	Discretionary	£760.00	£770.00	1.32%
Operation on the highway	Discretionary	£360.00	£365.00	1.39%
Overhang licence section 177	NEW LICENCE TYPE Discretionary	£330.00	£335.00	1.52%
Containers				
Admin fee	Discretionary	£180.00	£185.00	2.78%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Weekly storage fee on the highway		Discretionary	£190.00	£195.00	2.63%
Legal notices and works					
Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 14 for max of 3 months		Discretionary	£3,240.00	£3,300.00	1.85%
Extension to section 14 closure per month		Discretionary	£460.00	£470.00	2.17%
Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 16 and Section 22 to accommodate Filming		Discretionary	£3,240.00	£3,300.00	1.85%
Permanent traffic orders under all sections of the highways, traffic regulation and road traffic acts		Discretionary	£2,230.00	£2,270.00	1.79%
Parity with Section 14 closures					
Access Bar Marking installation and consultation		Discretionary	£410.00	£417.50	1.83%
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	N/A
Emergency call out works		Discretionary	£610.00	£621.00	1.80%
Waste Management					
COMMERCIAL WASTE CHARGES					
Sacks (per 50 sacks)	Per 50	Discretionary	£87.00	£87.00	0.00%
Bulk (per metre)	Metre = 12 bags	Discretionary	£23.00	£23.00	0.00%
Paladin	Per lift	Discretionary	£15.00	£15.00	0.00%
Paladin	Annual hire	Discretionary	£120.00	£120.00	0.00%
Wheellie Bin 240 litre	Per lift	Discretionary	£6.90	£6.90	0.00%
Wheellie Bin 330/360 litre	Per lift	Discretionary	£8.60	£8.60	0.00%
Eurobin 550/660 litre	Per lift	Discretionary	£12.00	£12.00	0.00%
Eurobin 550/660 litre	Annual hire	Discretionary	£130.00	£130.00	0.00%
Eurobin 770 litre	Per lift	Discretionary	£13.00	£13.00	0.00%
Eurobin 770 litre	Annual hire	Discretionary	£150.00	£150.00	0.00%
Eurobin 1100 litre	Per lift	Discretionary	£16.00	£16.00	0.00%
Eurobin 1100 litre	Annual hire	Discretionary	£180.00	£180.00	0.00%
Eurobin 1280 litre	Per lift	Discretionary	£17.00	£17.00	0.00%
Eurobin 1280 litre	Annual	Discretionary	£200.00	£200.00	0.00%
Skips Light Waste (8 yarder)	Per lift	Discretionary	£280.00	£280.00	0.00%
Skips Building Material (8 yarder)	Per lift	Discretionary	£340.00	£340.00	0.00%
Special Collections (Minimum Charge)	One off	Discretionary	£80.00	£80.00	0.00%
Confidential Waste Collection	One off	Discretionary	£65.00	£65.00	0.00%
To purchase Eurobins:					
240 litre		Discretionary	£53.00	£53.00	0.00%
360 litre		Discretionary	£96.00	£96.00	0.00%
660 litre		Discretionary	£380.00	£380.00	0.00%
770 litre		Discretionary	£400.00	£400.00	0.00%
1100 litre		Discretionary	£430.00	£430.00	0.00%
1280 litre		Discretionary	£440.00	£440.00	0.00%
CHARITY/EDUCATIONAL ESTABLISHMENT WASTE CHARGES					
Sacks (per 50 sacks)	Per 50	Discretionary	£43.00	£43.00	0.00%
Paladin hire	Per lift	Discretionary	£8.10	£8.10	0.00%
Paladin hire	Annual hire	Discretionary	£120.00	£120.00	0.00%
Wheellie Bin 240 litre	Per lift	Discretionary	£4.10	£4.10	0.00%
Wheellie Bin 330/360 litre	Per lift	Discretionary	£6.10	£6.10	0.00%
Eurobin 550/660 litre	Per lift	Discretionary	£6.50	£6.50	0.00%
Eurobin 550/660 litre	Annual hire	Discretionary	£130.00	£130.00	0.00%
Eurobin 770/800 litre	Per lift	Discretionary	£7.60	£7.60	0.00%
Eurobin 770/800 litre	Annual hire	Discretionary	£150.00	£150.00	0.00%
Eurobin 1100 litre	Per lift	Discretionary	£8.10	£8.10	0.00%
Eurobin 1100 litre	Annual hire	Discretionary	£180.00	£180.00	0.00%
Eurobin 1280 litre	Per lift	Discretionary	£9.20	£9.20	0.00%
Eurobin 1280 litre	Annual hire	Discretionary	£200.00	£200.00	0.00%
Skips Light Waste (8 yarder)	Per lift	Discretionary	£200.00	£200.00	0.00%
Skips Light Waste (12 yarder) perm	Per lift	Discretionary	£210.00	£210.00	0.00%
Special Collections (Minimum Charge)	One off	Discretionary	£96.00	£96.00	0.00%
Confidential Waste Collection	One off	Discretionary	£65.00	£65.00	0.00%
To buy Eurobins					
240 litre		Discretionary	£53.00	£53.00	0.00%
360 litre		Discretionary	£97.00	£97.00	0.00%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
660 litre		Discretionary	£380.00	£380.00	0.00%
770 litre		Discretionary	£400.00	£400.00	0.00%
1100 litre		Discretionary	£430.00	£430.00	0.00%
1280 litre		Discretionary	£440.00	£440.00	0.00%
Duty of Care Document Charge	Quarter	Discretionary	£16.00	£16.00	0.00%
	Half year	Discretionary	£32.00	£32.00	0.00%
	Annual	Discretionary	£63.00	£63.00	0.00%
CLINICAL WASTE CHARGES					
Removal of Bagged Clinical Waste					
Min charge per visit & up to 7 bags (inclusive)	Up to 7 bags	Discretionary	£35.00	£35.00	0.00%
Each additional bag over 7 collected	Each bag	Discretionary	£5.50	£5.50	0.00%
Sharps					
Min charge per visit & up to 5 boxes (inclusive)	Up to 5 boxes	Discretionary	£35.00	£35.00	0.00%
Each additional box over 5 collected	Each box	Discretionary	£5.50	£5.50	0.00%
PARKING					
PARKING PERMITS					
Blue Badge					
Blue Badge processing		Statutory Maximum Limit	£0.00	£0.00	0.00%
Associated residents permit for Blue Badge holders		Discretionary	£0.00	£0.00	0.00%
Blue Badge replacement for lost 1st one in 3 years		Statutory Maximum Limit	£0.00	£0.00	0.00%
Blue Badge replacement for stolen 1st one in 3 years		Statutory Maximum Limit	£0.00	£0.00	0.00%
Blue Badge replacement for lost subsequent ones in 3 years		Statutory Maximum Limit	£10.00	£10.00	0.00%
All Diesel Vehicles - Surcharge in additional to Standard Resident Permit Prices - subject to some vehicle-type policy exemptions					
1 month permit		Discretionary	£8.00	£8.00	0.00%
3 month permit		Discretionary	£24.00	£24.00	0.00%
6 month permit		Discretionary	£48.00	£48.00	0.00%
12 month permit		Discretionary	£96.00	£96.00	0.00%
Residents Parking Permit - based on CO2 emissions					
Band A - (up to 100g/km) - 1 month permit		Discretionary	£0.00	£0.00	0.00%
Band A - (up to 100g/km) - 3 month permit		Discretionary	£0.00	£0.00	0.00%
Band A - (up to 100g/km) - 6 month permit		Discretionary	£0.00	£0.00	0.00%
Band A - (up to 100g/km) - 12 month permit		Discretionary	£0.00	£0.00	0.00%
Band B - (101-110g/km) - 1 month permit		Discretionary	£6.50	£6.60	1.54%
Band B - (101-110g/km) - 3 month permit		Discretionary	£6.50	£6.60	1.54%
Band B - (101-110g/km) - 6 month permit		Discretionary	£8.50	£8.75	2.94%
Band B - (101-110g/km) - 12 month permit		Discretionary	£17.00	£17.50	2.94%
Band C - (111-120g/km) - 1 month permit		Discretionary	£6.50	£6.60	1.54%
Band C - (111-120g/km) - 3 month permit		Discretionary	£7.25	£7.50	3.45%
Band C - (111-120g/km) - 6 month permit		Discretionary	£14.50	£14.75	1.72%
Band C - (111-120g/km) - 12 month permit		Discretionary	£29.00	£29.50	1.72%
Band D - (121-130g/km) - 1 month permit		Discretionary	£6.50	£6.60	1.54%
Band D - (121-130g/km) - 3 month permit		Discretionary	£19.25	£19.75	2.60%
Band D - (121-130g/km) - 6 month permit		Discretionary	£38.50	£39.25	1.95%
Band D - (121-130g/km) - 12 month permit		Discretionary	£77.00	£78.50	1.95%
Band E - (131-140g/km) - 1 month permit		Discretionary	£7.85	£8.00	1.91%
Band E - (131-140g/km) - 3 month permit		Discretionary	£23.50	£24.00	2.13%
Band E - (131-140g/km) - 6 month permit		Discretionary	£47.00	£48.00	2.13%
Band E - (131-140g/km) - 12 month permit		Discretionary	£94.00	£95.75	1.86%
Band F - (141-150g/km) - 1 month permit		Discretionary	£8.45	£8.60	1.78%
Band F - (141-150g/km) - 3 month permit		Discretionary	£25.25	£25.75	1.98%
Band F - (141-150g/km) - 6 month permit		Discretionary	£50.50	£51.50	1.98%
Band F - (141-150g/km) - 12 month permit		Discretionary	£101.00	£103.00	1.98%
Band G - (151-165g/km) - 1 month permit		Discretionary	£10.50	£10.75	2.38%
Band G - (151-165g/km) - 3 month permit		Discretionary	£31.50	£32.15	2.06%
Band G - (151-165g/km) - 6 month permit		Discretionary	£63.00	£64.25	1.98%
Band G - (151-165g/km) - 12 month permit		Discretionary	£126.00	£128.50	1.98%
Band H - (166-175g/km) - 1 month permit		Discretionary	£12.00	£12.25	2.08%
Band H - (166-175g/km) - 3 month permit		Discretionary	£36.00	£36.75	2.08%
Band H - (166-175g/km) - 6 month permit		Discretionary	£72.00	£73.50	2.08%
Band H - (166-175g/km) - 12 month permit		Discretionary	£144.00	£147.00	2.08%
Band I - (176-185g/km) - 1 month permit		Discretionary	£14.10	£14.50	2.84%
Band I - (176-185g/km) - 3 month permit		Discretionary	£42.25	£43.00	1.78%
Band I - (176-185g/km) - 6 month permit		Discretionary	£84.50	£86.00	1.78%
Band I - (176-185g/km) - 12 month permit		Discretionary	£169.00	£172.00	1.78%
Band J - (186-200g/km) - 1 month permit		Discretionary	£17.85	£18.20	1.96%
Band J - (186-200g/km) - 3 month permit		Discretionary	£53.50	£54.50	1.87%
Band J - (186-200g/km) - 6 month permit		Discretionary	£107.00	£109.00	1.87%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge	Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Band J - (186-200g/km) - 12 month permit	Discretionary	£214.00	£218.00	1.87%
Band K - (201-225g/km) - 1 month permit	Discretionary	£20.75	£21.20	2.17%
Band K - (201-225g/km) - 3 month permit	Discretionary	£62.25	£63.50	2.01%
Band K - (201-225g/km) - 6 month permit	Discretionary	£124.50	£127.00	2.01%
Band K - (201-225g/km) - 12 month permit	Discretionary	£249.00	£254.00	2.01%
Band L - (226-255g/km) - 1 month permit	Discretionary	£29.00	£29.60	2.07%
Band L - (226-255g/km) - 3 month permit	Discretionary	£87.00	£88.75	2.01%
Band L - (226-255g/km) - 6 month permit	Discretionary	£174.00	£177.50	2.01%
Band L - (226-255g/km) - 12 month permit	Discretionary	£348.00	£355.00	2.01%
Band M - (256g/km and above) - 1 month permit	Discretionary	£37.50	£38.10	1.60%
Band M - (256g/km and above) - 3 month permit	Discretionary	£112.25	£114.25	1.78%
Band M - (256g/km and above) - 6 month permit	Discretionary	£224.50	£228.50	1.78%
Band M - (256g/km and above) - 12 month permit	Discretionary	£449.00	£457.00	1.78%
Residents Parking Permit - pre-2001 vehicles - based on engine sizes				
Band A - 1 month permit	Discretionary	£0.00	£0.00	0.00%
Band A - 3 month permit	Discretionary	£0.00	£0.00	0.00%
Band A - 6 month permit	Discretionary	£0.00	£0.00	0.00%
Band A - 12 month permit	Discretionary	£0.00	£0.00	0.00%
Band B - (1-900cc) - 1 month permit	Discretionary	£6.50	£6.60	1.54%
Band B - (1-900cc) - 3 month permit	Discretionary	£6.50	£6.60	1.54%
Band B - (1-900cc) - 6 month permit	Discretionary	£8.50	£8.75	2.94%
Band B - (1-900cc) - 12 month permit	Discretionary	£17.00	£17.50	2.94%
Band C - (901-1100cc) - 1 month permit	Discretionary	£6.50	£6.60	1.54%
Band C - (901-1100cc) - 3 month permit	Discretionary	£7.25	£7.50	3.45%
Band C - (901-1100cc) - 6 month permit	Discretionary	£14.50	£14.75	1.72%
Band C - (901-1100cc) - 12 month permit	Discretionary	£29.00	£29.50	1.72%
Band D - (1101-1200cc) - 1 month permit	Discretionary	£6.50	£6.60	1.54%
Band D - (1101-1200cc) - 3 month permit	Discretionary	£19.25	£19.75	2.60%
Band D - (1101-1200cc) - 6 month permit	Discretionary	£38.50	£39.25	1.95%
Band D - (1101-1200cc) - 12 month permit	Discretionary	£77.00	£78.50	1.95%
Band E - (1201-1300cc) - 1 month permit	Discretionary	£7.85	£8.00	1.91%
Band E - (1201-1300cc) - 3 month permit	Discretionary	£23.50	£24.00	2.13%
Band E - (1201-1300cc) - 6 month permit	Discretionary	£47.00	£48.00	2.13%
Band E - (1201-1300cc) - 12 month permit	Discretionary	£94.00	£95.75	1.86%
Band F - (1301-1399cc) - 1 month permit	Discretionary	£8.45	£8.60	1.78%
Band F - (1301-1399cc) - 3 month permit	Discretionary	£25.25	£25.75	1.98%
Band F - (1301-1399cc) - 6 month permit	Discretionary	£50.50	£51.50	1.98%
Band F - (1301-1399cc) - 12 month permit	Discretionary	£101.00	£103.00	1.98%
Band G - (1400-1500cc) - 1 month permit	Discretionary	£10.50	£10.75	2.38%
Band G - (1400-1500cc) - 3 month permit	Discretionary	£31.50	£32.15	2.06%
Band G - (1400-1500cc) - 6 month permit	Discretionary	£63.00	£64.25	1.98%
Band G - (1400-1500cc) - 12 month permit	Discretionary	£126.00	£128.50	1.98%
Band H - (1501-1650cc) - 1 month permit	Discretionary	£12.00	£12.25	2.08%
Band H - (1501-1650cc) - 3 month permit	Discretionary	£36.00	£36.75	2.08%
Band H - (1501-1650cc) - 6 month permit	Discretionary	£72.00	£73.50	2.08%
Band H - (1501-1650cc) - 12 month permit	Discretionary	£144.00	£147.00	2.08%
Band I - (1651-1850cc) - 1 month permit	Discretionary	£14.10	£14.50	2.84%
Band I - (1651-1850cc) - 3 month permit	Discretionary	£42.25	£43.00	1.78%
Band I - (1651-1850cc) - 6 month permit	Discretionary	£84.50	£86.00	1.78%
Band I - (1651-1850cc) - 12 month permit	Discretionary	£169.00	£172.00	1.78%
Band J - (1851-2100cc) - 1 month permit	Discretionary	£17.85	£18.20	1.96%
Band J - (1851-2100cc) - 3 month permit	Discretionary	£53.50	£54.50	1.87%
Band J - (1851-2100cc) - 6 month permit	Discretionary	£107.00	£109.00	1.87%
Band J - (1851-2100cc) - 12 month permit	Discretionary	£214.00	£218.00	1.87%
Band K - (2101-2500cc) - 1 month permit	Discretionary	£20.75	£21.20	2.17%
Band K - (2101-2500cc) - 3 month permit	Discretionary	£62.25	£63.50	2.01%
Band K - (2101-2500cc) - 6 month permit	Discretionary	£124.50	£127.00	2.01%
Band K - (2101-2500cc) - 12 month permit	Discretionary	£249.00	£254.00	2.01%
Band L - (2501-2750cc) - 1 month permit	Discretionary	£29.00	£29.60	2.07%
Band L - (2501-2750cc) - 3 month permit	Discretionary	£87.00	£88.75	2.01%
Band L - (2501-2750cc) - 6 month permit	Discretionary	£174.00	£177.50	2.01%
Band L - (2501-2750cc) - 12 month permit	Discretionary	£348.00	£355.00	2.01%
Band M - (2751cc and above) - 1 month permit	Discretionary	£37.50	£38.10	1.60%
Band M - (2751cc and above) - 3 month permit	Discretionary	£112.25	£114.25	1.78%
Band M - (2751cc and above) - 6 month permit	Discretionary	£224.50	£228.50	1.78%
Band M - (2751cc and above) - 12 month permit	Discretionary	£449.00	£457.00	1.78%
Motorcycle Parking Permits				
Solo Motorcycle - 1 month permit	Discretionary	£6.50	£6.60	1.54%
Solo Motorcycle - 3 month permit	Discretionary	£13.00	£13.25	1.92%
Solo Motorcycle - 6 month permit	Discretionary	£26.00	£26.50	1.92%
Solo Motorcycle - 12 month permit	Discretionary	£52.00	£53.00	1.92%
Residents Match day permit - valid only during match or event days	Discretionary	£0.00	£0.00	0.00%
Hire Car permit (linked to hire car vouchers)	Discretionary	£14.00	£14.25	1.79%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge	Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Residents permit - black taxi driver concession - one band lower than the norm	Discretionary	Various	Various	N/A
Residents Parking Permit refunds for unused permits (per complete month, based on annual permit surrender)				
Band A	Discretionary	£0.00	£0.00	0.00%
Band B	Discretionary	£1.40	£1.40	0.00%
Band C	Discretionary	£2.50	£2.55	2.00%
Band D	Discretionary	£6.50	£6.60	1.54%
Band E	Discretionary	£7.85	£8.00	1.91%
Band F	Discretionary	£8.45	£8.60	1.78%
Band G	Discretionary	£10.50	£10.75	2.38%
Band H	Discretionary	£12.00	£12.25	2.08%
Band I	Discretionary	£14.10	£14.50	2.84%
Band J	Discretionary	£17.85	£18.20	1.96%
Band K	Discretionary	£20.75	£21.20	2.17%
Band L	Discretionary	£29.00	£29.60	2.07%
Band M	Discretionary	£37.50	£38.10	1.60%
Admin fee - refund handling charge	Discretionary	£23.00	£23.50	2.17%
Diesel vehicle surcharge refund - 1 month	Discretionary	£8.00	£8.00	0.00%
Visitor parking vouchers				
Half hour vouchers (books of 20)	Discretionary	£10.80	£11.00	1.85%
3-hour vouchers (books of 10)	Discretionary	£30.00	£30.60	2.00%
All day voucher	Discretionary	£14.00	£14.25	1.79%
Half hour vouchers (concessionary)	Discretionary	£5.40	£5.60	3.70%
3-hour vouchers (concessionary)	Discretionary	£15.00	£15.40	2.67%
All day voucher (concessionary)	Discretionary	£6.80	£7.10	4.41%
E-visitor voucher charges (per half hour)	Discretionary	£1.30	£0.50	-61.54%
E-visitor voucher charges (concessionary - per half hour session)	Discretionary	£0.65	£0.25	-61.54%
E-visitor vouchers - all day	Discretionary	N/A	£14.25	N/A
E-visitor vouchers - all day (concessionary)	Discretionary	N/A	£7.10	N/A
E-visitors - evenings (C & K zones only)	Discretionary	N/A	Free	N/A
Hire car permit holder vouchers - half hour (books of 20)	Discretionary	£8.60	£8.80	2.33%
Hire car permit holder vouchers - 3 hour (books of 10)	Discretionary	£25.00	£25.50	2.00%
1-hour business voucher (books of 10)	Discretionary	£12.00	£12.20	1.67%
New parents vouchers - 40 hours free	Discretionary	£0.00	£0.00	0.00%
1-hour business visitor vouchers (books of 20, maximum 10 books per annum)	Discretionary	£52.00	£53.00	1.92%
Business Visitor parking vouchers				
Business visitor Half hour vouchers (books of 20)	Discretionary	£13.00	£13.25	1.92%
Business visitor All day voucher	Discretionary	£29.00	£29.50	1.72%
Other permits				
Doctors parking permit - annual	Discretionary	£246.00	£250.00	1.63%
(New Doctors parking place installation - includes 1 permit)	Discretionary	£2,777.00	£2,830.00	1.91%
Essential Services Permit - annual (formerly Teacher Permit)	Discretionary	£347.00	£353.50	1.87%
Business permit - annual (under 150kg/m2 or up to 1600cc)	Discretionary	£695.00	£708.00	1.87%
Business permit - annual (under 150kg/m2 or up to 1600cc) 2nd permit	Discretionary	£925.00	£942.00	1.84%
Business permit - annual (over 151kg/m2 or over 1600cc)	Discretionary	£1,150.00	£1,170.00	1.74%
Business permit - annual (over 151kg/m2 or over 1600cc) 2nd permit	Discretionary	£1,370.00	£1,395.00	1.82%
Business permit - electric	Discretionary	£535.00	£545.00	1.87%
Business permit - annual permit linked to vouchers scheme	Discretionary	£18.00	£18.50	2.78%
Match day and event day trader permits - annual	Discretionary	£635.00	£646.50	1.81%
Permission to Park - per day	Discretionary	£25.00	£25.50	2.00%
Permission to Park - per week	Discretionary	£100.00	£102.00	2.00%
Permission to Park - per month	Discretionary	£390.00	£397.00	1.79%
Universal all-zone permit - annual only (1-25 fleet vehicles)	Discretionary	£3,800.00	£3,870.00	1.84%
Universal all-zone permit - annual only (26-50 fleet vehicles)	Discretionary	£2,530.00	£2,575.00	1.78%
Universal all-zone permit - annual only (50+ fleet vehicles)	Discretionary	£1,285.00	£1,308.00	1.79%
Universal permit - discounted fee for electric vehicles	Discretionary	£2,750.00	£2,800.00	1.82%
Universal permit - discounted fee for registered charities	Discretionary	£2,750.00	£2,800.00	1.82%
Car club permit	Discretionary	£230.00	£235.00	2.17%
Trader's Permit	Discretionary	£24.00	£24.50	2.08%
PARKING PLACE SUSPENSIONS				
Permission to place a licensed skip in a parking place - no dedicated suspension	Discretionary	£58.00	£59.00	1.72%
Suspension admin charge (non residents) - first day	Discretionary	£190.00	£193.50	1.84%
Suspension admin charge (residents) - first day	Discretionary	£91.00	£92.65	1.81%
Suspension admin charge (all applicants) - subsequent days, per day	Discretionary	£29.00	£29.50	1.72%
Film work waiver - per day	Discretionary	£55.00	£56.00	1.82%
Yellow line essential parking waiver (day rate)	Discretionary	£57.00	£58.00	1.75%
PAY AND DISPLAY TARIFFS				
Minimum made order - band 1 (per hour)	Discretionary	£1.20	£1.20	0.00%
Minimum made order - band 2 (per hour)	Discretionary	£1.80	£1.80	0.00%
Minimum made order - band 3 (per hour)	Discretionary	£2.00	£2.00	0.00%
Minimum made order - band 4 (per hour)	Discretionary	£2.40	£2.40	0.00%
Minimum made order - band 5 (per hour)	Discretionary	£3.00	£3.00	0.00%
Minimum made order - band 6 (per hour)	Discretionary	£3.60	£3.60	0.00%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge	Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Minimum made order - band 7(per hour)	Discretionary	£4.00	£4.00	0.00%
Minimum made order - band 8 (per hour)	Discretionary	£4.80	£4.80	0.00%
Minimum made order - band 9 (per hour)	Discretionary	£5.00	£5.00	0.00%
Minimum made order - band 10 (per hour)	Discretionary	£5.40	£5.40	0.00%
Minimum made order - band 11 (per hour)	Discretionary	£6.00	£6.00	0.00%
Motorcycle Pay and Display				
All day parking band 1	Discretionary	£0.50	£0.50	0.00%
All day parking band 2	Discretionary	£1.00	£1.00	0.00%
All day parking band 3	Discretionary	£1.20	£1.20	0.00%
All day parking band 4	Discretionary	£1.50	£1.50	0.00%
All day parking band 5	Discretionary	£1.80	£1.80	0.00%
All day parking band 6	Discretionary	£2.20	£2.20	0.00%
Abandoned vehicle disposal				
Removal of abandoned vehicle from private land - motor vehicle	Discretionary	£205.00	£200.00	-2.44%
Removal of abandoned vehicle from private land - motorcycle (or PTW)	Discretionary	N/A	£150.00	N/A
PARKS				
SPORTS				
Tennis				
Highbury Fields and Tufnell Park				
Adult standard	Discretionary	£10.00	£10.00	0.00%
Adult BETTER (any)	Discretionary	£8.50	£8.50	0.00%
Child Standard	Discretionary	£4.50	£4.50	0.00%
Child BETTER (any)	Discretionary	£3.50	£3.50	0.00%
Football				
Barnard Park - Redgra - No changing rooms - 1 hour				
	Discretionary	£0.00	£0.00	0.00%
Highbury Fields - Astro turf - 1 hour session				
Full rate - full pitch	Discretionary	£57.40	£72.90	27.00%
BETTER Card / Clubmark - full pitch	Discretionary	£50.00	£62.40	24.80%
Child rate - full pitch	Discretionary	£34.55	£35.75	3.47%
Child BETTER Card / Clubmark / School - full pitch	Discretionary	£28.80	£30.60	6.25%
Paradise Park - Astro turf - 1 hour session				
Full rate - full pitch	Discretionary	£40.90	£41.30	0.98%
BETTER Card / Clubmark - full pitch	Discretionary	£35.65	£36.00	0.98%
Child rate - full pitch	Discretionary	£24.45	£24.70	1.02%
Child BETTER Card / Clubmark / School - full pitch	Discretionary	£20.20	£20.40	1.00%
Rosemary Gardens - Astro turf - 1 hour session				
Full rate - full pitch	Discretionary	£81.90	£82.70	0.98%
Full rate - half pitch	Discretionary	£40.90	£41.30	0.98%
BETTER Card / Clubmark - full pitch	Discretionary	£71.20	£71.90	0.98%
BETTER Card / Clubmark - half pitch	Discretionary	£35.65	£36.00	0.98%
Child rate - full pitch	Discretionary	£49.50	£50.00	1.00%
Child rate - half pitch	Discretionary	£24.45	£24.70	1.02%
Child BETTER Card / Clubmark / School - full pitch	Discretionary	£40.40	£40.80	1.00%
Child BETTER Card / Clubmark / School - half pitch	Discretionary	£20.20	£20.40	1.00%
Tufnell Park - Grass - 2 hour session				
Full rate - per 11 a side pitch	Discretionary	£90.40	£91.30	1.00%
BETTER Card / Clubmark - per 11 a side pitch	Discretionary	£77.10	£77.90	1.04%
Child rate - per 11 a side pitch	Discretionary	£54.25	£54.80	1.01%
Child BETTER Card / Clubmark / School - per 11 a side pitch	Discretionary	£45.25	£45.70	1.00%
Full rate - per 9 a side pitch	Discretionary	£73.75	£74.50	1.02%
BETTER Card / Clubmark - per 9 a side pitch	Discretionary	£64.15	£64.80	1.01%
Child rate - per 9 a side pitch	Discretionary	£44.35	£44.80	1.01%
Child BETTER Card / Clubmark / School - per 9 a side pitch	Discretionary	£36.85	£37.20	0.95%
Full rate - per 7 a side pitch	Discretionary	£57.40	£58.00	1.05%
BETTER Card / Clubmark - per 7 a side pitch	Discretionary	£50.00	£50.50	1.00%
Child rate - per 7 a side pitch	Discretionary	£34.55	£34.90	1.00%
Child BETTER Card / Clubmark / School - per 7 a side pitch	Discretionary	£28.80	£29.10	1.04%
Whittington Park - Astro turf - 1 hour session				
Full rate - full pitch	Discretionary	£90.40	£91.30	1.00%
Full rate - half pitch	Discretionary	£45.25	£45.70	1.00%
BETTER Card / Clubmark - full pitch	Discretionary	£79.75	£80.55	1.00%
BETTER Card / Clubmark - half pitch	Discretionary	£39.90	£40.30	1.00%
Child rate - full pitch	Discretionary	£55.35	£55.90	1.00%
Child rate - half pitch	Discretionary	£27.60	£27.90	1.09%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge	Type (Discretionary / Statutory)	2016-17	2017-18	% Change	
Child BETTER Card / Clubmark / School - full pitch	Discretionary	£43.65	£44.10	1.03%	
Child BETTER Card / Clubmark / School - half pitch	Discretionary	£21.83	£22.10	1.26%	
Touch Rugby					
Paradise Park - Grass - 1 hour session					
Full rate - per pitch	Discretionary	£49.50	£50.50	2.02%	
BETTER Card / Clubmark - per pitch	Discretionary	£41.40	£42.50	2.66%	
Child rate - per pitch	Discretionary	£29.80	£30.50	2.35%	
Child BETTER Card / Clubmark / School - per pitch	Discretionary	£24.45	£25.00	2.25%	
Cricket					
Wray Crescent - Grass - 1pm to dusk					
Full rate	Discretionary	£90.40	£92.50	2.32%	
BETTER Card / Clubmark	Discretionary	£76.60	£78.50	2.48%	
Child rate	Discretionary	£38.30	£39.50	3.13%	
Child BETTER Card / Clubmark / School	Discretionary	£38.30	£39.50	3.13%	
Bowls					
Finsbury Square - per person per hour	Discretionary	£5.90	£6.25	5.93%	
Netball					
Highbury Fields - Tarmac - 1 hour session					
Full rate - per court	Discretionary	£32.95	£34.00	3.19%	
BETTER Card / Clubmark - per court	Discretionary	£28.10	£29.00	3.20%	
Child rate - per court	Discretionary	£19.70	£20.50	4.06%	
Child BETTER Card / Clubmark - per court	Discretionary	£16.45	£17.00	3.34%	
School - whole tarmac area per hour - 8.0am to 4.00pm - Term time only	Discretionary	£21.80	£22.50	3.21%	
Community sports development - whole tarmac area per hour - Saturday 9.00am -1.00pm	Discretionary	£21.80	£22.50	3.21%	
Ecology Centre					
Building hire to individuals & non-profit organisations					
Per hour	Discretionary	£28.00	£29.00	3.57%	
Per day (8 hours)	Discretionary	£196.00	£200.00	2.04%	
Weddings & similar - per day (8 hours)	Discretionary	£320.00	£327.00	2.19%	
Equipment Charges					
Slide projector	Discretionary	£18.00	£19.00	5.56%	
Flip chart - per pad	Discretionary	£7.00	£7.00	0.00%	
Digital Projector and Laptop	Discretionary	£38.00	£39.00	2.63%	
Plasma Screen	Discretionary	N/A	£15.00	N/A	
Tuition charges for schools -					
Islington Council schools 1 hour visit	Discretionary	£53.60	£55.00	2.61%	
Islington Council schools 1.5 hour visit	Discretionary	£63.65	£65.00	2.12%	
Private and out of borough schools					
1 hour	Discretionary	£79.80	£82.00	2.76%	
1.5 hour	Discretionary	£119.20	£122.00	2.35%	
Allotments (charges agreed and notified a year in advance)					
			New charge from 1st January 2017	New charge from 1st January 2018	
Large Plot Nominal 60m2	Discretionary		£79.00	£81.00	2.53%
Large Plot Concession Nominal 60m3	Discretionary		£39.50	£40.00	1.27%
Medium Plot Nominal 40m2	Discretionary		£53.00	£54.00	1.89%
Medium Plot Concession Nominal 40m3	Discretionary		£26.50	£27.00	1.89%
Small Plot Nominal 20m2	Discretionary		£26.50	£27.00	1.89%
Small Plot Concession Nominal 20m3	Discretionary		£13.00	£13.50	3.85%

APPENDIX C2: LEISURE FEES AND CHARGES 2017-18

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	2016-17							2017-18														
	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	
ACTIVITIES																						
Badminton																						
Adult Club/League	£7.25	£7.25	£8.25	£7.25	£0.00	£7.25	£0.00	£7.35	1.3%	£7.35	1.3%	£8.35	1.2%	£7.35	1.3%	£0.00	0.0%	£7.35	1.3%	£0.00	0.0%	
Clinic/Club	£7.25	£7.25	£8.25	£7.25	£0.00	£7.25	£0.00	£7.35	1.3%	£7.35	1.3%	£8.35	1.2%	£7.35	1.3%	£0.00	0.0%	£7.35	1.3%	£0.00	0.0%	
Course x five	£45.35	£45.35	£51.50	£45.35	£0.00	£45.35	£0.00	£45.80	1.0%	£45.80	1.0%	£52.00	1.0%	£45.80	1.0%	£0.00	0.0%	£45.80	1.0%	£0.00	0.0%	
Court 55 minutes: Off peak	£8.25	£8.25	£9.80	£8.25	£0.00	£8.25	£0.00	£8.35	1.2%	£8.35	1.2%	£9.90	1.0%	£8.35	1.2%	£0.00	0.0%	£8.35	1.2%	£0.00	0.0%	
Court 55 minutes: Peak	£11.80	£11.90	£14.45	£11.90	£0.00	£11.90	£0.00	£11.95	1.3%	£12.05	1.3%	£14.60	1.0%	£12.05	1.3%	£0.00	0.0%	£12.05	1.3%	£0.00	0.0%	
Junior Clinic/ Club 2 hrs	£0.00	£0.00	£0.00	£0.00	£5.15	£0.00	£3.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.20	0.9%	£0.00	0.0%	£3.05	1.7%	
Racket hire	£2.30	£2.30	£2.30	£2.30	£2.30	£2.30	£2.30	£2.35	2.1%	£2.35	2.1%	£2.35	2.1%	£2.35	2.1%	£2.35	2.1%	£2.35	2.1%	£2.35	2.1%	
Basketball																						
1hr Basketball	£77.30	£77.30	£87.60	£77.30	£87.60	£77.30	£77.30	£78.05	1.0%	£78.05	1.0%	£88.50	1.0%	£78.10	1.0%	£88.50	1.0%	£78.05	1.0%	£78.05	1.0%	
2hr open session-Sobell	£0.00	£0.00	£0.00	£0.00	£5.15	£4.05	£3.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.20	0.9%	£4.10	1.2%	£3.05	1.7%	
Basketball at Finsbury	£51.50	£51.50	£61.80	£51.50	£61.80	£51.50	£51.50	£52.00	1.0%	£52.00	1.0%	£62.50	1.1%	£52.00	1.0%	£62.50	1.1%	£52.00	1.0%	£52.00	1.0%	
Block Booking at Sobell	£77.30	£77.30	£87.60	£77.30	£87.60	£77.30	£77.30	£78.05	1.0%	£78.05	1.0%	£88.50	1.0%	£78.10	1.0%	£88.50	1.0%	£78.05	1.0%	£78.05	1.0%	
Classes																						
Aerobics 55: Off-peak	£2.10	£3.45	£6.90	£5.35	£0.00	£0.00	£0.00	£2.15	2.3%	£3.50	1.4%	£7.00	1.4%	£5.45	1.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Aerobics 55: Peak	£2.70	£4.65	£8.25	£6.70	£0.00	£4.55	£0.00	£2.75	1.9%	£4.70	1.2%	£8.35	1.2%	£6.80	1.5%	£0.00	0.0%	£4.60	1.2%	£0.00	0.0%	
Aerobics 55+: Off-peak	£2.60	£4.35	£7.80	£6.70	£0.00	£0.00	£0.00	£2.65	1.9%	£4.40	1.1%	£7.90	1.3%	£6.80	1.5%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Aerobics 55+: Peak	£2.80	£4.55	£8.95	£7.50	£0.00	£4.65	£0.00	£2.85	1.8%	£4.60	1.2%	£9.05	1.1%	£7.60	1.3%	£0.00	0.0%	£4.70	1.2%	£0.00	0.0%	
Mind and Body 55+: Off-peak	£2.60	£4.75	£8.45	£7.40	£0.00	£4.85	£0.00	£2.65	1.9%	£4.80	1.1%	£8.55	1.2%	£7.50	1.4%	£0.00	0.0%	£4.90	1.1%	£0.00	0.0%	
Mind and Body 55+: Peak	£2.80	£5.15	£10.20	£8.90	£0.00	£5.15	£0.00	£2.85	1.8%	£5.20	0.9%	£10.30	1.0%	£9.00	1.1%	£0.00	0.0%	£5.20	0.9%	£0.00	0.0%	
Running Club	£2.60	£0.00	£4.15	£3.10	£0.00	£0.00	£0.00	£2.65	1.9%	£0.00	0.0%	£4.20	1.2%	£3.15	1.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Climbing Wall																						
2hr Adult Lesson	£19.60	£19.60	£21.60	£19.60	£0.00	£0.00	£0.00	£19.80	1.0%	£19.80	1.0%	£21.85	1.2%	£19.80	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Session	£3.65	£3.65	£4.65	£3.65	£4.65	£3.65	£3.65	£3.70	1.4%	£3.70	1.4%	£4.70	1.2%	£3.70	1.4%	£4.70	1.2%	£3.70	1.4%	£3.70	1.4%	
Gym Session																						
gym with swim: peak- Inclusive	£0.00	£4.65	£7.50	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£4.70	1.2%	£7.60	1.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Cally Gym with Swim- Off peak	£2.10	£2.60	£5.55	£0.00	£0.00	£0.00	£0.00	£0.15	-92.9%	£2.65	1.9%	£5.60	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Cally Gym with Swim- peak	£2.60	£3.70	£5.55	£0.00	£0.00	£0.00	£0.00	£2.65	1.9%	£3.75	1.4%	£5.60	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
gym with swim: off-peak	£2.10	£3.65	£7.40	£0.00	£0.00	£0.00	£0.00	£2.15	2.4%	£3.70	1.4%	£7.50	1.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
gym with swim: Peak	£2.60	£4.65	£7.40	£0.00	£0.00	£0.00	£0.00	£2.65	1.9%	£4.70	1.2%	£7.50	1.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Non Member day membership Cally	£0.00	£0.00	£12.40	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£12.55	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Non Member day membership Highbury	£0.00	£0.00	£20.60	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£20.80	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Non Member day membership Other Gym	£0.00	£0.00	£15.45	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£15.65	1.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Ice Rink																						
After School Session	£0.00	£0.00	£0.00	£0.00	£5.05	£4.05	£3.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.10	1.0%	£4.10	1.2%	£3.05	1.7%	
Extra Family Member	£0.00	£0.00	£5.35	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£5.40	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Family Ticket	£0.00	£0.00	£25.75	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£26.00	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Parent and Toddler	£0.00	£3.00	£5.05	£4.05	£0.00	£0.00	£0.00	£0.00	0.0%	£3.00	0.0%	£5.10	1.0%	£4.10	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Skate Hire	£0.00	£0.00	£1.20	£0.00	£1.20	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£1.25	4.0%	£0.00	0.0%	£1.25	4.0%	£0.00	0.0%	£0.00	0.0%	
Skating per session	£0.00	£3.65	£6.35	£5.45	£0.00	£0.00	£0.00	£0.00	0.0%	£3.70	1.4%	£6.45	1.5%	£5.55	1.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Sauna Session																						
Sauna	£2.65	£4.65	£8.25	£6.70	£0.00	£0.00	£0.00	£2.70	1.9%	£4.70	1.2%	£8.35	1.2%	£6.80	1.5%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Sauna Partial Service	£2.10	£4.65	£6.15	£5.45	£0.00	£0.00	£0.00	£2.15	2.4%	£4.70	1.2%	£6.25	1.6%	£5.55	1.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Swimming																						
Aqua Classes 55min	£2.30	£3.65	£6.90	£5.15	£4.15	£3.10	£2.30	£2.35	2.1%	£3.70	1.4%	£7.00	1.4%	£5.20	0.9%	£4.20	1.2%	£3.15	1.6%	£2.35	2.1%	
Casual/Lane Swim	£2.30	£2.30	£4.95	£3.75	£2.60	£1.00	£0.00	£2.35	2.1%	£2.35	2.1%	£5.00	1.1%	£3.80	1.3%	£2.65	1.9%	£1.05	5.0%	£0.00	0.0%	
Swim For A Pound	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£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	£0.00	£0.00	£350.30	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£354.00	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Aqua Card Joining Fee	£0.00	£0.00	£36.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£36.40	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Aqua Card Monthly DD	£0.00	£0.00	£31.90	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£32.25	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Swimming Lessons																						
Adult Lessons 30mins- Annual (IRB)	£0.00	£4.35	£0.00	£5.38	£0.00	£0.00	£0.00	£0.00	0.0%	£4.40	1.1%	£0.00	0.0%	£5.45	1.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Adult Lessons 30mins - DD (IRB)	£0.00	£4.50	£0.00	£5.65	£0.00	£0.00	£0.00	£0.00	0.0%	£4.55	1.1%	£0.00	0.0%	£5.70	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Adult lessons 30mins - Peak	£0.00	£3.20	£0.00	£3.20	£0.00	£0.00	£0.00	£0.00	0.0%	£3.25	1.6%	£0.00	0.0%	£3.25	1.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Adult Lesson 30 mins - Off Peak	£0.00	£2.10	£0.00	£2.10	£0.00	£0.00	£0.00	£0.00	0.0%	£2.15	2.4%	£0.00	0.0%	£2.15	2.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Adult Lessons 60 mins	£0.00	£5.20	£0.00	£5.20	£0.00	£0.00	£0.00	£0.00	0.0%	£5.25	1.0%	£0.00	0.0%	£5.25	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	

APPENDIX C2: LEISURE FEES AND CHARGES 2017-18

	2016-17							2017-18														
	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	
Junior lesion's 30mins -STD	£0.00	£0.00	£0.00	£0.00	£0.00	£4.70	£3.70	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.75	1.1%	£3.75	1.4%	
Junior lessons 30min- DD	£0.00	£0.00	£0.00	£0.00	£0.00	£4.55	£3.55	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.60	1.1%	£3.60	1.4%	
Junior lessons 30min-annual	£0.00	£0.00	£0.00	£0.00	£0.00	£4.30	£3.35	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.35	1.2%	£3.40	1.5%	
Junior lessons 45min- STD	£0.00	£0.00	£0.00	£0.00	£0.00	£7.15	£5.50	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£7.25	1.4%	£5.55	0.9%	
Junior lessons 45min - DD	£0.00	£0.00	£0.00	£0.00	£0.00	£7.10	£5.55	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£7.20	1.4%	£5.60	0.9%	
Junior lessons 45mins- annual	£0.00	£0.00	£0.00	£0.00	£0.00	£6.40	£4.95	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£6.50	1.6%	£5.00	1.0%	
National Pool Lifeguards	£0.00	£0.00	£0.00	£212.10	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£214.50	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Table Tennis																						
Adult Drop in	£0.00	£4.35	£6.15	£4.85	£0.00	£0.00	£0.00	£0.00	0.0%	£4.40	1.1%	£6.20	0.8%	£4.90	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Bat Hire	£0.00	£2.40	£2.40	£2.40	£0.00	£0.00	£0.00	£0.00	0.0%	£2.45	2.1%	£2.45	2.1%	£2.45	2.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Court booking	£4.85	£4.85	£6.70	£4.85	£0.00	£0.00	£0.00	£4.90	1.1%	£4.90	1.1%	£6.80	1.5%	£4.90	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Junior drop In	£0.00	£0.00	£0.00	£0.00	£5.05	£0.00	£4.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.10	1.0%	£0.00	0.0%	£4.05	1.3%	
Tennis Casual																						
Casual Coached Session	£0.00	#REF!	£10.82	£8.59	£7.25	£6.06	£3.28	£0.00	0.0%	£5.10	#REF!	£10.95	1.2%	£8.70	1.3%	£7.35	1.3%	£6.15	1.5%	£3.35	2.0%	
Munchkin Tennis	£0.00	£0.00	£0.00	£0.00	£4.24	£3.08	£2.58	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.30	1.4%	£3.15	2.2%	£2.65	2.9%	
Pay & Play: 2hrs	£0.00	£4.34	£8.24	£7.25	£0.00	£0.00	£0.00	£0.00	0.0%	£4.40	1.3%	£8.35	1.3%	£7.35	1.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Pay & Play: 3hrs	£0.00	#REF!	£10.82	£8.79	£0.00	£0.00	£0.00	£0.00	0.0%	£5.30	#REF!	£10.95	1.2%	£8.90	1.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Tennis Courses																						
Indoor Adult	£0.00	£0.00	£14.45	£12.90	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£14.60	1.0%	£13.05	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Indoor Adult Intensive	£0.00	£0.00	£15.96	£14.45	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£16.15	1.2%	£14.60	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Indoor junior- Green	£0.00	£0.00	£0.00	£0.00	£9.60	£8.45	£5.25	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£9.70	1.1%	£8.55	1.2%	£5.35	1.9%	
Indoor Junior- orange	£0.00	£0.00	£0.00	£0.00	£9.10	£7.95	£4.75	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£9.20	1.1%	£8.05	1.3%	£4.80	1.1%	
Indoor Junior- Red	£0.00	£0.00	£0.00	£0.00	£9.00	£7.40	£4.25	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£9.10	1.1%	£7.50	1.3%	£4.30	1.2%	
Indoor Junior Holiday Camp Over 9s	£0.00	£0.00	£0.00	£0.00	£7.00	£5.95	£3.45	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£7.10	1.4%	£6.05	1.7%	£3.50	1.4%	
Indoor junior Holiday Camp Under 9s	£0.00	£0.00	£0.00	£0.00	£7.55	£6.35	£3.75	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£7.65	1.3%	£6.45	1.6%	£3.80	1.3%	
Outdoor Adult	£0.00	£0.00	£12.40	£10.80	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£12.55	1.2%	£10.95	1.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Racquet Hire	£0.00	£0.00	£2.30	£2.30	£1.00	£1.00	£0.00	£0.00	0.0%	£0.00	0.0%	£2.35	2.1%	£2.35	2.1%	£1.05	5.0%	£1.05	5.0%	£0.00	0.0%	
Teen Tennis	£0.00	£0.00	£0.00	£0.00	£9.60	£8.45	£5.25	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£9.70	1.1%	£8.55	1.2%	£5.30	0.9%	
Tennis Indoor Bookings																						
Adult Playing with Concession/ Child Off	£0.00	£0.00	£11.90	£11.90	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£12.05	1.3%	£11.90	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Tennis Centre	£0.00	£6.15	£26.25	£23.20	£0.00	£0.00	£0.00	£0.00	0.0%	£6.25	1.6%	£26.50	1.0%	£23.45	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Tennis : 7am-6pm + w/e	£0.00	£0.00	£0.00	£0.00	£11.90	£9.80	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£12.05	1.3%	£9.80	0.0%	£0.00	0.0%	
tennis: off-peak	£0.00	£5.85	£0.00	£0.00	£0.00	£6.06	£0.00	£0.00	0.0%	£5.95	1.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£6.06	0.0%	£0.00	0.0%	
Tennis: Vacant Court	£0.00	£0.00	£0.00	£0.00	£5.15	£4.15	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.20	0.9%	£4.20	1.2%	£0.00	0.0%	
Tennis Outdoor bookings																						
Adult playing with Concession/ Child off	£0.00	£0.00	£5.75	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£5.85	1.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Tennis	£0.00	£0.00	£10.00	£8.50	£4.50	£3.50	£0.00	£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	£0.00	£0.00	£0.00	£0.00	£4.65	£3.65	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.70	1.2%	£3.70	1.4%	£0.00	0.0%	
Trampoline																						
FLC Junior over 60mins	£0.00	£0.00	£0.00	£0.00	£5.40	£4.35	£3.15	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.50	1.8%	£4.40	1.1%	£3.20	1.6%	
SLC Juner over 60 mins	£0.00	£0.00	£0.00	£0.00	£5.00	£4.00	£3.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.05	1.0%	£4.05	1.3%	£3.05	1.7%	
SLC Adult 120min (prev 90)	£7.00	£7.00	£8.25	£7.00	£0.00	£0.00	£0.00	£7.10	1.4%	£7.10	1.4%	£8.35	1.2%	£7.10	1.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
SLC Adult up to 90min	£5.85	£5.85	£7.25	£5.85	£0.00	£0.00	£0.00	£5.95	1.7%	£5.95	1.7%	£7.35	1.3%	£5.95	1.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
SLC Squad Adult	£7.00	£7.00	£8.25	£7.00	£0.00	£0.00	£0.00	£7.10	1.4%	£7.10	1.4%	£8.35	1.2%	£7.10	1.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
SLC Squad Junior	£0.00	£0.00	£0.00	£0.00	£5.05	£4.05	£3.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.10	1.0%	£4.10	1.2%	£3.00	0.0%	
Special Needs	£0.00	£3.00	£5.00	£4.00	£0.00	£0.00	£2.92	£0.00	0.0%	£3.05	1.7%	£5.05	1.0%	£4.05	1.3%	£0.00	0.0%	£0.00	0.0%	£2.95	1.0%	
MEMBERSHIPS																						
Pay and Play Borough Card (Previously Known as Izz Card)																						
Annual- 60 plus	£0.00	£0.00	£5.15	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£5.25	1.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Annual- Concession	£0.00	£0.00	£25.75	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£26.00	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Annual- Junior	£0.00	£0.00	£0.00	£0.00	£10.30	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£10.45	1.4%	£0.00	0.0%	£0.00	0.0%	
Annual-Junior Concession	£0.00	£0.00	£0.00	£0.00	£5.15	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.25	1.9%	£0.00	0.0%	£0.00	0.0%	
Annual- Regular	£0.00	£0.00	£53.60	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£54.15	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Better H&F Card																						
Annual- 60plus	£0.00	£0.00	£0.00	£193.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£195.00	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Annual	£0.00	£0.00	£0.00	£500.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£505.00	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Joining Fee- 60 Plus	£0.00	£0.00	£0.00	£5.15	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.20	0.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	

APPENDIX C2: LEISURE FEES AND CHARGES 2017-18

	2016-17							2017-18															
	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 Junior	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 Junior	% Change	Better H&F Jrn Con	% Change		
Joining Fee	£0.00	£0.00	£0.00	£36.05	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£36.50	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Joining Fee- Student	£0.00	£0.00	£0.00	£30.90	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£31.20	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Monthly DD - 60 plus	£0.00	£0.00	£0.00	£19.50	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£19.70	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Monthly DD - Student	£0.00	£0.00	£0.00	£36.50	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£36.90	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Monthly DD	£0.00	£0.00	£0.00	£49.95	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£49.95	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
one month card	£0.00	£0.00	£0.00	£77.30	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£78.05	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Better Gym - Cally Pools & Gym	£0.00	£0.00	£0.00	£28.25	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£28.55	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Better H&F Junior DD	£0.00	£0.00	£0.00	£0.00	£0.00	£14.10	£10.05	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£14.25	1.1%	£10.15	1.0%		
Better H&F Card Off Peak																							
Annual - Concession	£0.00	£0.00	£0.00	£287.50	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£290.50	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Annual	£0.00	£0.00	£0.00	£447.20	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£452.00	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Joining Fee- Concession	£0.00	£0.00	£0.00	£25.75	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£26.00	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Joining fee	£0.00	£0.00	£0.00	£36.05	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£36.40	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Monthly DD-Concession	£0.00	£0.00	£0.00	£26.80	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£27.10	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Monthly DD	£0.00	£0.00	£0.00	£40.70	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£41.15	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Better H&F and Tennis Card																							
Annual	£0.00	£0.00	£0.00	£839.70	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£848.00	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Joining Fee	£0.00	£0.00	£0.00	£36.05	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£36.40	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Monthly Card	£0.00	£0.00	£0.00	£76.20	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£77.00	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
CENTRES																							
Archway																							
Pool: 2hrs	£0.00	£0.00	£350.30	£298.79	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£353.80	1.0%	£301.80	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Pool: hour	£0.00	£0.00	£298.80	£257.60	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£301.80	1.0%	£260.10	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Daytime swim: peak (60+)	£2.30	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£2.35	2.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Fun and waves	£2.30	£2.30	£5.45	£3.95	£2.80	£1.35	£0.00	£2.35	2.1%	£2.35	2.1%	£5.55	1.8%	£4.00	1.3%	£2.85	1.8%	£1.40	3.7%	£0.00	0.0%		
Lane Swimming	£0.00	£2.35	£4.75	£3.65	£2.60	£1.35	£0.00	£0.00	0.0%	£2.40	2.1%	£4.80	1.1%	£3.70	1.4%	£2.65	1.9%	£1.40	3.7%	£0.00	0.0%		
Cally																							
Main Pool: 1hr: CAL	£0.00	£0.00	£84.50	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£85.35	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Main Pool: 1hr: CAL- Anaconda	£0.00	£0.00	£64.90	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£65.55	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Party Pool Hire: additional fee: CAL	£0.00	£0.00	£19.10	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£19.30	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Training Pool: 1hr: CAL- Anaconda	£0.00	£0.00	£47.40	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£47.90	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Training Pool: 1hr: CAL	£0.00	£0.00	£63.90	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£64.55	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Main pool	£0.00	£0.00	£118.50	£97.90	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£119.70	1.0%	£98.90	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Main Pool plus aqua run	£0.00	£0.00	£139.10	£108.20	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£140.50	1.0%	£109.30	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Shallow Pool	£0.00	£0.00	£97.90	£77.30	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£98.90	1.0%	£78.05	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Cally Master/ Premier Swim	£1.55	£3.40	£6.15	£4.85	£3.65	£2.10	£1.55	£1.60	3.2%	£3.45	1.5%	£6.25	1.6%	£4.90	1.1%	£3.70	1.4%	£2.15	2.4%	£1.60	3.5%		
Parent And Toddler	£3.75	£3.65	£5.75	£4.75	£0.00	£0.00	£0.00	£3.80	1.3%	£3.70	1.4%	£5.85	1.7%	£4.80	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Finsbury																							
Activity Room- Day Rate	£0.00	£0.00	£175.15	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£176.90	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Activity Room- Per hour	£0.00	£0.00	£38.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£38.45	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Basement Sport: 1hr: Finsbury	£0.00	£0.00	£47.95	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£48.45	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
DOJO Hire: per hour	£0.00	£0.00	£27.30	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£27.60	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Main Studio- day rate	£0.00	£0.00	£206.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£208.10	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Main Studio - Per hour	£0.00	£0.00	£49.45	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£50.00	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Meeting Room: Community Use	£0.00	£0.00	£20.60	£10.30	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£20.85	1.2%	£10.45	1.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Treatment Room	£0.00	£0.00	£33.50	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£33.85	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Bouncy Castle	£0.00	£0.00	£53.60	£46.35	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£54.15	1.0%	£46.80	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Football	£0.00	£0.00	£53.60	£46.35	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£54.15	1.0%	£46.80	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Party Room	£0.00	£0.00	£33.00	£27.85	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£33.35	1.1%	£28.15	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
5 A-Side Football League	£377.50	£377.50	£387.40	£377.55	£0.00	£0.00	£0.00	£381.10	1.0%	£381.10	1.0%	£391.10	1.0%	£381.20	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
6 A-side Evening League- Per evening	£441.30	£441.30	£451.90	£441.30	£0.00	£0.00	£0.00	£445.60	1.0%	£445.60	1.0%	£456.20	1.0%	£445.80	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
6 A-side Lunchtime football League	£441.30	£441.30	£451.90	£441.30	£0.00	£0.00	£0.00	£445.60	1.0%	£445.60	1.0%	£456.20	1.0%	£445.80	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Football Hire	£3.15	£3.15	£3.15	£3.15	£0.00	£0.00	£0.00	£3.20	1.6%	£3.20	1.6%	£3.20	1.6%	£3.20	1.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Football League deposit	£0.00	£0.00	£103.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£104.05	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Small Pitch 45 min: Peak	£67.00	£67.00	£72.10	£67.00	£0.00	£0.00	£0.00	£67.65	1.0%	£67.70	1.0%	£72.80	1.0%	£67.70	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Small Pitch Junior 45 min: Off-peak	£0.00	£0.00	£0.00	£0.00	£26.60	£23.40	£23.40	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£26.90	1.1%	£23.65	1.1%	£23.65	1.1%		
Small Pitch Off-peak weekends	£50.00	£50.00	£55.30	£50.00	£0.00	£0.00	£0.00	£50.50	1.0%	£50.50	1.0%	£55.85	1.0%	£50.50	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		

APPENDIX C2: LEISURE FEES AND CHARGES 2017-18

	2016-17							2017-18															
	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		
Squash Clinic- Finsbury	£4.95	#REF!	£6.75	£4.95	£0.00	£0.00	£0.00	£5.00	1.0%	£4.90	#REF!	£6.85	1.5%	£5.00	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:FLC: Off-peak	£8.03	£8.05	£9.80	£8.05	£0.00	£0.00	£0.00	£8.15	1.5%	£8.15	1.2%	£9.90	1.0%	£8.15	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:FLC: Peak	£9.60	£9.60	£11.90	£9.60	£0.00	£0.00	£0.00	£9.70	1.1%	£9.70	1.1%	£12.05	1.3%	£9.70	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Sport Session (Finsbury)	£0.00	£0.00	£0.00	£0.00	£5.05	£4.05	£2.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.10	1.0%	£4.10	1.2%	£2.05	2.5%	£2.05	2.5%
IRB																							
Main pool hire	£0.00	£0.00	£84.50	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£85.40	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Teaching pool hire	£0.00	£0.00	£63.90	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£64.55	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	£0.00	£4.65	£6.70	£5.95	£0.00	£0.00	£0.00	£0.00	0.0%	£4.70	1.2%	£6.80	1.5%	£6.05	1.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Self Service 16kg wash	£0.00	£6.70	£9.60	£8.60	£0.00	£0.00	£0.00	£0.00	0.0%	£6.80	1.5%	£9.70	1.1%	£8.70	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Self Service Dry	£0.00	£1.50	£3.75	£1.90	£0.00	£0.00	£0.00	£0.00	0.0%	£1.55	3.3%	£3.40	-9.3%	£1.95	2.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Ironing service 5 item	£0.00	£2.40	£3.65	£3.65	£0.00	£0.00	£0.00	£0.00	0.0%	£2.45	2.1%	£3.70	1.4%	£3.70	1.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
SPA London	£0.00	£0.00	£26.80	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£27.10	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Tennis Centre																							
Studio: 1hr Off-peak	£0.00	£0.00	£27.85	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£28.15	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	£0.00	£0.00	£33.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£33.35	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Market Road																							
Adult one hour full pitch off peak	£46.80	£46.80	£53.20	£46.80	£0.00	£0.00	£0.00	£47.25	1.0%	£47.25	1.0%	£53.75	1.0%	£47.25	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Adult one hour full pitch peak	£79.75	£79.75	£90.40	£79.75	£0.00	£0.00	£0.00	£80.55	1.0%	£80.55	1.0%	£91.30	1.0%	£80.55	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Block Bookings	£0.00	£0.00	£71.30	£0.00	£36.70	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£72.00	0.0%	£0.00	0.0%	£37.10	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Football Hire	£0.00	£0.00	£3.10	£0.00	£3.10	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£3.15	1.6%	£0.00	0.0%	£3.15	1.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Junior one hour full pitch peak	£0.00	£0.00	£0.00	£0.00	£55.35	£43.65	£43.65	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£55.90	1.0%	£44.10	1.0%	£44.10	1.0%	£44.10	1.0%
Outdoor 5 a side 60min	£61.80	£61.80	£72.15	£61.80	£35.40	£30.30	£0.00	£62.40	1.0%	£62.40	1.0%	£72.90	1.0%	£62.40	1.0%	£35.80	1.1%	£30.60	1.0%	£0.00	0.0%	£0.00	0.0%
Sobell																							
Martial Arts	£0.00	£0.00	£25.75	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£26.00	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	£61.80	£61.80	£72.15	£61.80	£35.40	£30.30	£0.00	£62.50	1.1%	£62.40	1.0%	£72.90	1.0%	£62.40	1.0%	£35.75	1.0%	£30.60	1.0%	£0.00	0.0%	£0.00	0.0%
Judo room: 1 hr	£0.00	£0.00	£31.90	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£32.25	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Rink Hire: 1 hour	£0.00	£0.00	£113.35	£97.10	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£114.60	1.1%	£98.10	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Studio 1hr - SLC	£0.00	£0.00	£43.45	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£43.90	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	£0.00	£0.00	£206.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£208.20	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	£0.00	£0.00	£206.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£208.20	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	£0.00	£0.00	£20.60	£10.30	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£20.80	1.0%	£10.45	1.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Bouncy Castle & catering room	£0.00	£0.00	£139.10	£120.55	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£140.50	1.0%	£121.80	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Ice Rink	£0.00	£0.00	£206.05	£185.45	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£208.10	1.0%	£187.50	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Soft Play: Off peak	£0.00	£0.00	£123.65	£108.20	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£124.85	1.0%	£109.25	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Soft Play: Peak	£0.00	£0.00	£195.75	£175.15	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£197.80	1.0%	£176.90	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Sports party & catering	£0.00	£0.00	£139.10	£123.65	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£140.45	1.0%	£124.90	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Trampoline & catering	£0.00	£0.00	£139.10	£123.65	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£140.45	1.0%	£124.90	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Zumba tonic Dance Parties	£0.00	£0.00	£139.10	£123.65	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£140.45	1.0%	£124.90	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Squash Clinic- Sobell	£6.50	£6.50	£7.75	£6.50	£0.00	£0.00	£0.00	£6.60	1.5%	£6.60	1.5%	£7.85	1.3%	£6.60	1.5%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:SLC: Off-peak	£8.03	£8.05	£9.80	£8.05	£0.00	£0.00	£0.00	£8.15	1.5%	£8.15	1.2%	£9.90	1.0%	£8.15	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:SLC: Peak	£9.60	£9.60	£11.90	£9.60	£0.00	£0.00	£0.00	£9.70	1.1%	£9.70	1.1%	£12.05	1.3%	£9.70	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Leaguer Players Per Person	£5.45	£5.45	£6.70	£5.45	£0.00	£0.00	£0.00	£5.55	1.8%	£5.55	1.8%	£6.80	1.5%	£5.55	1.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Racket hire	£2.30	£2.30	£2.30	£2.30	£0.00	£0.00	£0.00	£2.35	2.1%	£2.35	2.1%	£2.35	2.1%	£2.35	2.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Football Hire	£0.00	£0.00	£3.10	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£3.15	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	£77.30	£77.30	£87.60	£77.30	£0.00	£0.00	£0.00	£78.10	1.0%	£78.10	1.0%	£88.50	1.0%	£78.10	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Outdoor 60min	£61.80	£61.80	£72.10	£61.80	£0.00	£0.00	£0.00	£62.40	1.0%	£62.40	1.0%	£72.90	1.1%	£62.40	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Climbing Course (Sobell)	£0.00	£0.00	£0.00	£0.00	£5.05	£4.05	£3.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.10	1.0%	£4.10	1.2%	£3.05	1.7%	£3.05	1.7%
Junior Gym	£0.00	£0.00	£0.00	£0.00	£5.05	£4.05	£3.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.10	1.0%	£4.10	1.2%	£3.05	1.7%	£3.05	1.7%
Sport session	£0.00	£0.00	£0.00	£0.00	£5.05	£4.05	£3.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.10	1.0%	£4.10	1.2%	£3.05	1.7%	£3.05	1.7%
Holiday Programme 5.5 hour day	£0.00	£0.00	£0.00	£0.00	£8.25	£6.35	£5.15	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£8.35	1.2%	£6.45	1.6%	£5.20			

APPENDIX D1

<u>HRA - MEDIUM TERM FINANCIAL STRATEGY</u>	2016-17 Revised Estimate £ms	2017-18 Estimate £ms	2018-19 Estimate £ms	2019-20 Estimate £ms
<u>HRA INCOME:</u>				
Income From Dwellings:				
Tenants Rents	£148.9	£150.9	£151.2	£153.5
Tenants Service Charges	£11.4	£12.8	£13.4	£13.8
Income From Dwellings	£160.3	£163.7	£164.6	£167.3
Commercial Property Rents	£1.4	£1.3	£1.4	£1.4
Heating Charges (Tenants & Leaseholders)	£2.0	£2.2	£2.3	£2.4
LeaseHolder Annual Service Charges	£7.5	£8.8	£9.1	£9.3
LeaseHolder Charges for Major Works	£2.1	£2.5	£2.5	£2.5
LeaseHolder Charges	£9.6	£11.3	£11.6	£11.8
Other Charges for Services & Facilities	£4.5	£4.7	£4.2	£4.3
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
GROSS INCOME SUB TOTAL	£202.0	£207.4	£208.3	£211.4
<u>HRA EXPENDITURE:</u>				
General Management	£48.8	£50.9	£50.9	£49.4
Private Finance Initiative - Payments	£39.6	£40.4	£41.6	£43.0
Special Services	£16.8	£18.0	£18.3	£18.6
Repairs & Maintenance	£31.6	£32.2	£32.6	£33.0
Rents, Rates, Taxes & Other Charges	£0.5	£0.6	£0.6	£0.6
Interest Charges on Debt	£16.7	£16.7	£16.6	£16.7
Depreciation - Contribution to the Major Repairs Reserve (to fund the Capital Prog.)	£30.2	£30.8	£31.8	£32.5
Total Capital Financing Costs	£46.9	£47.5	£48.4	£49.2
Increase In Bad Debt Provision	£0.8	£0.8	£0.8	£0.8
HRA Contingency	£2.5	£2.0	£2.0	£2.0
Contribution to HRA Reserves	£14.5	£15.0	£13.1	£14.8
GROSS EXPENDITURE SUB TOTAL	£202.0	£207.4	£208.3	£211.4
NET HRA Position	£0.0	£0.0	£0.0	£0.0

APPENDIX D2 - HRA SAVINGS 2017-18

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2017-18 £000s
1	HRA	All	Review and re-alignment of non pay Housing Revenue Account budgets	500
2	HRA	All	Review and re-alignment of Private Finance Initiative Payments	500
3	HRA	Housing Needs and Strategy	Reduce Management	100
4	HRA	Housing Needs and Strategy	Generation of Income from Housing Owned Assets	100
5	HRA	Housing Operations	Review of Tenant Service Charges	500
6	HRA	Housing Operations	Review of Leaseholders Service Charges	400
7	HRA	Housing Operations	Increased charges for non-residential Parking Charges and automated booking system	336
8	HRA	Housing Operations & Housing Needs and Strategy	Review of Community Development service delivery and resident engagement	90
9	HRA	Housing Operations	Area Housing Panels-Environmental works	710
10	HRA	Housing Property Services	Extended replacement of Kitchen, Bathroom and Cyclical Maintenance work cycles - Extend Kitchen and Bathrooms by 5 years	1,750
	HRA	Housing Property Services	Extended replacement of Kitchen, Bathroom and Cyclical Maintenance work cycles - Extend Cyclical Maintenance Work Cycle by 2 years	1,500
11	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	147
			TOTAL	6,633

HRA FEES AND CHARGES 2017-18**Tenant Service Charges and Digital TV Charges**

	Proposed weekly charge or compensation sum
Caretaking and Cleaning	£8.34
Estate Services (estate lighting, communal estate repairs and grounds maintenance)	£4.10
Tenant Service Charge	£12.44
Digital TV	£0.32
Compensation for loss of caretaking service	£2.00 per day (after 5 consecutive days of lost service)
<p>Note: The weekly tenant service charge for caretaking and estate services increases by £1.41 from £11.03 to £12.44.</p> <p>The increase relates in the main to; 57p covers extending the communal estate repairs charge to include repairs to communal lighting, 20p covers the increased cost of caretaking in order to cover absences and 49p covers the increased supply cost of communal electricity.</p> <p>Caretaking compensation has increased in line with the increase in caretaking charges.</p>	

Heating and Hot Water Charges

	Bedsit Weekly Charge £	1-Bed Weekly Charge £	2-Bed Weekly Charge £	3-Bed Weekly Charge £	4-Bed Weekly Charge £
General:					
Heating and Hot Water	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
Compensation (after 3 consecutive weeks of lost service): Heating and Hot Water £7.40 per day Heating only £6.90 per day Hot Water only 90p per day					
<p>Note: Although gas supply costs are set to increase significantly, the gas "pool" has been used to absorb this increase and hence charges to Tenants in 2017-18 can be frozen at 2016-17 levels.</p>					

Estate Parking Charges

	EMISSION BANDS / CHARGES			
CARBON EMISSION AND ENGINE SIZES:	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+
	Weekly Charge £	Weekly Charge £	Weekly Charge £	Weekly Charge £
Rent & Service Charge Payers:				
- Garage	9.32	18.63	18.63	20.49
- Car Cage	4.35	8.71	8.71	9.58
- Parking Space	2.39	4.76	4.76	5.23
- Internal Garage	6.43	12.83	12.83	14.13
Non-Rent & Service Charge Payers:				
- Garage	19.40	38.77	38.77	42.62
- Car Cage	9.11	18.12	18.12	19.94
- Parking Space	5.34	11.37	11.37	15.64
				£
Garages Used For Non-Vehicle Storage – Rent & Service Charge Payers				20.49
Garages Used For Non-Vehicle Storage – Non-Rent & Service Charge Payers				42.62
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				
Note: Charges increase in line with inflation (2% RPI September 2016). For example the charge to an LBI resident for a garage with a band B vehicle increases by 36p from £18.27 to £18.63.				
No Increase in the Diesel Surcharge				

Concierge Service Charges

	Weekly Charge £
Category A (Concierge Office in Block)	9.31
Category B (Concierge Office in Estate)	6.98
Category C (Concierge Office – Remote multiple cameras)	4.20
Category D (Concierge Office – Remote a small number of cameras)	1.32
Note: Charges have increased by 21% to more closely reflect the true cost of the service. For example the charge to tenants who receive a Category B service increases by £1.21 from £5.77 to £6.98.	

Parking Charge Notices (PCN)

	Council Estates £
Parking Charge Notices	100.00
Parking Charge Notices (Paid within 14 days of issue)	60.00
<p>Note: The maximum charges for unauthorised parking on council estates (off-street parking) are recommended by the British Parking Association on behalf of the Home Office. No increase is recommended in 2017-18. For on-street parking (outside council estates), the Council charges between £80 and £130 depending on the seriousness of the offence.</p>	

Storage Units

	Weekly Charge £
Rent & Service Charge Payers	1.67
Non-Rent & Service Charge Payers	3.35
<p>Note: Charges increase in line with inflation (2% RPI September 2016). The charge to Rent & Service Charge Payers has increased by 3p from £1.64 to £1.67 and that for Non-Rent & Service Charge Payers has increased by 7p from £3.28 to £3.35.</p>	

Floor Coverings (including underlay, carpets & fitting):

Covering the Bedroom(s), Front Room, Hallway & Staircase

2017-18 charges to tenants commencing the scheme wef 2017-18 reflects a more robust/substantial underlay		
No of Beds	2017-18 Charge	Weekly Charge to Tenants over 5 years
1	£663	£2.55
2	£969	£3.73
3	£1,275	£4.90
4	£1,530	£5.88

Original charges levied in 2016-17 – no change for tenants commencing the scheme in 2016-17 only		
No of Beds	2017-18 Charge	Weekly Charge to Tenants over 3 years
1	£449	£2.88
2	£651	£4.17
3	£850	£5.45
4	£1,000	£6.41

Home Ownership Unit Charges:

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

		Home Ownership Fees 2017-18	Technical Property Services Fees 2017-18
a	Minor alterations (e.g.: flues, extractor fans)	£81 – letter of consent	None
b	Deed of variation for windows	£204	None
c	Minor structural alterations	£81	£183
d	Major structural alterations (e.g. roofs, conservatories)	£102	£550 – technical inspections £56 per hour if additional technical work required
e	Retrospective consent	a/b/c/d +£102	£367 – technical inspections £56 per hour if additional technical work required
Note: Increases in line with inflation (RPI 2% September 2016)			

2. Lease Holder Miscellaneous Fees:

		Home Ownership Fees 2017-18
a	Sub-let Registration	£40
b	Assignment pack	£178 L/Holder £76 F/Holder
c	Re-mortgage pack	£127 L/Holder £66 F/Holder
d	S146 costs	£255
e	Copy of lease	£25
f	Letter of Satisfaction	£51
g	Copy of service charge invoice	£25
h	Repairs breakdown for a previous year	£25

APPENDIX E1: CAPITAL PROGRAMME 2017-20

DEPARTMENT / BUDGET HEADING	Revised 2017-18 Programme £000	Revised 2018-19 Programme £000	Revised 2019-20 Programme £000	Total Programme 2017-18 to 2019-20 £000
HASS				
Major Works and Improvements	33,500	42,400	44,400	120,300
New Homes Programme	56,400	104,800	102,800	264,000
HOUSING	89,900	147,200	147,200	384,300
SUBTOTAL HOUSING AND ADULT SOCIAL SERVICES	89,900	147,200	147,200	384,300
CHILDREN'S SERVICES				
Moreland School and Children's Centre	450	0	0	450
Dowrey Street / Primary Pupil Referral Unit	2,000	0	0	2,000
Tufnell Park	4,395	11,000	0	15,395
New River College	500	0	0	500
Arts and Media School	100	0	0	100
Children's Centres Remodelling	500	0	0	500
Central Foundation School Expansion	2,700	0	0	2,700
Highbury Grove School Expansion	1,700	1,500	0	3,200
Secondary School Expansions	2,000	0	0	2,000
PRIMARY SCHOOLS	14,345	12,500	0	26,845
Two Year Old Capital	800	0	0	800
EARLY YEARS	800	0	0	800
Other Schools	1,226	0	0	1,226
OTHER SCHOOLS	1,226	0	0	1,226
SUBTOTAL CHILDREN'S SERVICES	16,371	12,500	0	28,871
ENVIRONMENT AND REGENERATION				
Section 106	2,000	2,000	2,000	6,000
PLANNING AND DEVELOPMENT	2,000	2,000	2,000	6,000
Cemeteries	1,021	0	0	1,021
Disabled Facilities	601	601	601	1,803
Private Sector Housing	1,000	1,750	1,750	4,500
PUBLIC PROTECTION	2,622	2,351	2,351	7,324
Combined Heat and Power	2,146	0	0	2,146
Energy Saving Council Buildings	280	0	0	280
Fleet Management	4,003	0	0	4,003
Greenspace	1,191	1,250	1,000	3,441
Highways	3,400	1,400	1,400	6,200
Leisure	2,325	972	475	3,772
Other Energy Efficiency Measures	2,221	2,000	0	4,221
Recycling Improvements	750	743	0	1,493
Special Projects	150	0	0	150
Traffic and Engineering	3,220	2,900	2,900	9,020
PUBLIC REALM	19,686	9,265	5,775	34,726
SUBTOTAL ENVIRONMENT AND REGENERATION	24,308	13,616	10,126	48,050
TOTAL	130,579	173,316	157,326	461,221

Decision-Making Responsibility for the 2017-18 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 2017-18. 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
TRAFFIC & ENGINEERING: Schemes funded by Transport for London				
Archway Public Realm Improvements	Hillrise, Junction	£50,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Highbury and Islington Station Square	St Mary's, Highbury East	£20,000 (LIP funding)	Executive	Funding allocated by Executive, 20 October 2016
Tufnell Park Road Safety and Environmental Improvements Scheme	St George's Junction	£150,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Safer Routes to Estates	Various	£100,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Central Street Masterplan	Bunhill	£100,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016 4; S106 funds also allocated
Borough wide road safety schemes	Various	£350,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Electric Vehicle Charging Point Programme		£20,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Scotability	Various	£85,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Traffic Management, environmental and road safety improvement – Holloway Road	Holloway, Highbury East, Highbury West	£40,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Traffic Management, environmental and road safety improvement – Clerkenwell Green	Clerkenwell	£50,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Traffic Management, environmental and road safety improvement – Old Street Southern Footway	Bunhill	£50,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Traffic Management, environmental and road safety improvement	Various	£190,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Making the Most of Public Spaces	Various	£100,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Improved Existing Cycle Routes Across Islington	Various	£20,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Traffic Management to improve air quality at sensitive locations	Caledonian	£100,000 (LIP LTF funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Air Pollution Awareness	Various	£20,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
The City Fringe Low Emission Neighbourhood	Bunhill	£30,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016

Scheme	Ward/s	Funding	Decision-making responsibility	Details of funding allocation
Archway Zero Emissions Network	Junction, Hillrise	£100,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Principal road maintenance	Various	£396,000	Corp. Director of Environment and Regeneration	TfL Principal road maintenance allocation
TRAFFIC & ENGINEERING: Other schemes				
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	£1,849,500	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
Central London Cycle Grid (Spring 2017 announcement TBC).	Various	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.

Report of: Corporate Director of Finance and Resources

Meeting of	Date	Agenda Item	Ward(s)
Audit Committee	24 January 2017		

Delete as appropriate	Exempt	Non-exempt

SUBJECT: Annual Treasury Management and Investment Strategy 2017-18

1. Synopsis

1.1 This report discusses the council's 2017-18 annual treasury management strategy and investment strategy.

2. Recommendations

2.1 To consider the council's 2017-18 annual treasury management strategy and investment strategy before full council's approval at its budget and council tax setting meeting on 23 February 2017. 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

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

Summary of the key points of the treasury strategy

- £70.3 m is estimated to be required to be borrowed over the next 3 years
 - £37.6million to replace existing borrowing that matures
 - £32.7million 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 Appendix 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 26th 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.
- 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 2017-18 budget to be considered in February, are set out in **Table 1** below:

Table 1 – Capital Financing, Balances and Reserves Forecasts

	31/03/2017 Estimate £m	31/03/2018 Estimate £m	31/03/2019 Estimate £m	31/03/2020 Estimate £m
General Fund CFR	118.4	132.1	145.7	145.6
HRA CFR	442.3	442.3	442.3	442.3
Total CFR	560.7	574.4	588.0	587.9
Less Long term Liabilities- PFI	-145.3	-134.9	-125.5	-116.7
Less Balances and Reserves	-143.0	-159.5	-141.7	-102.9
Net Balance Sheet Position	272.4	280.0	320.8	368.3

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.

Appendix A draws together a number of current forecasts for short-term and longer-term fixed interest rates. The major external influence on the authority’s treasury management strategy for 2017/18 will be the UK’s progress in negotiating a smooth exit from the European Union. Negotiations are expected to start once the UK formally triggers exit in early 2017 and last for at least two years. Uncertainty over future economic prospects will therefore remain throughout 2017/18. The central case forecast is for UK Bank Rate to remain at 0.25% during the coming year. Gilt yields and PWLB rates are expected to trend broadly flat from current levels, albeit with short-term volatility.

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.

	2016-17	2017-18	2018-19	2019-20
	estimate £M	estimate £M	estimate £M	estimate £M
New Borrowing	0	15.0	15.4	2.3
Replacement borrowing	11.1	14.4	12.1	11.1
TOTAL	11.1	29.4	27.5	13.4

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 **Appendix B** to be adopted in the 2017/18 budget).

- 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, The Bank Rate is expected to remain at 0.25% during 2017-18. As at 31 December 2016, the council had agreed non PWLB 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 1.8%.
- 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 £70.3million. £37.6million 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 2017-18 but ahead for the next two financial years.

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 **Appendix 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,

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 investments as at 31 December 2016 totalled £110million and the forecast position for the end of March through 2017/18 will average £80million. 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 £80m:

- 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 2016 is attached as **Appendix D** for information. In addition the Council has borrowed £45.5m at an average rate of 0.28% 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 had been maintained at 0.5% since March 2009 but was cut to 0.25% in August 2016 and it is anticipated to remain at low levels throughout 2017-18 with a low possibility to drop to zero 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 **Appendix 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

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. A training session on treasury management was provided to Members by Arlingclose in May 2016.

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 activities of 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.

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 23 February 2017

Background papers:

Audit Commission National Report 2009; Council Budget Report on 25 February 2016
CIPFA guidance on treasury management issued in November 2009

Final Report Clearance

Signed by



.....
Corporate Director for Finance and Resources

Date

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Appendix A - Arlingclose Economic & Interest Rate Forecast September 2016

Underlying assumptions:

- The economic trajectory for the UK has been immeasurably altered following the vote to leave the European Union. The long-term position of the UK economy will be largely dependent on the agreements the government is able to secure with the EU and other countries.
- The short to medium-term outlook is somewhat more downbeat due to the uncertainty generated by the result and the forthcoming negotiations (notwithstanding the Olympic and summer feel-good effects). The rapid installation of a new Prime Minister and cabinet lessened the political uncertainty, and the government/Bank of England have been proactive in tackling the economic uncertainty.
- Purchasing Managers Index data, and consumer and business confidence surveys presented a more positive picture for August following the shock-influenced data for July, in line with expectations for an initial overreaction. However, many indicators remain at lower levels than pre-Referendum.
- Over the medium term, economic and political uncertainty will likely dampen investment intentions and tighten credit availability, prompting lower activity levels and potentially a rise in unemployment. These effects will dampen economic growth through the second half of 2016 and in 2017.
- UK Consumer Price Index inflation (currently 0.6% year/year) will rise close to target over the coming year as previous rises in commodity prices and the sharp depreciation in sterling begin to drive up imported material costs for companies.
- The rise in inflation is highly unlikely to prompt monetary tightening by the Bank of England, with policymakers looking through import-led CPI spikes to the negative effects of Brexit on economic activity and, ultimately, inflation.
- There is a debatable benefit to further interest rate cuts (particularly with regard to financial stability). Negative Bank Rate is currently perceived by policymakers to be counterproductive, but there is a possibility of close-to-zero Bank Rate. QE will be used to limit the upward movement in bond yields.
- Following significant global fiscal and monetary stimulus, the short term outlook for the global economy is somewhat brighter than a few months ago. However, financial market volatility is likely at various points because the stimulus has only delayed the fallout from the build-up of public and private sector debt (particularly in developing economies, e.g. China).

Forecast:

- The likely path for Bank Rate is weighted to the downside. The Arlingclose central case is for Bank Rate to remain at 0.25%, but there is a 40% possibility of a drop to close to zero, with a small chance of a reduction below zero later in the forecast period.
- Gilt yields will be broadly flat from current levels, although there will likely be much volatility as reports of negotiations between the UK and the remaining EU affect market perceptions of both parties' economic growth potential.

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.12
Arlingclose Central Case	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Downside risk	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.40
3-month LIBID rate														
Upside risk	0.05	0.05	0.10	0.10	0.10	0.15	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.18
Arlingclose Central Case	0.25	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.29
Downside risk	0.20	0.25	0.25	0.25	0.30	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.34
1-yr LIBID rate														
Upside risk	0.10	0.10	0.15	0.15	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.23
Arlingclose Central Case	0.60	0.50	0.50	0.50	0.50	0.50	0.50	0.60	0.70	0.85	0.90	0.90	0.90	0.65
Downside risk	0.10	0.15	0.15	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.24
5-yr gilt yield														
Upside risk	0.25	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.39
Arlingclose Central Case	0.30	0.30	0.30	0.30	0.35	0.40	0.40	0.40	0.40	0.45	0.45	0.50	0.50	0.39
Downside risk	0.40	0.45	0.45	0.45	0.50	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.54
10-yr gilt yield														
Upside risk	0.30	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.39
Arlingclose Central Case	0.75	0.75	0.80	0.80	0.80	0.80	0.80	0.80	0.85	0.90	0.90	0.95	0.95	0.83
Downside risk	0.40	0.45	0.45	0.45	0.50	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.54
20-yr gilt yield														
Upside risk	0.25	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.39
Arlingclose Central Case	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.30	1.35	1.35	1.40	1.40	1.29
Downside risk	0.50	0.55	0.55	0.55	0.60	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.64
50-yr gilt yield														
Upside risk	0.25	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.39
Arlingclose Central Case	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.30	1.35	1.35	1.40	1.40	1.29
Downside risk	0.50	0.55	0.55	0.55	0.60	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.64

EXTERNAL DEBT INDICATORS

Authorised Limit for External Debt (including PFI)							
			2016-17 £000s Approved	2016-17 £000s Revised	2017-18 £000s Estimate	2018-19 £000s Estimate	2019-20 £000s Estimate
1							
	Borrowing		474,000	370,000	472,000	486,000	487,000
	Other Long Term Liabilities		145,000	145,000	135,000	126,000	117,000
	TOTAL AUTHORISED LIMIT		619,000	515,000	607,000	612,000	604,000

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.

Operational Boundary for External Debt (including PFI)							
			2016-17 £000s Approved	2016-17 £000s Revised	2017-18 £000s Estimate	2018-19 £000s Estimate	2019-20 £000s Estimate
2							
	Borrowing		434,000	345,000	442,000	456,000	457,000
	Other Long Term Liabilities		135,000	135,000	125,000	116,000	107,000
	TOTAL OPERATIONAL BOUNDARY		569,000	480,000	567,000	572,000	564,000

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.

Actual External Debt (including PFI)							
							31.3.16 £000s Actual
3							
	Borrowing						269,000
	Other Long Term Liabilities						155,000
	TOTAL EXTERNAL DEBT						424,000

This is the actual external debt that the Council held at 31st March 2016. Other long-term liabilities include items such as PFI schemes and finance leases.

TREASURY MANAGEMENT INDICATORS

Adoption of CIPFA's Treasury Management Code of Practice							
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.						

Upper Limit for Fixed Interest Rate Exposure							
		31.3.16 £000s Existing (Benchmark) Level	2016-17 £000s Approved	2016-17 £000s Revised	2017-18 £000s Estimate	2018-19 £000s Estimate	2019-20 £000s Estimate
5							
	Net principal relating to fixed rate borrowing/investments	188,000	240,000	183,000	263,000	278,000	280,000

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

Upper Limit for Variable Interest Rate Exposure							
		31.3.16 £000s Existing (Benchmark) Level	2016-17 £000s Approved	2016-17 £000s Revised	2017-18 £000s Estimate	2018-19 £000s Estimate	2019-20 £000s Estimate
12							
	Net principal relating to variable rate borrowing/investments	94,000	120,000	92,000	135,000	139,000	140,000

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.

Maturity Structure of New Fixed Rate Borrowing							
					31.3.16	2017-18	2017-18
13							

					Existing (Benchmark) Level %	Upper Limit %	Lower Limit %
					5.0%	100%	0%
					4.0%	100%	0%
					13.0%	100%	0%
					14.0%	100%	0%
					24.0%	100%	0%
					40.0%	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.

Upper Limit for Total Principal Sums Invested for over 364 Days							
			2016-17 £000s Approved	2016-17 £000s Revised	2017-18 £000s Estimate	2018-19 £000s Estimate	2019-20 £000s Estimate
14	Total principal sum invested		40,000	55,000	60,000	60,000	60,000

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
Debt Management Agency Deposit Facility* (DMADF) * this facility is at present available for investments up to 6 months	Yes	Government-backed.	In-house and by external fund managers	1 year *
Term Deposits with the UK Government or other UK Local Authorities and Police Commissions	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
Term Deposits with credit-rated deposit or UK Government backed (banks and building societies), including callable deposits.	Yes	Minimum Short Term Ratings Fitch F1 Moodys P-1 S & P A-1 Minimum Long term Ratings Fitch A+ Moodys A1 S & P A+ Maximum Deposit £30 m per institution Plus Council Bankers Overnight, weekend & Public Sector Reserve – Maximum of £10m For late funds only	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>Certificates of Deposit 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>Gilts : 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>Money Market Funds</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>Forward deals with credit rated or UK government backed banks and building societies plus other Local Authorities < 1 year (i.e. negotiated deal period plus period of deposit)</p>	Yes	<p>Minimum Short Term Ratings</p> <p>Fitch F1 Moody's P-1 S & P A-1</p> <p>Minimum Long term Ratings</p> <p>Fitch A+ Moody's A1 S & P A+</p> <p>Maximum Deposit</p> <p>£30m per institution</p>	In-house and fund managers	1 year in aggregate
<p>Gilt Funds and other Bond Funds (dependent on set-up structure)</p>	Yes	<p>Minimum Rating:</p> <p>Fitch: A+ Moody's: A1 S&P: A+</p>	<p>External fund managers only subject to guidelines agreed</p> <p>*Important : In choosing the manager we</p>	

Investment	Repayable/ Redeemable within 12 months?	Security / Minimum Credit Rating **	Circumstance of use	Max period
<p>*** These are open-end 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.</p>			<p>will ensure that the fund is not a body corporate by virtue of its set up structure</p>	
<p>Treasury bills [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>Bonds issued by a financial institution that is guaranteed by the United Kingdom Government (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>Bonds issued by multilateral development banks (as defined in SI 2004 No 534) with maturities under 12 months</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
<i>Custodial arrangement required prior to purchase</i>				
UK Sterling Denominated Corporate Bonds issued by UK PLC's or Public Sector Bodies (From 01/04/2012)	Yes	Minimum Short Term Ratings Fitch F1 Moodys P-1 S & P A-1 Minimum Long Term Ratings Fitch A+ Moodys A1 S & P A+ Maximum Deposit £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>	<u>Maximum Maturity of Investment</u>
						£M	
Term deposits 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
Term deposits with credit rated deposit takers or UK government backed (banks and building societies) with maturities greater than 1 year	No	No	Minimum Short Term Ratings Fitch F1 Moodys P-1 S & P A-1 Minimum Long term Ratings Fitch A+ Moodys A1 S & P A+ Maximum Deposit £30m per institution		In-house and fund managers	100	5 years
Certificates of Deposit 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	Minimum Short Term Ratings Fitch F1 Moodys P-1 S & P A-1 Minimum Long term Ratings Fitch A+ Moodys A1 S & P A+ Maximum Deposit £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

APPENDIX 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>
<p>Callable deposits with credit rated deposit takers or UK government backed (banks and building societies) with maturities greater than 1 year</p>	No	No	<p>Minimum Short Term Ratings Fitch F1 Moody's P-1 S & P A-1</p> <p>Minimum Long Term Ratings Fitch A+ Moody's A1 S & P A+</p> <p>Maximum Deposit £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 in aggregate
<p>UK government gilts with maturities in excess of 1 year</p> <p><i>Custodial arrangement required prior to purchase</i></p>	No	Yes	Government backed	No	<p>(1) Buy and hold to maturity or trade: to be used in-house after consultation / advice from Arlingclose</p> <p>(2) for trading: by external cash fund manager(s) only subject to the guidelines and parameters agreed with them.</p>	100	10 years including but also including the 10 year benchmark gilt
<p>Sovereign issues ex UK Government gilts : any maturity</p>	No	Yes	AAA	No	<p>(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice</p>	100	10 years

APPENDIX 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>Custodial arrangement required prior to purchase</i>					from Arlingclose		
Forward deposits 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	Minimum Short Term Ratings Fitch F1 Moodys P-1 S & P A-1 Minimum Long Term Ratings Fitch A+ Moodys A1 S & P A+ Maximum Deposit £30m per institution For Maturities > 2 years 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
Bonds issued by a financial institution that is guaranteed by the United Kingdom Government (as defined in SI 2004 No 534) with maturities in excess of 1 year	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
<i>Custodial arrangement required prior to purchase</i>							
Bonds issued by multilateral development banks	Yes	Yes	AAA or government guaranteed	No	(1) Buy and hold to maturity or trade: to be used in-house after	100	10 years

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APPENDIX 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>
(as defined in SI 2004 No 534) with maturities in excess of 1 year <i>Custodial arrangement required prior to purchase</i>					consultation/ advice from Arlingclose (2) for trading: by external cash fund manager(s) only, subject to the guidelines and parameters agreed with them		
UK Sterling Denominated Corporate Bonds issued by UK PLC's or Public Sector Bodies (From 01/04/2012)	No	No	Minimum Short Term Ratings Fitch F1 Moodys P-1 S & P A-1 Minimum Long Term Ratings Fitch A+ Moodys A1 S & P A+ Maximum Deposit £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

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APPENDIX D														
Counter-Party List as at December 2106														
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	LBI	Arlingclose Current Advice	funds Invested - 31/12/2016
UK Banks														
Barclays	A	F1	A1	P-1	A-	A-2	AA/Aa1/Aau	77	233	30,000,000	36 Months	Council Bankers from Mar 2015 - overnight liquidity only	Limit to 100 Days - CHECK !!!	
HSBC	AA-	F1+	Aa2	P-1	AA-	A-1+	AA/Aa1/Aau	67	667	30,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Lloyds	A+	F1	A1	P-1	A	A-1	AA/Aa1/Aau	66	65	30,000,000	36 Months	SUSPENDED !!!	Limit to 13 Months - CHECK !!!	
RBS	BBB+	F2	A3	P-2	BBB+	A-2	AA/Aa1/Aau	110	232	30,000,000	36 Months	SUSPENDED !!!	Limit to 35 Days - CHECK !!!	
Santander UK	A	F1	Aa3	P-1	A	A-1	AA/Aa1/Aau/ BBB+/Baa2/BBB+(Spain)	83	N/A	30,000,000	36 Months	SUSPENDED !!!	Limit to 6 Months - CHECK !!!	
Standard Chartered	A+	F1	Aa3	P-1	A	A-1	AA/Aa1/Aau	113	680	30,000,000	36 Months	SUSPENDED 02/03/16 !	SUSPENDED 02/03/16 !	
UK Building Societies														
Nationwide	A	F1	Aa3	P-1	A	A-1	AA/Aa1/Aau	97	N/A	30,000,000	36 Months	SUSPENDED !!!	Limit to 6 Months - CHECK !!!	
Non UK Banks														
Australia														
Australia & NZ Banking Group	AA-	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAAu	70	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/AAAu	70	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/AAAu	70	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/AAAu	70	N/A	15,000,000	36 Months	Limit to 6 Months - CHECK !!!	Limit to 6 Months - CHECK !!!	
Canada														
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+	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 !!!	
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 !!!	
Finland														
Germany														
Deutsche Bank	A-	F1	Baa2	P-2	BBB+	A2	AAA/Aaa/AAAu	240	N/A	15,000,000	36 Months	SUSPENDED !!!	SUSPENDED 02/03/16 !	
Netherlands														
ING Bank	A+	F1	A1	P-1	A	A-1	AAA/Aaa/AAAu	65	N/A	15,000,000	36 Months	SUSPENDED !!!	Limit to 100 Days - CHECK !!!	
Rabobank	AA-	F1+	Aa2	P-1	A+	A-1	AAA/Aaa/AAAu	65	N/A	15,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Sweden														
Svenska Handelsbanken	AA	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAAu	70	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/AAAu	70	N/A	15,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Switzerland														
Credit Suisse	A	F1	A1	P-1	A	A-1	AAA/Aaa/AAAu	120	N/A	15,000,000	36 Months	SUSPENDED !!!	Limit to 100 Days - CHECK !!!	
USA														
JP Morgan Chase	AA-	F1+	Aa3	P-1	A+	A-1	AAA/Aaa/AA+u	65	N/A	15,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Other														
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	110,000,000
Supra-National Bonds (EIB)	AAA		Aaa		AAA		N/A	N/A	N/A	Unlimited	Unlimited	SUSPENDED !!!	OK - CHECK !!!	
UK DMADF	AA		Aa1		AA		N/A	N/A	N/A	Unlimited	6 Months	OK	OK	
TOTAL FUNDS INVESTED														110,000,000

Capital Expenditure				
	2016-17 £000s Revised	2017-18 £000s Estimate	2018-19 £000s Estimate	2019-20 £000s Estimate
General Fund	41,900	40,679	26,116	10,126
HRA	67,900	89,900	147,200	147,200
TOTAL CAPITAL EXPENDITURE	109,800	130,579	173,316	157,326

The above capital expenditure figures for 2017-18 to 2019-20 are based on the capital programme at **Appendix E1**.

Estimated Funding of Capital Expenditure				
	2016-17 £000s Revised	2017-18 £000s Estimate	2018-19 £000s Estimate	2019-20 £000s Estimate
Capital Receipts	34,865	15,800	31,700	49,000
Earmarked Reserves	22,672	17,180	3,500	3,500
Unsupported Borrowing	-	15,076	15,446	2,325
External Funding and Revenue Contributions (including HRA)	52,263	82,523	122,670	102,501
TOTAL CAPITAL FUNDING	109,800	130,579	173,316	157,326

This is the estimated funding of the capital programme as at the point of setting the 2017-18 budget. At each year end, the Corporate Director of Finance and Resources will apply resources to fund the capital programme in the most cost-effective way.

Capital Financing Requirement				
	2016-17 £000s Revised	2017-18 £000s Estimate	2018-19 £000s Estimate	2019-20 £000s Estimate
General Fund	118,368	132,092	145,702	145,646
HRA	442,261	442,261	442,261	442,261
Other Long Term Liabilities	145,259	134,947	125,501	116,716
TOTAL CAPITAL FINANCING REQUIREMENT	705,888	709,300	713,464	704,623

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.

Ratio of Financing Costs to Net Revenue Stream				
	2016-17 % Revised	2017-18 % Estimate	2018-19 % Estimate	2019-20 % Estimate
General Fund	1.6%	0.5%	1.5%	1.6%
HRA	8.3%	8.1%	8.0%	7.9%

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.

Incremental Impact of Capital Expenditure Plans				
	2016-17 £ Revised	2017-18 £ Estimate	2018-19 £ Estimate	2019-20 £ Estimate
Band D Council Tax	£0.00	£3.65	£13.84	£10.77
Average Weekly Housing Rents	£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 2016-17 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 2017-18 Resident Impact Assessment

Title of plan, policy and/or procedure being assessed	Budget Savings Proposals 2017-18
Name of Service Area Assessed	Council-wide
Staff conducting assessment including contact details	Mike Curtis mike.curtis@islington.gov.uk
Date of assessment	12 December 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 2017-18 on residents and employees with 'protected characteristics' as defined by the Equality Act 2010.

The nine protected characteristics are: age, disability, gender reassignment, marriage and civil partnerships, race, religion and belief, pregnancy and maternity, sexual orientation, and gender. Section 149 of the Act requires the Council to comply with the Public Sector Equality Duty (PSED) and have due regard to:

- eliminating discrimination, harassment and victimisation
- advancing equality of opportunity
- fostering good relations

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

In addition to our statutory duty, it is our policy also to assess the socio-economic, human rights and safeguarding impact of proposals.

The council is committed to a fairer Islington and seeks to protect its most vulnerable residents. We need to understand the effect our policies and practices have on equality. 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, take a reasonable and proportionate view about the overall impact on particular groups and seek to mitigate negative impacts where possible.

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,**
- **result in indirect discrimination for people with protected characteristics,**
- **or impact on opportunities to promote good relations.**

However, wherever possible mitigations have 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

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 have the following priorities:

- 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.

The Council is required to make £21.4m of savings in 2017-18. This is in addition to £172.5m of savings already made over the past five years. While every endeavour is made to protect those in greatest need and at most risk, the Council is faced with some extremely difficult choices. It is inevitable that with reductions in funding levels on such a scale there will be an impact on the services we deliver, including those services provided to residents with protected characteristics.

The Government's Housing Act 2016 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 are in danger of becoming homeless and 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 household benefit (down from £26,000) and the period that housing benefits can be backdated has reduced from six months to four weeks. Otherwise, rents for social housing are to be reduced by 1% (with a few exceptions such as housing co-ops and alms houses), but this will lead to a significant shortfall in our housing budgets, for which we have to compensate.

The recent Autumn Statement and local government response highlights the impact of expected higher inflation next year and the funding crisis in health and social care, which is particularly likely to affect older people on fixed incomes or in poor health. However, the plans for significant investment in affordable housing, the reduction in the Universal Credit taper for claimants entering employment from 65% to 63%, and the ending of the compulsory "pay to stay" policy for higher earning local authority tenants may benefit some disadvantaged groups.

3. Evidence and Demographics

Monitoring information, from sources such as the 2011 Census, the State of Equalities in Islington Report 2016 and The Islington Evidence Hub, show how the borough is made up and helps us to identify possible impacts and ensure that local decisions are made based upon the needs of the local population.

- **Population:** Islington has seen growth in its population from 211,000 in 2011 to nearly 228,000 in 2015, approximately 2% a year, and is predicted to increase to around 240,000 by 2021. Most of the growth in population is in adults, aged 18-64. It is the most densely populated local authority area in England and Wales, with 14,517 people per square km. This is more than double the London average and more than 30 times the national average.
- **Diversity:** Islington is a diverse borough. The 2011 census shows that 32% of residents were in Black or Minority Ethnic (BME) groups while 36% were born outside of the UK; this compares with a national average of 18%. Children growing up in BME households in Islington are more likely than white children to be living in poverty.
- **Age:** Islington has a relatively young population. The 2015 population includes over 171,000 aged 18 to 64, around 38,000 children and only about 18,000 (9%) over 65. The majority of pensioners are women and 8,165 pensioner households are reliant on council tax support. Just over a quarter of Islington children live in households where no one is in employment. 29% of primary pupils and 32% of secondary pupils are eligible for free school meals – 3rd and 2nd highest proportions in London. 55% of primary and 69% of secondary pupils received deprivation linked pupil premium. 20.4% of Islington school pupils have some form of Special Educational Needs compared with a national average of 18.7%.
- **Disability:** in May 2015, there were 11,450 people on Disability Living Allowance in Islington. 26% of the working age population who identified themselves as disabled or having a long-term health problem in Islington are economically active. Based on national figures it is estimated that approximately a quarter of children living in poverty in Islington live in families with at least one disabled parent.
- **Gender:** the proportions of men and women in the borough are evenly split. The average life expectancy for women is 83 and for men is around 79, which is lower than any other London borough. 93% of lone parents with dependent children are female. Unemployment rates among lone parents are far higher than the wider population - this is likely to affect household income and therefore deprivation levels. Instances of domestic violence are increasing, with 73% of female victims between the ages of 18 and 44 years.
- **Socio-economic:** overall Islington is the 24th most deprived authority in England and the 5th most deprived in London – it ranks in the top 5 in the country for child and pensioner poverty. Every ward in Islington has at least one area that is among the 20% most deprived areas of England. Finsbury Park is the most deprived ward, where 18 out of 25 socio economic indicators are worse than the borough average. Only 28% of all householders own their own home, less than half the national average. 14% of households are on out

of work benefits and 9% are lone parents. 6.3% of adults have no qualifications. Around 27% of households receive council tax support.

4. Impact of monitored savings from 2016-17

Our budget Residential Impact Assessment (RIA) for 2016-17 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 updates on these proposals are set out below.

Make it easier to access council services online

- Islington's new website went live in October 2016 which "...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".
We have mapped the publically available IT resources (127 computers across our 10 libraries) in the borough together with details of ICT Help shops delivered by our partners including Age UK and Health Generations. This information has now been posted onto Islington Directories so that front line staff can signpost residents to places where they can access the internet and / or support with basic digital skills.
- We have partnered with the Good Things Foundation (formerly the Tinder Foundation) to develop and deliver Digital Champion training to staff and volunteers
- We have recruited and trained over 200 Digital champions, who are either champions by virtue of their role or volunteers who volunteer their time to community projects that involve digital
- We have rolled out a new tenants service to support new tenants to access online Council services
- We have partnership arrangements with Age UK and North London Cares which enable us to deploy our champions to existing and new community activity aimed at supporting older people to get online
- We are piloting the provision of mobile devices via Hillside Clubhouse (who support adults with mental health needs), iWork, Age UK and Single Homeless Project to test whether easy access to online and an appropriate level of support correlates with increased uptake of digital services; that includes but is not limited to Council services
- We are also partnering with North London Cares to deliver a series of 'gizmos & gadget' workshops in 2017 aimed at older residents. Each workshop will have a themed session. For example:
 - January's theme is 'are you getting the best deal for your heating bills?' – the Council SHINE service are intending to provide advice and

support with assessing eligibility for discount and online cost comparison services.

- March's theme is 'stay in touch with Skype, Twitter and Facebook' – Three are attending to run a session on social media and staying connected with friends and family.

Better targeted Mental Health

We have been reducing the investment in the portfolio of contracts for people with mental health needs by directly negotiating contract efficiencies to ensure where appropriate contracting mechanisms are being explored as services become eligible for re-tender. For example, in 2016-17, the new Wellbeing Service was commissioned to include a contracted reduction in budget for each contract year, enabling commissioners to realise planned efficiencies against the service without affecting service quality.

No contracts have been decommissioned due to poor performance in 2016-17.

Any changes to services would be implemented based on an understanding of residents' needs, with steps taken, where appropriate, to mitigate the impact of barriers to access for particular groups. Commissioners will continue to monitor the impact of any changes, and engage with service users and carers to understand and address any unforeseen impact of changes.

Review of Telecare Charges

It was proposed that we develop a commissioning strategy for Telecare and market-test this service. This would involve sign-posting people to more cost-effective tele-befriending services where a full response service is not required; and the option of exploring the commissioning of the Fire Brigade to provide a falls response service.

Whilst women and older people were potentially identified as a service group who could be negatively impacted, the aim is for the new model of delivery to ensure that these service users are not negatively impacted.

Work to implement this proposal is due to commence in the 2017 New Year. Once the proposals relating to the new telecare model have been developed, a detailed equality impact assessment will be undertaken with particular consideration for groups who have been identified as potentially being negatively impacted.

Efficiencies in Service Provision for Learning Disabilities

Not everyone with a learning disability requires access to specialist learning disability services. However, these proposals will directly impact on people with protected characteristics as all people affected have a learning disability. All of the proposals imply changes in the way that people with learning disabilities are assessed, supported to access support services, and the way in which those arrangements are reviewed. The proposals also imply changes to many of the services that people with learning disabilities currently use.

We will mitigate concerns by communicating changes to people with learning disabilities and their families and ensuring they have good information and advice about how any changes might affect them. Changes to support to individuals with

care and support needs will only take place following a careful assessment of their needs and within the relevant statutory frameworks such as the Care Act, to ensure that people's needs continue to be met.

We will review and assess the need for services based upon service user and population needs. We do not anticipate that these changes will be discriminatory for people with other protected characteristics. For people with learning disabilities, the changes will bring about positive changes in terms of improved access to universal services and an approach that better supports people's independence and supports people to reach their potential.

We do not anticipate these changes to have a negative impact on equality of opportunity for people with protected characteristics. We do anticipate additional positive impacts for Islington residents if we are able to improve efficiency and equitable distribution of resources

Joint Commissioning through its contract monitoring function, will also monitor service changes for any impact on quality, including equality impacts.

Detailed RIAs will be completed for significant component projects that make up this programme

Reduce spend on temporary accommodation

Reduce spending on temporary accommodation by doing additional work to prevent homelessness, use more temporary accommodation at lower rents and move people out of temporary accommodation faster.

In year one, we said that it is unlikely that this proposal will directly discriminate against people on the basis of their possession of protected characteristic as clients are assessed on need, circumstances and availability. This position remains the same and there has not been any adverse negative impact on any of the protected characteristics.

We are aware that not all clients complete our equality data. Data on gender and age is robust with a 95% completion rate. However only 70% of applicants complete ethnicity data, and completion rates on disability, sexuality and language are lower. However, we will continue to work on improving the collection of this data in future.

Pool Advice funding and change delivery model

The Council has undertaken a comprehensive review of advice services which found that despite high spend and some high quality services being delivered, there are numerous inefficiencies, inconsistencies that run from the point of access through to case resolution.

The findings of the review highlighted that opportunity exists to establish a more integrated system of advice, for example through the establishment of commonly agreed initial assessment processes and common referral arrangements between organisations. The review also highlighted the importance of early intervention and emphasised the role of generalist advice in increasing provision to ensure that

residents are able to get the advice they need. This will be essential if we are to mitigate the impact of welfare reform for some of our most vulnerable residents.

An advice model was co-designed with council services and key stakeholders within the VCS including the advice partners funded under the councils grants programme for 2011-2016. The proposals and the model were firmly aimed at reducing waiting times and improving client access to a broader range of support within a simpler, responsive and joined-up service.

As a result of the VCS Partnership Grants Programme 2016-2020, the Council's funding commitment for advice services has increased from £1.406m to £1.414m. In addition, work has been undertaken towards achieving parity in the premises arrangements between Islington's key advice partners. This has included rent subsidies of £42,500 per year. The grant awards made by the Council's VCS Committee in June 2016, resulted in an increased focus on generalist advice provision, this shift is anticipated to increase the number of residents able to increase advice services whilst retaining specialist advice and support where needed.

The services currently provided by the four main advice agencies are open to all residents and their client profile demonstrates that they are well used by residents with protected characteristics covered by equalities legislation. In addition, funding has been provided for a BAMER (Black, Asian, Minority Ethnic and Refugee) Advice Alliance to establish clear referral pathways into Islington's Advice Services, this development is anticipated to improve access to advice services for key sections of the community that have struggled to get access in the past. The increased resource allocated to advice provision, are not anticipated to have negative impacts on residents.

5. Cumulative impact of proposals for 2017-18

Where possible, budget savings have focused on optimising efficiencies in service delivery, including restructuring and redesigning services and restructuring contracts. In doing so the Council has sought to limit any negative impact on those with the greatest need. However, efficiency savings alone will not enable us to balance our budget and some reductions in services have been unavoidable. Where this is the case we have assessed the potential impact on groups with protected characteristics.

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
Age (older people) and Disability [proposals impacting both of these groups]	<ul style="list-style-type: none"> • channel shift • increased use of telecare • reablement services • changes to recycling arrangements • Council Tax cashback 	channel shift adult social care adult social care recycling cross cutting
Disability	<ul style="list-style-type: none"> • new supported accommodation for people with learning disabilities • efficiencies in service provision for clients with learning disabilities • review of Housing Related Support 	adult social care adult social care adult social care
Age (younger people)	<ul style="list-style-type: none"> • consolidate public health interventions for school-age children & redesign early childhood services • Children looked after • Young Carers • Adventure playgrounds • Early Years 	children's services children's services children's services children's services children's services

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

Characteristic	Proposals
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	No specific impacts identified
gender reassignment	No specific impacts identified

Children's Services

Changes in the delivery of early childhood services are designed to ensure quality services are provided for families and children aged 0 to 5 years. These changes will clearly affect young people and will also have an impact primarily on women with childcare responsibilities. The current outcomes for children from certain BME groups and poorer families are lower than for other groups, so the design of services will take into account their needs and requirements.

The reduction in childcare subsidy and the combined changes to children's centres could particularly impact women from lower socio-economic groups and also lone parents. Children with special educational needs may be affected by changes to after school childcare. For families who cannot find affordable childcare this may have an impact on worklessness and poverty.

Children's Services provides for 16 and 17 year olds who present to the Council as homeless. Outcomes for this Looked After cohort of young people are often poor, because of how late they come into care. The proposal would look to reduce the numbers coming into care where outcomes are likely to be better improved through work with the young person and the family.

Developments affecting key areas such as children looked after, young carers, adventure playgrounds, early years and central support have also been taken into account in RIAs provided by the service on the basis that they could have a significant impact on children and young people.

Mitigations

- Young Carers – ensure robust monitoring arrangements and strong data analysis
- Support Services – prioritise work programme and review business support to ensure needs are met and effective support is provided for front line services.
- Early Years – identify funding to keep existing provision in place. Plus a range of other actions including information campaigns, identifying use of services by low income groups, full cost charging to users outside low income groups, fund raising, user research, review business model, look at low cost alternatives, review commissioning strategy, monitor service take up and impact, closer links between family support and outreach services and providers.
- Adventure Play – ensure future contracts focus on disadvantaged children.
- Children looked after - Rigorous assessment procedures will be in place to identify those at higher risk and in need of accommodation and longer term support for those who can safely return to their families.

Environment & Regeneration

Waste charges for schools and charities

Currently schools and charities are not charged for collection and disposal of their residual or commercial waste. The proposal would require schools to pay for residual waste from their own budgets and a charge would be levied on charities for their commercial waste. There would be no direct equality impacts from charging schools but it may lead to additional pressure on schools budgets. Children's services will need to consult with schools about any potential impact, which would be partly offset with an offer of free recycling facilities.

Trampoline Park at Sobell Centre

Leisure Services propose to increase income through capital investment in the Leisure Estate. Among the proposals is the introduction of a trampoline park at Sobell Leisure Centre. This will be a new facility that will increase usage, particularly for young people and women, and generate a new income stream for the Council through the leisure contract with Greenwich Leisure Limited (GLL). This may have an impact on some current activity that will need to be assessed as the detailed proposals are developed. As part of this, the current provision and activity at the Sobell Centre will need to be reviewed to see if any particular groups are impacted and whether the impact can be mitigated.

Finance & Resources

Reduce the Building Repairs Fund

The Council holds a central financial provision to fund repairs and maintenance of its property portfolio. Some of these funds are planned for in advance and an amount is set aside for emergency repairs. The proposal rests on a reduction in office accommodation combined with a re-profiling of maintenance schedules. This will mean that £100k can be released from the Building Repairs Fund without compromising the safety of the Council's property portfolio. It is not anticipated that there will be any impact on residents as a result of this saving/re-profiling.

Divert Housing Benefit reserve top-up on a one off basis

The proposal will use one off funds to maintain our benefits service pending the implementation of universal credit. The one-off use of funds will not compromise the benefit service and accordingly there is not considered to be any impact upon residents.

Housing & Adult Social Service

Review of Voluntary and Community Sector (VCS) Premises

The proposal is a change in policy which aims to reduce premises costs for VCS organisations in the borough, whilst at the same time generating new income through the Council's portfolio of property. The focus of this work is particularly aimed at organisations operating in expensive private sector accommodation.

Where cheaper alternative premises can be identified, this approach has the opportunity to create a 'win, win, win' situation in which new income can be generated for the council, costs can be reduced for VCS organisations, and the value of the Council's grant funding and community assets can be maximised to the benefit of residents.

The clients of the VCS organisations in Islington tend to be disadvantaged as a result of their gender, age, disabilities, sexual orientation, race or religion/belief, consequently any opportunity to reduce the premises related expenditure of these organisations, is likely to have a positive impact on key sections of the community facing structural disadvantage.

There are further benefits associated with ensuring that VCS organisations are operating within local community settings, especially if these communities are currently underserved.

It is anticipated that where organisations are supported to move premises, further work will be required to assess the equalities impact of specific proposals on that organisation. For example, supporting organisations working with disabled people or with particular community groups located in one part of the borough and recommending they relocate should involve an assessment of the impact on the organisation and service users.

The Council will have to ensure, that in exercising the rights set out in clause six of the grant agreements, it acts reasonably. This definition of reasonable should include a full assessment of the equalities implications of specific proposals.

Accordingly, it is proposed for every specific proposal to support a VCS organisation to move there will be an equalities impact assessment undertaken to examine the impact of relocation on the residents/service users with which the organisation works.

Review of Adult Social Services Bad Debt provision

Adult Social Services has a Bad Debt Provision for clients that pay client contributions towards residential and domiciliary payments. The Bad Debt Provision is set up as prudent financial planning, and the provision is specifically for instances where clients do not pay their assessed client contribution towards their care needs.

The proposal will seek to reduce the provision of bad debt, by better debt collection from the Personalised Finance Services Team, and improving processes and procedures from the team transferring to Financial Operations.

There are no equality implications for any of the protected characteristics for residents or staff as the proposal is seeking to help residents manage their payments.

Review of Section 117 Provision

When a person has been in hospital under the Mental Health Act 1983 ('sectioned') they can receive free after-care when they leave hospital. This provision is called section 117 after-care.

In 1999 a Judicial Review of 3 Local Authorities ruled that there was no right to charge for aftercare services provided under Section 117 of the Mental Health Act 1983. This was upheld by the Court of Appeal in July 2000. As a result the ruling stated that repayment of the client contributions, plus interest, was owed to the clients concerned. Based on this ruling, Islington Council created a Section 117 Provision in order to repay these clients.

In 2013 an audit of the Section 117 Provision was carried out, and it was recommended that the provision be increased for the estimated number of Section 117 clients.

However, we have not seen the emergence of clients in line with the assumptions around numbers. Consequently, it is proposed to review the Section 117 Provision with the aim of releasing £1m of the provision during the year.

The review is not likely to be discriminatory in any way for people with any of the protected characteristics; and there will be no negative impact on equality of opportunity for people with protected characteristics.

Further, the review is not likely to have a negative impact on good relations between communities with protected characteristics, the rest of the population in Islington or impact people in poverty as there will still be sufficient provision retained for residents who require this service.

Review of Direct Payment Surpluses

Islington Council has 540 Direct Payment clients receiving Council funds to purchase services to meet their care needs. The Personalised Financial Services Team carry out periodic reviews of client funds, based on a risk based approach, to ascertain if clients are using their funds to meet their care needs.

They have identified that a number of service users have built up surpluses in excess of the 6 weeks that is outlined in the Direct Payment Agreement.

The concern with large amount of reserves is that it may leave elderly and vulnerable service users open to financial abuse, and highlights the risk that their care needs are not being met. It is also an audit requirement that these care accounts are reviewed. In light of this, the Personalised Financial Services Team will work in collaboration with Assessment & Care Management and the Safeguarding team in reviewing the excess surpluses, and clawing back any surpluses above the 6 weeks which are not earmarked to meet client needs.

It is proposed that where this information has been triangulated between the three teams and a consensus has been reached, only then will the service users be contacted and surplus funds reimbursed.

For clients that have their funds managed by the Personalised Financial Services Team through the Holding Account, these funds will be transferred back to Adult Social Services from the Holding Account. For clients that receive and manage their own Direct Payment, these clients will then be contacted to explain the review and to support them to reimburse these funds to the department.

The review will not result in a change in the support to meet the service user's needs going forward. Access funds recovered will also mean we can continue to offer services to meet the needs of others.

There are no implications for protected characteristics as you can only receive direct payments if you have been assessed by Social Services as needing care and support services. Direct payments can be made to: disabled people aged 16 or over (with short or long-term needs) carers aged 16 or over (including people with parental responsibility for a disabled child).

The proposal is not likely to have a negative impact, as Direct Payments allow people to have greater choice and control over their care arrangements. They can employ their own staff or contract directly with an agency. There are no implications for people in poverty or on community cohesion.

Public Health

There is a proposal in relation to three key areas of sexual health service provision: Children and Young People Sexual Health Services, HIV Prevention and Sexual health Promotion and HIV Peer Support Services and GUM services. Impacts could include a reduced clinical service to young people including vulnerable groups in non-traditional settings. Potential increase in infections, teenage pregnancies and risk to young people through limited Sex and Relationship Education.

Mitigation; the impact will be mitigated through an ongoing performance review of commissions to ensure targets are met and ensuring services continue to prioritise those at greatest risk.

The changes proposed for public health services for school aged children are intended to streamline services and to move towards an integrated health promotion service for school aged children, protecting two core front line services and remodelling them to ensure their role is maximised, as well as increasing the number of children reached by the programmes and interventions designed to support healthy weight. The proposals have been informed by reviews of the School Nursing Service and of services to tackle childhood obesity. Both reviews have included extensive engagement with children and parents, as well as key professionals involved in the delivery of interventions to this age group.

Change management

Plans to end the council tax support cashback scheme (which provides a limited cashback incentive for full payment of council tax in year) could have a particular impact on low income groups for whom the cashback incentive may have the biggest impact – likely to be lone parents, BME groups and older people who are most likely to be on low incomes. Mitigations will be covered in separate EIA which will be included in a detailed report to Full Council on 15th December 2016.

Adult Education funding reductions

There will be a reduction in Adult Education courses in the community including English for speakers of other languages and family learning. This will impact on disadvantaged groups that form a significant proportion of service users – women (71%), BME (67%), disabled, young people (11%) and older people (11%). Mitigations will be made through a next stage review prior to implementation.

New Homes Bonus (NHB) funding (Corporate Strategy and Partnerships)

Services provided by Corporate Strategy and Partnerships including strategic leadership programme, disability work programme and iwork employment programme will no longer be funded through NHB. These programmes support employer engagement with disabled people, Daylight service, CAP programme and iwork youth employment and apprenticeships, impacting on women, young people, BME and disabled. Mitigation will be achieved through protecting the core leadership, disability and iwork services, although other non core services will be cut by up to 50%. Services protected include tailored support to priority groups including disabled, young people, looked after children, women, BME and offenders (from well being partnership and provision of coaching support). These will receive funding to help provide employment coaches operating a personalised client centred service, from NHS (individual Placement Support programme) and Central London Forward (CLF) managed by CLF with European Social fund financing.

6. 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.

Characteristic	Proposals and impacts
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"> • rent reduction (positive) <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"> • increase in Council Tax • review of childcare subsidy • redesign of early childhood health services • channel shift • ending council tax support cashback

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 primarily 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.

7. 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. 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:

There is a possible risk to safeguarding of children as a result of loss of childcare subsidy, if children are left unsupervised after school and during the holidays because parents are unable to afford childcare. However, there are low cost / no cost options, such as adventure play, to mitigate this risk.

8. Impact on staff of 2017-18 proposals

The council’s staff headcount is 4481. This is an increase of 0.2% on the head count figure reported in the 2015-2016 proposals, which had included some consultants, and Primary Care Trust and Mental Health Trust Staff.

Current equalities profile

The council’s staff headcount is 4481, which has increased this year due to the concierge service in Housing being brought in-house.

Headcount

Total	CE	CS	E&R	F&R	HASS	PH
4481	51	928	1214	868	1429	42

Gender

	Total	CE	CS	E&R	F&R	HASS	PH
Women	51.70%	58.8%	79.8%	31.9%	52.6%	47.9%	83.3%
Men	48.30%	41.2%	20.2%	68.1%	47.4%	52.1%	16.7%

There has been a small increase in the ratio of women to men across the council as a whole (less than 1% increase).

Age

	Total	CE	CS	E&R	Res	HASS	PH
16-24	3.64%	13.73%	2.59%	4.05%	4.40%	3.21%	2.38%
25-39	30.15%	45.10%	39.46%	24.98%	30.59%	26.54%	64.29%
40-49	26.06%	29.41%	26.38%	28.68%	26.65%	23.32%	23.81%
50-64	37.89%	11.76%	30.38%	39.10%	36.27%	44.48%	9.52%
65+	2.26%	n/a	1.19%	3.19%	2.09%	2.44%	n/a

There has been a small increase in the percentage of 16-24 year olds and 25- 39 year olds employed by the council. This is a positive trend in the number of younger people in the workforce. At the same time there is also a slight increase in the percentage of 50-64 year olds and 65+ age groups.

Ethnicity

	Total	CE	CS	E&R	Res	HASS	PH
BME	36.63%	19.61%	37.19%	26.86%	46.23%	39.32%	26.19%
Not stated	10.62%	n/a	6.59%	14.58%	4.06%	14.25%	14.29%
White	52.75%	80.39%	56.22%	58.56%	49.71%	46.43%	59.52%

There has been a small change in the percentage of people who have not stated their ethnicity.

Disability

	Total	CE	CS	E&R	Res	HASS	PH
No	28.21%	45.10%	32.43%	27.73%	19.81%	29.33%	61.90%
Yes	7.96%	11.76%	7.14%	7.33%	6.49%	9.99%	n/a
Not stated	63.84%	43.14%	60.43%	64.94%	73.70%	60.68%	38.10%

There has been a 12% increase over last year in the percentage of people stating whether or not they have a disability.

Sexual orientation

	Total	CE	CS	E&R	Res	HASS	PH
Heterosexual	49.40%	70.59%	49.19%	53.57%	38.84%	47.42%	69.05%
LGBT	3.24%	3.92%	4.11%	2.93%	2.61%	3.49%	2.38%
Not known	47.36%	25.49%	46.70%	43.50%	58.55%	49.09%	28.57%

There has been a small increase of about 4%, in percentage of people declaring their sexual orientation.

Religion

	Total	CE	CS	E&R	Res	HASS	PH
Christian	27.67%	27.45%	29.08%	24.46%	25.03%	31.35%	14.29%
Muslim	4.45%	1.96%	3.68%	6.63%	6.03%	3.56%	2.38%
No religion	6.56%	19.61%	4.65%	10.34%	6.49%	7.82%	28.57%
Not known	53.94%	35.29%	49.41%	50.90%	53.88%	48.18%	30.95%
Other	9.68%	15.69%	13.19%	7.67%	8.57%	9.08%	23.81%

There has been a small (4%) increase in the percentage of people declaring their religious belief.

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. Records show that these people rarely progress to senior financial strategy/policy roles.

Employees have been encouraged to update their personal equalities profile through the Let Us Know campaign and the increases particularly in those declaring whether or not they have a disability and those declaring religious belief are in part a result of that campaign. However, there are still large gaps and like other London Boroughs we need to do more to continue to improve our data on disability, sexuality and religious belief.

Impacts from last year's budget

Redundancies based on the 2016-17 budget process showed that the profile of those leaving through either compulsory or voluntary redundancy was broadly in line with the overall workforce profile. Of those who took Voluntary Redundancy, the majority, 37.5% were in the grade bracket PO1 to PO4. This was followed by the PO5 to PO10 grades which was 33.33%.

White staff were more likely to take voluntary redundancy, as were older staff; and in terms of ethnicity, the voluntary redundancy figures for BME staff was lower at 41.67%, than White staff at 58.33%.

There was a higher proportion of staff (50%) aged 50-64 taking Voluntary Redundancy with the next largest group being 25-39 year olds at 25%. However in spite of the numbers of older people taking redundancy the numbers and percentage of employees aged 50 and over continues to grow as the workforce ages.

The split of those leaving on Voluntary Redundancy is 50% for Men and Women.

Impacts from proposed restructures

Staff restructures resulting from the proposed 2017-18 budget savings will not take place until the first half of 2017. As the proposals are developed, the council will identify posts potentially at risk and analyse them, where possible, by equality characteristics. Throughout the process of restructuring, the Council will seek to remain or become broadly representative of the population of the borough as a whole. However, currently proposals are at too early a stage to provide any analysis. We know that some changes will require more use of technology, require training and additional support for staff embracing new ways of working.

9. Mitigation for negative impacts on staff

The council recognises the risk that a disproportionate negative impact on certain groups of staff may be felt as a result of these changes, and the council undertakes a number of initiatives to mitigate that impact. These are summarised below.

Robust management of the redundancy process

- In many cases, additional mitigation measures will be proposed for specific proposals and these will be mitigated through the full RI A's.
- 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 is provided to ensure staff are not left behind as more activity shifts online. This channel shift will be a positive move 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 staff who may face access challenges along with older staff who may be less confident using IT.
- A continued focus on improving progression routes for certain groups of staff to help make the workforce more representative e.g. the Inspiring Leadership (IL) Management and Leadership programme targets BME and disabled staff at P04 and below to encourage them to become senior managers 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

- A 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 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
- marriage and civil partnership

- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

(8) A reference to conduct that is prohibited by or under this Act includes a reference to —

- (a) a breach of an equality clause or rule;
 - (b) a breach of a non-discrimination rule.
- (9) Schedule 18 (exceptions) has effect.

APPENDIX H

Pay Policy Statement 2017/18 in Accordance with the Localism Act 2011

1 Chief Officer Pay scales

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

The council's Chief Executive is paid on a spot salary. This is currently £161,600.

Some employees who are Chief Officers, as defined in the Localism Act, are paid on the National Joint Council (NJC) 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.

All Chief Officers received an increase of 1% payable from 01/04/16, and will receive a further 1% payable from 01/04/17.

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 Chief Officer posts paid on the Chief Officer scale as at 31.3.2017 and the pay band which applies to each post.

Table 1 (a)

APPENDIX H

Grade	Pay Banding £	Number of points in pay banding including threshold point	Job role
CO1+	130,971-140,802	5	Corporate Director of Children's Services
CO1	108,942 - 131,037	10	All other Corporate Directors including the Director of Public Health* Director of Learning and Schools
CO2	98,637-111,555	7	Director Financial Management Director Financial Operations & Customer Service Director of Property Services Director, Public Realm Director, Targeted & Specialist Children Services Service Director - Housing Operations Service Director - Planning & Development Service Director - Public Protection Director of Youth and Community Services Director of Employment, Skills and Culture Director of Law and Governance Director Adults Social Services – Strategy and Commissioning. Director of Adults Social Services – Operations.
CO3	83,031 – 98,202	7	Service Director - Housing Needs & Strategy Public Health Consultant Camden Deputy Director, Public Health* Islington Deputy Director, Public Health*
CO4	70,545 – 85,848	7	Assistant Director of Public Health Public Health Consultant Director of Human Resources 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 Greater 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)

Grade	Pay Banding £	Number of points in pay banding including threshold point	Job Role
PO11	65118 - 69189	4	Head of Communications and Change Head of Strategy and Change

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 the London Borough of Camden) are only included in this statement if the post holders are employed by Islington Council. Some joint post holders (e.g. the joint Head of Internal Audit with the London Borough of Camden) are employed by partners and are not included.

2 Pay ratios

The council is committed to tackling income inequality as a means of ensuring a fairer Islington and is setting an example to other local employers by reducing the pay differential between 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 £161,600 per annum*) as at 1 January 2017 and other staff by reference to the following:

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

Table 2 - Pay Ratios

Reference Point		Annual Salary	Ratio to highest paid employee salary
i)	lowest paid full time council employee – London Living Wage £9.75 per hour <i>(excluding those on training schemes such as the apprenticeship scheme or work placements)</i>	£17,796	1:9.1
ii)	Most common salary paid to a council employee (the mode)	£23,376	1:6.9
iii)	Mid point between the highest and lowest salaries (the median)	£29,133	1:5.5
iv)	Average salary (the mean)	£30,433	1:5.3

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. The current pay ratio at 31 March 2017 is 1:9.1. This is a reduction from last year's ratio of 1:9.3.

* 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 Officer 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 £100,000. This ensures that elected councillors are accountable for the salaries of these senior appointments and that they are made in a transparent way without delay to appointment processes.

New entrants to the council are generally appointed to the first point of the pay scale. Only in exceptional circumstances, such as the need to match a candidate's existing salary are

appointments made above the first point of the salary scale. All new entrants to the council are placed on a probationary period of six months, regardless of previous local government service, including senior staff. During this time, the new recruit is expected to demonstrate their suitability for their job role. Failure to do so could lead to their appointment being terminated. Employees who successfully complete their probationary period, 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 a right to opt out of the scheme and employees can make their own private pension arrangements.

All senior staff members 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 2016/17. Government reviews the salary bands annually.

Table 3

Whole time salary	Employee Contribution Rate
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 from 2015 – 16 until 2018/19 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

Type of allowance	Reason for Payment	Eligible Group
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.

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 £100,000 or which affects a post the overall remuneration package for which already exceeds £100,000 will be approved by the Personnel Sub-Committee or the Audit Committee. Any market supplement which is more than 20% of the evaluated grade for the post, or is more than 15% of the evaluated grade of the post if the number of 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 years' 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 bicycle scheme. There are also a number of discounted benefits which are open to all employees, such as discounted gym membership which is provided at no cost to the council.

9 Leaving the council

Employees who voluntarily 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 £479 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 post holder and agree the award of any discretionary payments in connection with such retirement or redundancy in line with the policy outlined above. No such payments were made in the financial year 2016 - 17.

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 2016 -17. 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 reemployed 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.