

## APPENDIX A: GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY 2018-19 TO 2020-21

	2017-18	2018-19					2019-20					2020-21				
	Budget £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Budget £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Projected £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Projected £000
<b>DEPARTMENTS</b>																
Chief Executive	462	17	1,851		(255)	2,075					2,075					2,075
Children's Services	87,666	533	(6,802)	1,830	(1,507)	81,720					82,468					82,468
Environment and Regeneration	27,188	667	(8,829)		(5,067)	13,959		(132)	880		13,559					13,559
Housing and Adult Social Services	88,065	5,690	(11,698)	3,601	(6,479)	79,179		(4,500)	3,462		78,141					78,141
Public Health	0		2,369		(2,369)	0					0					0
Resources	7,439	402	49,290		(8,536)	48,595		(382)			48,213					48,213
<b>TOTAL SERVICES</b>	<b>210,820</b>	<b>7,309</b>	<b>26,181</b>	<b>5,431</b>	<b>(24,213)</b>	<b>225,528</b>	<b>0</b>	<b>(5,414)</b>	<b>4,342</b>	<b>0</b>	<b>224,456</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>224,456</b>
Corporate Democratic Core / Non Distributed Costs	14,545		(14,545)			0					0					0
<b>NET COST OF SERVICES</b>	<b>225,365</b>	<b>7,309</b>	<b>11,636</b>	<b>5,431</b>	<b>(24,213)</b>	<b>225,528</b>	<b>0</b>	<b>(5,414)</b>	<b>4,342</b>	<b>0</b>	<b>224,456</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>224,456</b>
Savings Requirement 2019-20 to 2020-21	0					0				(27,114)	(27,114)				(10,856)	(37,970)
Corporate Growth / Savings	(2,657)	5,000	2,264		(40)	4,567	7,800	700			13,067	6,600		5,000		24,667
Corporate Financing Account	(24,725)		(1,854)			(26,579)		160			(26,419)		160			(26,259)
Levies	21,909	790				22,699	1,563				24,262	878				25,140
Special Expense - Lloyd Square Garden Committee	17		0			17					17					17
<b>NET OPERATING EXPENDITURE</b>	<b>219,909</b>	<b>13,099</b>	<b>12,047</b>	<b>5,431</b>	<b>(24,253)</b>	<b>226,233</b>	<b>9,363</b>	<b>(4,554)</b>	<b>4,342</b>	<b>(27,114)</b>	<b>208,270</b>	<b>7,478</b>	<b>160</b>	<b>5,000</b>	<b>(10,856)</b>	<b>210,052</b>
Contingency	2,000					2,000					2,000					2,000
Transfer to/(from) Other Earmarked Reserves	(855)		(56)		(8,000)	(8,911)		8,161			(750)					(750)
New Homes Bonus Grant	(11,973)		5,797			(6,176)		1,274			(4,902)		970			(3,932)
Council Tax Administration Grants	(600)					(600)					(600)					(600)
<b>AMOUNT TO BE MET FROM RSG, BUSINESS RATES AND COUNCIL TAX</b>	<b>208,481</b>	<b>13,099</b>	<b>17,788</b>	<b>5,431</b>	<b>(32,253)</b>	<b>212,546</b>	<b>9,363</b>	<b>4,881</b>	<b>4,342</b>	<b>(27,114)</b>	<b>204,018</b>	<b>7,478</b>	<b>1,130</b>	<b>5,000</b>	<b>(10,856)</b>	<b>206,770</b>
<b>CHANGE COMPARED TO PREV YEAR (%)</b>	<b>-1.27%</b>					<b>1.95%</b>					<b>-4.01%</b>					<b>1.35%</b>
Revenue Support Grant	(40,818)		40,818			0		(24,067)			(24,067)					(24,067)
Retained Business Rates	(76,979)		(92,620)			(169,599)		30,535			(139,064)					(139,064)
(Top-up)/Tariff	(2,637)		57,672			55,035		202			55,237					55,237
<b>SETTLEMENT FUNDING ASSESSMENT (SFA)</b>	<b>(120,434)</b>	<b>0</b>	<b>5,870</b>	<b>0</b>	<b>0</b>	<b>(114,564)</b>	<b>0</b>	<b>6,670</b>	<b>0</b>	<b>0</b>	<b>(107,894)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(107,894)</b>
Additional Retained Business Rates Income	(1,290)		(3,699)			(4,989)		300			(4,689)					(4,689)
Transfers (from)/to the Collection Fund	(4,044)		(185)			(4,229)		4,229			0					0
<b>COUNCIL TAX REQUIREMENT</b>	<b>82,713</b>	<b>13,099</b>	<b>19,774</b>	<b>5,431</b>	<b>(32,253)</b>	<b>88,764</b>	<b>9,363</b>	<b>16,080</b>	<b>4,342</b>	<b>(27,114)</b>	<b>91,435</b>	<b>7,478</b>	<b>1,130</b>	<b>5,000</b>	<b>(10,856)</b>	<b>94,187</b>

## **APPENDIX B - GENERAL FUND SAVINGS 2018-19**

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2018-19 £000s
1	Chief Executive's Department	All	Restructure the Chief Executive's Department, including deleting some senior management posts that have already been vacated.	200
2	Chief Executive's Department	All department	Budget efficiencies across the department.	55
3	Children's Services	Adult and Community Learning	Not filling vacant posts, reduction in management costs and relocating Adult and Community Learning from 3 Corners to Finsbury Library.	85
4	Children's Services	Adventure Play	Maintain adventure play by securing additional income.	124
5	Children's Services	Children Looked After	Cross-cutting savings from PAUSE project.	113
6	Children's Services	Data and Performance	Align data analysis more closely with corporate priority outcomes.	36
7	Children's Services	Early Help	Generate additional payment by results income by ensuring staff in other teams such as Children In Need, Families First and Targeted Youth are supported to claim for work where the whole family has been supported.	320
8	Children's Services	Employment, iWork	Not filling vacant posts; use of funds from planning gain to meet the cost of a construction job coach post instead of core funds; and recouping recurrent underspend on childcare bursaries.	120
9	Children's Services	Libraries	Move to online notifications and move to digital phone system.	35
10	Children's Services	Libraries	Saving from vacant posts.	35
11	Children's Services	Libraries	Reduce stock budget to match demand.	30
12	Children's Services	Looked After Children	A move to purchase additional HASS accommodation where previously more expensive accommodation has had to be used for young people.	325
13	Children's Services	Partnerships and Support Services	Reduce central support services.	85
14	Children's Services	Safeguarding & Family Support	Delete the currently vacant policy officer role as tasks absorbed into other parts of the service.	54
15	Children's Services	Safeguarding & Family Support - all (except CIN and LAC)	Introduce a 2% vacancy factor for posts in business support, safeguarding and quality assurance and early help (not in Children In Need and Children Looked After).	145
16	Corporate	Community Infrastructure Levy	More strategic use of CIL.	8,000
17	Corporate	Members' Pension Scheme	Remove the £40k ongoing provision currently reserved to fund a Members' pension scheme, which cannot be used because of legislative barriers.	40

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#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2018-19 £000s
18	Environment and Regeneration	All	Further growth in commercial waste income.	250
19	Environment and Regeneration	Depots	Re-alignment of depot income and expenditure budgets to match planned maintenance and income received from users.	210
20	Environment and Regeneration	Fleet	Savings in fleet hire, maintenance and running costs as fleet is replaced by new more efficient vehicles.	500
21	Environment and Regeneration	Greenspace and Leisure Services	Generate additional income in Greenspace and Leisure, through increased management fee due from our leisure contract (£350k); increased park events including at Finsbury Square (£275k); and additional income from selling tree services (£15k).	640
22	Environment and Regeneration	Highways and Lighting	Convert street lighting lamps to LED.	200
23	Environment and Regeneration	Highways and Lighting	Additional advertising income from new on-street advertising contract.	200
24	Environment and Regeneration	Planning and Development	Reduce management within the Planning and Development division.	200
25	Environment and Regeneration	Planning and Development	Additional planning income will be generated by increasing fees for pre-application advice and planning performance agreements. Increased fees for 2018-19 have been proposed following a benchmarking exercise with adjoining boroughs. The proposed fee increases mean that the Islington fees remain on a par with similar boroughs, and that developers make a fair contribution towards the cost of funding the service.	120
26	Environment and Regeneration	Public Protection	The division has a number of vacant posts that can be deleted with no detrimental impact upon current service levels. These include 7 support officer roles in various service areas cross the division (5.75 FTE) and an Environmental Health Operations Manager post (0.75 FTE).	257
27	Environment and Regeneration	Street Environment Services	Reduce reliance on overtime.	90
28	Environment and Regeneration	Traffic & Parking	Introduce a surcharge of £2 per hour for diesel cars to use pay and display bays. This will help improve air quality in the borough and income received will be applied to the parking account where any surplus is ring-fenced to be spent on highways, transport and environmental activities.	1,200
29	Environment and Regeneration	Traffic & Parking	A new parking contract commenced in September 2017. Introductions of new technologies has allowed the new contract to be procured at a lower cost base.	1,200
30	Housing and Adult Social Services	Adult Social Care	Develop a new delivery model for in-house services including reablement. Redesign services to take a strengths based approach that is more personalised and focuses on employment for working age adults. Ensure residential premises are able to provide a home for life.	1,600
31	Housing and Adult Social Services	Adult Social Care	Move to a new model of commissioning primary prevention services with strategic partners. This will consolidate our current offer and support a whole life course approach to prevention across the borough, strengthening community, family and personal resilience.	500

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#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2018-19 £000s
32	Housing and Adult Social Services	Adult Social Care	Better target mental health resources. Review mental health day services provision to strengthen recovery.	300
33	Housing and Adult Social Services	Adult Social Services	Using the Improved Better Care Fund grant to stabilise the social care system, with an emphasis on supporting our older residents through developing sustainable integrated pathways with health partners.	1,000
34	Housing and Adult Social Services	Adult Social Services	Deliver night support – a responsive service that can undertake visits, deliver assistance or provide call outs. Savings would be generated by reducing waking night provision and instead meeting these needs through night visits.	217
35	Housing and Adult Social Services	Adult Social Services	Expansion in intermediate care provision. Conversion of 20 units from Sheltered to Sheltered Plus – allowing us an intervention offer for older people who need support at night, to stop them going into residential care. These will be introduced with the agreement of providers on a phased basis.	197
36	Housing and Adult Social Services	Adult Social Services	A new offer of employment and day opportunities. This will be built around individuals accessing specialist support for finding jobs, or interacting with mainstream facilities. This offer would be open for 18-65 year olds across LD, PD and MH services, based upon a cost and volume framework.	55
37	Housing and Adult Social Services	Housing General Fund - Housing Needs and Private Housing Partnerships	Ongoing programme to reduce staffing costs through channel shift, improve processes and restructure to deliver the Housing Needs and Private Housing Partnerships service with fewer staff.	250
38	Housing and Adult Social Services	Housing needs and strategy	Increase HRA recharge income to the General Fund to cover eligible services.	150
39	Housing and Adult Social Services	Housing Related Support	Review housing related support pathways to ensure accommodation models are supporting personalised and strengths-based approaches to Adult Social Care. Specifically, enabling step-up and step-down support.	50
40	Housing and Adult Social Services	Learning Disabilities	Efficiencies in service provision for learning disability clients. Ensure care meets service users' needs, reduce excess care and support people to lead more independent lives with universal services.	1,300
41	Housing and Adult Social Services	Strategy and Commissioning	Drive contract efficiencies. Develop new commissioning approaches across North Central London, re-negotiate contracts, strengthen annual uplift process for spot contracts and use dynamic purchasing system.	500
42	Housing and Adult Social Services	Strategy and Commissioning	Reduce commissioning capacity. Hold vacancies, review transactional processes and develop a stronger Adult Social Care Commissioning offer.	360
43	Public Health	Public Health	Contract variation in the exercise on referral and weight management service, which is expected to have limited impact on service delivery.	20
44	Public Health	Public Health Commissioning - Health Visiting	Deleting vacancies due to national recruitment issues which currently mean that posts are left consistently unfilled, therefore leading to a reduction in staffing budgets.	263
45	Public Health	School Age Services	Achieve savings in the oral health contract by increased targeting of the fluoride varnish scheme to younger children, and some reduction in general oral health promotion activities. Move to a new model of supporting children and families around weight issues, through the development of an integrated health promotion model for school aged children.	151
46	Public Health	Sexual Health	Reduce staffing costs whilst maintaining services by combining roles and increased sharing across two boroughs as part of the young people's sexual health network.	155

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#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2018-19 £000s
47	Public Health	Sexual Health Services	Secure saving from having transformed the way we pay providers for genito-urinary medicine and sexual health services (through having negotiated a new London-wide tariff) and having redesigned sexual health services.	650
48	Public Health	Substance Misuse	Transform and integrate services for residents and families with substance misuse needs, to support earlier intervention and recovery.	1,130
49	Resources	All department	Review of all budgets to remove any surpluses and underspends. This will not affect service delivery as it is a technical adjustment to reflect current spending patterns in the budget.	300
50	Resources	All department	Vacancy management across the directorate.	200
51	Resources	Assembly Hall	Reflect the higher income already being collected in the budget.	60
52	Resources	Business Rates	Growth in retained business rates income based on forecast for the current year.	2,000
53	Resources	Council Tax collection	Expand the Debt Recovery Team by 5 staff and collect additional council tax income over and above the cost of the staff employed.	300
54	Resources	Facilities Management	Facilities Management efficiency savings.	200
55	Resources	Financial Management	Continued active management of the council's cash flow, borrowing and lending to deliver further savings.	3,600
56	Resources	Financial Operations and Customer Services	Reduction in spend on benefits processing with the gradual introduction of Universal Credit.	600
57	Resources	Financial Operations and Customer Services	Increase council tax collection rate from 97% to 98%.	400
58	Resources	Legal Services	Increase Legal Services income.	20
59	Resources	Property	Generate additional income across our property portfolio.	856
			<b>Total</b>	<b>32,253</b>
			Corporate	8,040
			Chief Executive's Department	255
			Children's Services	1,507
			Environment and Regeneration	5,067
			Housing and Adult Social Services	6,479
			Public Health	2,369
			Resources	8,536
			<b>Total</b>	<b>32,253</b>

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description		Discretionary / Statutory	2017-18	2018-19	% Change
<b>CHILDREN'S SERVICES</b>					
<b>School Meals</b>					
Primary School Meals		Notional charge as covered by the Council's Universal Free School Meals Scheme	£2.00	£2.00	0.00%
<b>Children's Centres and Community Centres - All prices are per child per week and all increases are from September 2018. Existing children as at September 2017 in under 3s will be charged at the 2017-18 rate plus 2% until the term after the child's 3rd birthday.</b>					
<b>Term Time and Holidays</b>					
<b>Under 2's</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	£182.69	£188.17	3.00%
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£193.32	£199.12	3.00%
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£210.38	£216.69	3.00%
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£233.13	£240.12	3.00%
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£261.56	£269.40	3.00%
New Band 6 (£60,000 - £69,999)	Per week	Discretionary	£295.67	£304.54	3.00%
New Band 7 (£70,000 - £79,999)	Per week	Discretionary	£301.41	£316.48	5.00%
New Band 8 (£80,000 - £89,999)	Per week	Discretionary	£344.37	£365.04	6.00%
New Band 9 (£90,000 - £99,999)	Per week	Discretionary	£354.12	£385.99	9.00%
New Band 10 (£100,000 - £120,000)	Per week	Discretionary	£357.37	£393.10	10.00%
New Band 11 (above £120,000)	Per week	Discretionary	£363.87	£407.53	12.00%
Out of Borough/Marketed	Per week	Discretionary	£373.61	£429.65	15.00%
<b>Term Time and Holidays</b>					
<b>2 to 3's</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	£178.90	£184.27	3.00%
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£189.53	£195.22	3.00%
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£206.26	£212.45	3.00%
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£228.56	£235.41	3.00%
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£256.43	£264.12	3.00%
New Band 6 (£60,000 - £69,999)	Per week	Discretionary	£289.87	£298.57	3.00%
New Band 7 (£70,000 - £79,999)	Per week	Discretionary	£295.50	£310.28	5.00%
New Band 8 (£80,000 - £89,999)	Per week	Discretionary	£313.06	£331.84	6.00%
New Band 9 (£90,000 - £99,999)	Per week	Discretionary	£321.92	£350.89	9.00%
New Band 10 (£100,000 - £120,000)	Per week	Discretionary	£324.87	£357.36	10.00%
New Band 11 (above £120,000)	Per week	Discretionary	£330.78	£370.47	12.00%
Out of Borough/Marketed	Per week	Discretionary	£339.64	£390.59	15.00%
<b>Term Time</b>					
<b>3 &amp; 4s entitled to 15 hrs free</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	£125.37	£129.13	3.00%
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£132.67	£136.65	3.00%
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£144.38	£148.71	3.00%
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£159.99	£164.79	3.00%
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£179.50	£184.88	3.00%
New Band 6 (£60,000 - £69,999)	Per week	Discretionary	£202.91	£209.00	3.00%
New Band 7 (£70,000 - £79,999)	Per week	Discretionary	£206.85	£217.19	5.00%
New Band 8 (£80,000 - £89,999)	Per week	Discretionary	£219.14	£232.29	6.00%
New Band 9 (£90,000 - £99,999)	Per week	Discretionary	£225.35	£245.63	9.00%
New Band 10 (£100,000 - £120,000)	Per week	Discretionary	£227.41	£250.16	10.00%
New Band 11 (above £120,000)	Per week	Discretionary	£231.55	£259.33	12.00%
Out of Borough/Marketed	Per week	Discretionary	£237.75	£273.41	15.00%
<b>Term Time</b>					
<b>3 &amp; 4s entitled to 30 hrs free</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	£71.65	£73.80	3.00%
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£75.82	£78.09	3.00%
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£82.50	£84.98	3.00%
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£91.42	£94.17	3.00%
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£102.57	£105.64	3.00%
New Band 6 (£60,000 - £69,999)	Per week	Discretionary	£115.95	£119.43	3.00%
New Band 7 (£70,000 - £79,999)	Per week	Discretionary	£118.20	£124.11	5.00%
New Band 8 (£80,000 - £89,999)	Per week	Discretionary	£125.23	£132.74	6.00%
New Band 9 (£90,000 - £99,999)	Per week	Discretionary	£128.77	£140.36	9.00%
New Band 10 (£100,000 - £120,000)	Per week	Discretionary	£129.95	£142.95	10.00%
New Band 11 (above £120,000)	Per week	Discretionary	£132.32	£148.19	12.00%
Out of Borough/Marketed	Per week	Discretionary	£135.86	£156.24	15.00%
<b>Holidays</b>					
<b>3 &amp; 4 Year Olds</b>					
Band 1 (Up to £24,999)	Per week	Discretionary	£143.28	£147.58	3.00%
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£151.63	£156.18	3.00%
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£165.01	£169.96	3.00%
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£182.85	£188.33	3.00%
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£205.15	£211.30	3.00%
New Band 6 (£60,000 - £69,999)	Per week	Discretionary	£231.90	£238.86	3.00%
New Band 7 (£70,000 - £79,999)	Per week	Discretionary	£236.41	£248.23	5.00%
New Band 8 (£80,000 - £89,999)	Per week	Discretionary	£250.45	£265.47	6.00%
New Band 9 (£90,000 - £99,999)	Per week	Discretionary	£257.53	£280.71	9.00%
New Band 10 (£100,000 - £120,000)	Per week	Discretionary	£259.90	£285.89	10.00%
New Band 11 (above £120,000)	Per week	Discretionary	£264.62	£296.38	12.00%
Out of Borough/Marketed	Per week	Discretionary	£271.71	£312.47	15.00%
<b>Library and Heritage Services</b>					
Fax Charges	Charge for use of fax - to help with cost replacement of machine in future years and running expenses	Discretionary	£1 first page then 50p subsequent page	£1 first page then 50p subsequent page	

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description		Discretionary / Statutory	2017-18	2018-19	% Change
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	
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	£3.80	£3.80	0.00%
PC Printing	Hire charge - cost recovery	Discretionary	15p 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)	
Local history photography pass	Per day	Discretionary	£6.00	£6.00	0.00%
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)	
Hire of Music	Hire charge for CDs	Discretionary	50p; 60+ free	50p; 60+ free	
Photocopying	Charge for use of photocopier - cost recovery	Discretionary	15p 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)	
Charges for Lost Items	Cost of replacing lost items	Discretionary	Original purchase price	Original purchase price	
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 £26	Price range from 25p to £26	
<b>Local History Centre - Commercial reproduction charges (price per image unless otherwise stated)</b>					
<b>Books, periodicals, printed material, e-books, CD ROMs</b>					
Front cover / jacket	UK rights (World rights double fee)	Discretionary	£77.00	£80.00	3.90%
Interior	UK rights (World rights double fee)	Discretionary	£52.00	£55.00	5.77%
Leaflets and brochures	UK rights (World rights double fee)	Discretionary	£52.00	£55.00	5.77%
Advertising in newspapers and periodicals	UK rights (World rights double fee)	Discretionary	£77.00	£80.00	3.90%
Postcards*, greetings cards*, giftware, calendars, posters, publicity material	UK rights (World rights double fee)	Discretionary	£132.00	£140.00	6.06%
*+100 copies					
<b>Commercial interior design and decoration</b>					
Commercial interior design and decoration	For up to 5 images, additional images £25	Discretionary	£265.00	£275.00	3.77%
<b>Television</b>					
Per transmission	one showing, one country including TV advertisements	Discretionary	£77.00	£80.00	3.90%
5-year unlimited transmission	Excluding video & DVD	Discretionary	£265.00	£275.00	3.77%
<b>DVDs, films, videos &amp; CD-ROMS</b>					
DVDs, films, videos & CD-ROMS	UK rights (World rights double fee)	Discretionary	£132.00	£140.00	6.06%
<b>Exhibitions</b>					
Exhibitions		Discretionary	£77.00	£80.00	3.90%
<b>Web use</b>					
Web use	Including blog posts and social media	Discretionary	£77.00	£80.00	3.90%
*Discounts can be negotiated where: works are educational / non-profit making, works require a large number of images (over 10) or print runs are below 1500 copies.					
<b>Education Library Service</b>					
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	£190.00	£190.00	0.00%
Out of Borough schools : Artefact Topic boxes	Per box + £15 delivery and collection charge	Discretionary	£70.00	£70.00	0.00%
<b>ENVIRONMENT AND REGENERATION</b>					
<b>PUBLIC PROTECTION</b>					

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description		Discretionary / Statutory	2017-18	2018-19	% Change
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	
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	£23.00	£24.00	4.35%
Con29R	Additional Parcel £20	Discretionary	£94.00	£98.00	4.26%
Enhanced Personal search		Discretionary	£25.00	£26.00	4.00%
Information search		Discretionary	£51.00	£53.00	3.92%
Personal inspection of the Local Land Charges Register under EIR		Discretionary	£0.00	£0.00	
Part 2 (Con29O) questions		Discretionary	£11.00	£11.00	0.00%
Part 3 (your own) questions		Discretionary	£22.00	£23.00	4.55%
Right of Light Registration		Discretionary	£71.00	£74.00	4.23%
<b>LAND SEARCH ENQUIRIES</b>					
Per reply letter		Discretionary	£66.00	£69.00	4.55%
Per copy of consent		Discretionary	£1.00	£1.00	0.00%
<b>SCIENTIFIC SERVICES</b>					
<b>Environmental Protection Act 1990</b>					
<b>Statutory Registers</b>					
<b>Copies and Entries:</b>					
First Copy (per sheet)		Discretionary	£14.00	£14.50	3.57%
Each subsequent (per sheet)		Discretionary	£5.00	£5.20	4.00%
<b>ANIMAL SERVICES</b>					
Dog Recovery		Discretionary	£29.00	£30.00	3.45%
Animal Rehoming		Discretionary	£51.00	£53.00	3.92%
Animal Boarding		Discretionary	£12.00	£12.00	0.00%
Register of Seized Dogs		Discretionary	£4.00	£4.20	5.00%
<b>Animal Boarding Establishments Act 1963</b>					
Licence		Discretionary	£340.00	£353.00	3.82%
Renewal		Discretionary	£340.00	£353.00	3.82%
<b>Breeding Dogs Act 1973</b>					
Licence		Discretionary	£280.00	£291.00	3.93%
Renewal		Discretionary	£280.00	£291.00	3.93%
<b>Dangerous Wild Animals Act 1976</b>					
Licence		Discretionary	£340.00	£353.00	3.82%
Renewal		Discretionary	£340.00	£353.00	3.82%
<b>Performing Animals (Regulations) Act 1925</b>					
Registration (once only)		Discretionary	£53.00	£55.00	3.77%
Copy Certificate		Discretionary	£20.00	£21.00	5.00%
<b>Pet Animals Act 1951</b>					
Licence		Discretionary	£340.00	£353.00	3.82%
Renewal		Discretionary	£340.00	£353.00	3.82%
<b>Riding Establishments Act 1964</b>					
Licence		Discretionary	£480.00	£498.00	3.75%
Renewal of Provisional Licence		Discretionary	£480.00	£498.00	3.75%
<b>Pest Control</b>					
Contracted Pest Control treatments - per hour plus VAT		Discretionary	£175.00	£182.00	4.00%
<b>Residential Environmental Health (can only be charged on a cost recovery basis)</b>					
Notices served and Orders made under Housing Act 2004		Discretionary	£600.00	£623.00	3.83%
HMO licensing	Per letting	Discretionary	£270.00	£280.00	3.70%
HMO licensing - accredited landlords	Per letting	Discretionary	£230.00	£239.00	3.91%
HMO licensing - assisted applications	Per HMO	Discretionary	£330.00	£343.00	3.94%
Renewal of HMO licence after 5 year term from 11/12	Per letting	Discretionary	£210.00	£218.00	3.81%
Renewal of HMO licence for accredited landlord after 5 year term from 11/12	Per letting	Discretionary	£190.00	£197.00	3.68%
HMO Licensing of large student accommodation blocks	Per letting	Discretionary	£31.00	£32.00	3.23%
HMO licensing s257 HMOs	Per building	Discretionary	£660.00	£685.00	3.79%
HMO licensing - accredited landlords s257 HMOs	Per building	Discretionary	£560.00	£581.00	3.75%
HMO licensing - assisted applications s257 HMOs	Per building	Discretionary	£170.00	£176.00	3.53%
Renewal of HMO licence after 5 year term from 15/16 s257 HMOs	Per building	Discretionary	£530.00	£550.00	3.77%
Renewal of HMO licence for accredited landlord after 5 year term from 15/16 for s257 HMOs	Per building	Discretionary	£460.00	£477.00	3.70%
<b>Commercial Environmental Health</b>					
Food Hygiene Training		Discretionary	£76.00	£78.90	3.82%
EH & TS Regulatory Services (including PAP) (can only be charged on a cost recovery basis)	Per hour	Discretionary	£70.00	£72.70	3.86%
<b>PROPERTY RECORD VIEWING, PHOTOCOPYING &amp; VIEWING (CHARGE PER PROPERTY)</b>					
Solicitor's enquiry (24 hour response)		Discretionary	£125.00	£129.80	3.84%
<b>TRADING STANDARDS</b>					
<b>Business Advice</b>					
Charge (per hour or part thereof) for business advice and ancillary advice services.		Discretionary		£70.00	New



# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description		Discretionary / Statutory	2017-18	2018-19	% Change
Primary Authority (Regulatory Enforcement and Sanction Act 2008) charge (per hour or part thereof) for business advice and ancillary advice services.		Discretionary		£70.00	New
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	£99.00	4.21%
Weights					
Exceeding 5kg or not exceeding 5g		Discretionary	£14.00	£14.50	3.57%
Other weights		Discretionary	£13.00	£13.50	3.85%
Measures					
Linear measures not exceeding 3m		Discretionary	£14.00	£14.50	3.57%
Weighing machines					
Not exceeding 15kg		Discretionary	£34.00	£35.00	2.94%
15kg to 100kg		Discretionary	£52.00	£54.00	3.85%
100kg to 250 kg		Discretionary	£67.00	£70.00	4.48%
250 kg to 1 tonne		Discretionary	£120.00	£125.00	4.17%
1 tonne to 10 tonne		Discretionary	£210.00	£218.00	3.81%
10 tonne to 30 tonne		Discretionary	£410.00	£426.00	3.90%
30 tonne to 60 tonne		Discretionary	£610.00	£633.00	3.77%
Measuring Instruments for Intoxicating Liquor					
Not exceeding 150 ml		Discretionary	£23.00	£24.00	4.35%
Other		Discretionary	£24.00	£25.00	4.17%
Measuring Instruments for Liquid Fuel and Lubricants					
Container Type (unsubdivided)		Discretionary	£95.00	£99.00	4.21%
Multigrade					
a) solely price adjustment		Discretionary	£120.00	£125.00	4.17%
b) otherwise		Discretionary	£210.00	£218.00	3.81%
Other types-single outlets					
a) Solely price adjustment		Discretionary	£94.00	£98.00	4.26%
b) otherwise		Discretionary	£130.00	£135.00	3.85%
Other types - multi outlets - rate per meter		Discretionary	£130.00	£135.00	3.85%
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	£239.00	3.91%
Scrap Metal Dealers Act 2013					
Scrap Metal Dealer - Site Licence	licence is of 3 years duration	Discretionary	£509.00	£528.00	3.73%
Scrap Metal Dealer renewal		Discretionary	£509.00	£528.00	3.73%
Scrap Metal Dealer variation		Discretionary	£255.00	£265.00	3.92%
Scrap Metal Collector		Discretionary	£305.00	£317.00	3.93%
Scrap Metal Collector renewal		Discretionary	£305.00	£317.00	3.93%
Scrap Metal Collector variation		Discretionary	£244.00	£253.00	3.69%
Duplicates (for either)		Discretionary	£5.20	£5.40	3.85%
GAMBLING ACT 2005					
Licence Fees (can only be charged on a cost recovery basis)					
Bingo Club - New Application		Discretionary	£1,910.00	£1,980.00	3.66%
Bingo Club Annual Fee		Discretionary	£970.00	£1,010.00	4.12%
Bingo Club - Variation		Discretionary	£1,340.00	£1,390.00	3.73%
Bingo Club - Transfer		Discretionary	£170.00	£180.00	5.88%
Bingo Club - Re-instatement		Discretionary	£170.00	£180.00	5.88%
Bingo Club - Provisional Statement		Discretionary	£1,910.00	£1,980.00	3.66%
Bingo Club - New Application from Provisional Statement holder		Discretionary	£170.00	£180.00	5.88%
Betting Premises excluding Tracks - New Application		Discretionary	£1,910.00	£1,980.00	3.66%
Betting Premises excluding Tracks Annual Fee		Discretionary	£560.00	£580.00	3.57%
Betting Premises excluding Tracks - Variation		Discretionary	£980.00	£1,020.00	4.08%
Betting Premises excluding Tracks - Transfer		Discretionary	£170.00	£180.00	5.88%
Betting Premises excluding Tracks - Re-instatement		Discretionary	£170.00	£180.00	5.88%
Betting Premises excluding Tracks - New Application from Provisional Statement holder		Discretionary	£170.00	£180.00	5.88%
Betting Premises excluding Tracks - Application for Provisional Statement		Discretionary	£1,910.00	£1,980.00	3.66%
Tracks - New Application		Discretionary	£1,910.00	£1,980.00	3.66%
Tracks - Transfer		Discretionary	£400.00	£420.00	5.00%
Tracks - Re-instatement		Discretionary	£400.00	£420.00	5.00%
Tracks - Provisional Statement		Discretionary	£1,910.00	£1,980.00	3.66%
Tracks - New Application from provisional statement holder		Discretionary	£400.00	£420.00	5.00%
CCTV Enquiries/Requests form info Solicitors, Lawyers, Court Officers (Police Exempt)					
DVD Single Camera footage		Discretionary	£50.00	£100.00	100.00%
DVD Multiple camera footage		Discretionary	£65.00	£125.00	92.31%
PLANNING AND DEVELOPMENT					
Photocopying Correspondence & Other Items					
Each page		Discretionary	£1.25	£1.30	4.00%

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description		Discretionary / Statutory	2017-18	2018-19	% Change
<b>Research fee</b>					
Admin time per hr		Discretionary	£53.00	£55.00	3.77%
Planning history file retrieval and viewing	Per file retrieval	Discretionary		£20.00	New
<b>Policy documents</b>					
UDP Adopted June 2002		Discretionary	£57.00	£59.00	3.51%
Core Strategy		Discretionary	£48.00	£50.00	4.17%
Proposals Maps (UDP and Core Strategy)		Discretionary	£7.10	£7.40	4.23%
Development Management Policies DPD (once formally adopted)		Discretionary	£48.00	£50.00	4.17%
Site Allocations DPD (once formally adopted)		Discretionary	£48.00	£50.00	4.17%
Finsbury Local Plan (once adopted formally)		Discretionary	£48.00	£50.00	4.17%
Environmental Design SPD		Discretionary	£22.00	£23.00	4.55%
Affordable Housing Small Sites Contributions SPD		Discretionary	£0.00	£0.00	
Streetbook SPD (new version, Oct 2012)		Discretionary	£22.00	£23.00	4.55%
Inclusive Landscape Design SPD (Oct 09)		Discretionary	£17.00	£18.00	5.88%
Planning Obligations SPD (July 2009)		Discretionary	£17.00	£18.00	5.88%
Accessible Housing SPD (March 2009)		Discretionary	£0.00	£0.00	
Archway Development Framework SPD (September 2007)		Discretionary	£0.00	£0.00	
Nag's Head Town Centre Strategy SPD (May 2007)		Discretionary	£0.00	£0.00	
Urban Design Guide SPD (Dec 06),		Discretionary	£17.00	£18.00	5.88%
King's Cross Framework SPD (July 2005)		Discretionary	£0.00	£0.00	
Statement of Community Involvement (July 2006)		Discretionary	£0.00	£0.00	
Angel Town Centre Strategy		Discretionary	£0.00	£0.00	
Mount Pleasant		Discretionary	£17.00	£18.00	5.88%
Student Accommodation Contributions for Bursaries SPD (once adopted)		Discretionary	£0.00	£0.00	
Shop front Design		Discretionary	£7.10	£7.40	4.23%
Conservation Area Design Guidelines		Discretionary	£20.00	£21.00	5.00%
Planning Briefs		Discretionary	£11.00	£11.40	3.64%
<b>Other Documents</b>					
Street Index with No Areas		Discretionary	£14.00	£14.50	3.57%
<b>Maps</b>					
Street Maps		Discretionary	£5.50	£5.70	3.64%
<b>Plan Printing</b>					
<b>(Other than plans from planning applications)</b>					
A4		Discretionary	£5.25	£5.40	2.86%
A3		Discretionary	£5.25	£5.40	2.86%
A2		Discretionary	£7.50	£7.80	4.00%
A1 23" * 20"		Discretionary	£7.50	£7.80	4.00%
A1 40" * 30"		Discretionary	£7.50	£7.80	4.00%
A0		Discretionary	£7.50	£7.80	4.00%
60" * 40"		Discretionary	£7.50	£7.80	4.00%
<b>Pre-application and other advice fees</b>					
Duty Planning Officer Slot		Discretionary	£56.00	£64.40	15.00%
Householder application		Discretionary	£268.00	£278.00	3.73%
Householder application with site visit		Discretionary	£436.00	£453.00	3.90%
Householder follow up meeting /site visit		Discretionary	£173.00	£180.00	4.05%
Listed building consent		Discretionary	£399.00	£414.00	3.76%
Listed building consent with site visit		Discretionary	£573.00	£595.00	3.84%
Listed Building consent follow up meeting		Discretionary	£172.00	£206.40	20.00%
Small scale minor application (up to 3 residential units, or 499 sq.m commercial)		Discretionary	£759.00	£788.00	3.82%
Small scale minor application with site visit		Discretionary	£1,111.00	£1,153.00	3.78%
Small scale minor follow up meeting		Discretionary	£550.00	£660.00	20.00%
Larger scale minor development (4-6 residential units, or 500-999 sq.m commercial) - 4a category		Discretionary	£1,771.00	£1,838.00	3.78%
Large scale minor follow up meeting (4-6) 4a		Discretionary	£952.00	£1,142.40	20.00%
Larger scale minor development (7-9 residential units, or 500-999 sq.m commercial) - 4b category		Discretionary	£2,123.00	£2,204.00	3.82%
Large scale minor follow up meeting (7-9) 4b		Discretionary	£1,144.00	£1,372.80	20.00%
(5a) Major application: 10-20 residential units or 1000 to 1999sqm commercial floorspace		Discretionary	£5,304.00	£7,956.00	50.00%
(5a) Major Applications follow up meeting		Discretionary	£2,280.00	£2,367.00	3.82%
(5b) Major application >21 residential units or >2000sqm commercial floorspace		Discretionary	£6,960.00	£10,440.00	50.00%
(5b) Major application per extra meeting		Discretionary	£2,280.00	£5,220.00	128.95%
Planning Performance Agreement - (5a) Major application				£7,920.00	
Planning Performance Agreement - (5b) Major application		Discretionary	£7,920.00	£9,000.00	13.64%
5b) Major - Planning Performance Agreement (package includes: initial meeting, follow up meeting, one Design Review Panel and agreement to take forward bespoke determination period into application stage.		Discretionary		£28,888.81	
PPA Bespoke - to be agreed for any application proposing >150 residential units and/or >20,000sqm commercial floorspace		Discretionary		To be negotiated	

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description		Discretionary / Statutory	2017-18	2018-19	% Change
Planning Performance Agreement (conditions) - initial set up fee and then a charge of £500 per condition forming part of the agreement (to reflect likely hourly input). Meetings to be charged for in addition to this		Discretionary	£3,600.00	£2,400.00	-33.33%
Planning Performance Agreement (s73) - for Major 5a Development Type. Additional charges for meetings and unforeseen / extra costs to the LPA		Discretionary		£2,400.00	
Planning Performance Agreement (s73) for Major 5b development type. Additional charges for meetings and unforeseen / extra costs to the LPA		Discretionary		£5,000.00	
Planning performance Agreement (s73) relating to a development of >150 residential units or >20,000sqm of commercial floorspace		Discretionary		To be negotiated	
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 (5a)		Discretionary	£7,920.00	£7,956.00	0.45%
Extension of times Majors (5b)		Discretionary	£7,920.00	£10,440.00	31.82%
Design review panel		Discretionary	£4,074.00	£4,229.00	3.80%
Design review panel follow up		Discretionary	£3,120.00	£3,239.00	3.81%
Officer research/ correspondence per hour		Discretionary	£132.00	£137.00	3.79%
Express Enforcement correspondence		Discretionary	£605.00	£628.00	3.80%
Refund for returned invalid application		Discretionary	20% of application fee	20% of application fee	
Streetbook Surgeries		Discretionary	£1,524.00	£1,582.00	3.81%
<b>BUILDING CONTROL</b>					
<b>Property Record Viewing, Photocopying &amp; Viewing (Charge Per Property)</b>					
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%
<b>Temporary Structure-Renewals</b>					
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%
<b>Temporary Structure-New Structures &amp; S21 London Building Ct 1939</b>					
Minimum charge	Minimum charge is £300 paid on application, with additional charges to be assessed on a case by case basis based on nature of structure and resources required in order to deal with application.	Discretionary	£300.00	£300.00	0.00%
<b>Dangerous Structures</b>					
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	
<b>Miscellaneous Charges</b>					
Misc. charges and services delivered that are not specifically stated		Discretionary	On application	On application	
Refunds and Cancellations	£100 + any time spent on application charged at hourly rate	Discretionary	£110.00	£110.00	0.00%
<b>Street Naming and Numbering</b>					
<b>New sites or developments</b>					
1-9 units		Discretionary	£193.00	£200.00	3.63%
10-20 units		Discretionary	£254.00	£264.00	3.94%
For each additional unit over 20		Discretionary	£36.00	£37.00	2.78%
<b>Existing property</b>					
Renaming a street		Discretionary	£407.00	£422.00	3.69%
Naming or re-naming of a property		Discretionary	£234.00	£243.00	3.85%
Renumbering of a property		Discretionary	£234.00	£243.00	3.85%
<b>ENVIRONMENTAL SERVICES</b>					
<b>HIGHWAYS GROUP</b>					
<b>NEW ROADS AND STREET WORKS ACT</b>					
<b>Streetscene Records</b>					
Staff viewing charge		Discretionary	£47.00	£49.00	4.26%
First page copying - per page		Discretionary	£5.40	£6.00	11.11%
Subsequent pages - per page		Discretionary	£1.00	£1.00	0.00%
Restoration of database if required		Discretionary	£580.00	£602.00	3.79%
Provision of information by post		Discretionary	£60.00	£62.00	3.33%
Provision of accident data		Discretionary	£70.00	£73.00	4.29%
<b>Enquiries/Requests form info Solicitors, Developers/Business Orgs</b>					
Search only		Discretionary	£42.00	£44.00	4.76%
Research/Reply		Discretionary	£82.00	£85.00	3.66%
Research/Reply multiple questions (up to 5)		Discretionary	£153.00	£159.00	3.92%
Research/Reply multiple questions (6+)		Discretionary	£204.00	£212.00	3.92%

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description	Discretionary / Statutory	2017-18	2018-19	% Change
<b>Supply Lamps</b>				
Per lamp	Discretionary	£15.00	£15.00	0.00%
Per night	Discretionary	£123.00	£128.00	4.07%
<b>Deposits</b>				
Deposit Handling Charge	Discretionary	£78.00	£80.00	2.56%
Deposit based on full replacement cost of highway (m2)	Discretionary	£214.00	£222.00	3.74%
<b>Highway Licences</b>				
Section 50 opening of highway - Excavation up to 0.9 metres	Discretionary	£325.00	£340.00	4.62%
Section 50 opening of highway - Excavation 0.9 - 1.5 metres	Discretionary	£725.00	£750.00	3.45%
Section 50 opening of highway - Excavation over 1.50 metres	Discretionary	£1,900.00	£1,975.00	3.95%
Section 50 opening of highway - Non excavation	Discretionary	£235.00	£245.00	4.26%
Temp X over Section 50 opening of highway - Standard Vehicle	Discretionary	£725.00	£750.00	3.45%
Temp X over Section 50 opening of highway - Heavy Duty Vehicle	Discretionary	£1,900.00	£1,975.00	3.95%
Extension fees for agreed and non agreed Section 50 - excavations and temporary crossovers	Discretionary	£165.00	£175.00	6.06%
Site Inspection fee for valid complaints or unauthorised overstay	Discretionary	£165.00	£175.00	6.06%
<b>Tables and chairs</b>				
Management fee - all bands	Discretionary	£417.00	£433.00	3.84%
Band A - Price per seat up to 12	Discretionary	£77.00	£80.00	3.90%
Band A - Price per seat 13 upward	Discretionary	£57.00	£59.00	3.51%
Band B - Price per seat up to 12	Discretionary	£52.00	£54.00	3.85%
Band B - Price per seat 13 upward	Discretionary	£37.00	£38.00	2.70%
Band C - Price per seat up to 12	Discretionary	£31.50	£33.00	4.76%
Band C - Price per seat 13 upward	Discretionary	£26.50	£28.00	5.66%
<b>A Boards &amp; Tables and Chairs</b>				
Band A price per A board added to existing Tables and Chair licence	Discretionary	£285.00	£296.00	3.86%
Band B price per A board added to existing Tables and Chair licence	Discretionary	£204.00	£212.00	3.92%
Band C price per A board added to existing Tables and Chair licence	Discretionary	£82.50	£86.00	4.24%
<b>A Boards only</b>				
Band A price per A board	Discretionary	£397.00	£412.00	3.78%
Band B price per A board	Discretionary	£285.00	£296.00	3.86%
Band C price per A board	Discretionary	£122.00	£127.00	4.10%
Non-refundable charge in cases of early determination of refusal of application	Discretionary	£100.00	£104.00	4.00%
<b>Dispensers (newspapers et al)</b>				
All bands	Discretionary	£356.00	£370.00	3.93%
<b>Skips</b>				
Skip license - admin	Discretionary	£87.00	£90.00	3.45%
<b>Highways licence</b>				
Highways occupation licence	Discretionary	£510.00	£530.00	3.92%
Highways pre works advice for developments & Construction management	Hourly rate Discretionary	£50.00	£52.00	4.00%
<b>Materials license fee</b>				
deposit value <£750	Discretionary	£325.00	£340.00	4.62%
£751-<£1500	Discretionary	£520.00	£540.00	3.85%
£1501-<£3000	Discretionary	£825.00	£855.00	3.64%
£3001-<6000	Discretionary		£1,000.00	New
£6001-<	Discretionary	On application	On application	
<b>Scaffold license fee</b>				
deposit value <£750	Discretionary	£325.00	£340.00	4.62%
£751-<£1500	Discretionary	£520.00	£540.00	3.85%
£1501-<£3000	Discretionary	£825.00	£855.00	3.64%
£3001-<6000	Discretionary		£1,000.00	New
£6001-<	Discretionary	On application	On application	
<b>Scaffold Gantry licence fee</b>				
deposit value <£750	Discretionary	£670.00	£700.00	4.48%
£751-<£1500	Discretionary	£1,030.00	£1,070.00	3.88%
£1501-<£3000	Discretionary	£1,345.00	£1,400.00	4.09%
£3001-<6000	Discretionary		£1,500.00	New
£6001-<	Discretionary	On application	On application	
<b>Hoarding license fee</b>				
deposit value <£750	Discretionary	£325.00	£340.00	4.62%
£751-<£1500	Discretionary	£520.00	£540.00	3.85%
£1501-<£3000	Discretionary	£825.00	£855.00	3.64%
£3001-<6000	Discretionary		£1,000.00	New
£6001-<	Discretionary	On application	On application	
Extension fees for Material, Scaffolding & Hoarding	Discretionary	£165.00	£175.00	6.06%
Site Inspection fee for valid complaints or unauthorised overstay	Discretionary	£165.00	£175.00	6.06%
<b>Crane Operation licenses</b>				
Oversailing the highway	Discretionary	£770.00	£800.00	3.90%
Operation on the highway	Discretionary	£365.00	£380.00	4.11%
Overhang licence section 177	Discretionary	£335.00	£350.00	4.48%
<b>Containers</b>				
Management fee	Discretionary	£185.00	£190.00	2.70%

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description		Discretionary / Statutory	2017-18	2018-19	% Change
Weekly storage fee on the highway		Discretionary	£195.00	£200.00	2.56%
<b>Legal notices and works</b>					
Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 14 for max of 3 months		Discretionary	£3,300.00	£3,425.00	3.79%
Extension to section 14 closure per month		Discretionary	£470.00	£488.00	3.83%
Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 16 and Section 22 to accommodate Filming (no fee for non commercial events)		Discretionary	£3,300.00	£3,425.00	3.79%
Permanent traffic orders under all sections of the highways, traffic regulation and road traffic acts		Discretionary	£2,270.00	£2,355.00	3.74%
<b>Parity with Section 14 closures</b>					
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	
Emergency call out works		Discretionary	£621.00	£645.00	3.86%
<b>Waste Management</b>					
<b>COMMERCIAL WASTE CHARGES</b>					
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	£15.75	5.00%
Paladin	Annual hire	Discretionary	£120.00	£126.00	5.00%
Wheelie Bin 240 litre	Per lift	Discretionary	£6.90	£7.25	5.00%
Wheelie Bin 330/360 litre	Per lift	Discretionary	£8.60	£9.03	5.00%
Eurobin 550/660 litre	Per lift	Discretionary	£12.00	£12.60	5.00%
Eurobin 550/660 litre	Annual hire	Discretionary	£130.00	£136.50	5.00%
Eurobin 770 litre	Per lift	Discretionary	£13.00	£13.65	5.00%
Eurobin 770 litre	Annual hire	Discretionary	£150.00	£157.50	5.00%
Eurobin 1100 litre	Per lift	Discretionary	£16.00	£16.80	5.00%
Eurobin 1100 litre	Annual hire	Discretionary	£180.00	£189.00	5.00%
Eurobin 1280 litre	Per lift	Discretionary	£17.00	£17.85	5.00%
Eurobin 1280 litre	Annual	Discretionary	£200.00	£210.00	5.00%
Skips Light Waste (8 yarder)	Per lift	Discretionary	£280.00	£294.00	5.00%
Skips Building Material (8 yarder)	Per lift	Discretionary	£340.00	£357.00	5.00%
Special Collections (Minimum Charge)	One off	Discretionary	£80.00	£84.00	5.00%
Confidential Waste Collection	One off	Discretionary	£65.00	£68.25	5.00%
<b>To purchase Eurobins:</b>					
240 litre		Discretionary	£53.00	£55.65	5.00%
360 litre		Discretionary	£96.00	£100.80	5.00%
660 litre		Discretionary	£380.00	£399.00	5.00%
770 litre		Discretionary	£400.00	£420.00	5.00%
1100 litre		Discretionary	£430.00	£451.50	5.00%
1280 litre		Discretionary	£440.00	£462.00	5.00%
<b>CHARITY/EDUCATIONAL ESTABLISHMENT WASTE CHARGES</b>					
Sacks (per 50 sacks)	Per 50	Discretionary	£43.00	£43.00	0.00%
Paladin hire	Per lift	Discretionary	£8.10	£8.51	5.00%
Paladin hire	Annual hire	Discretionary	£120.00	£126.00	5.00%
Wheelie Bin 240 litre	Per lift	Discretionary	£4.10	£4.31	5.00%
Wheelie Bin 330/360 litre	Per lift	Discretionary	£6.10	£6.41	5.00%
Eurobin 550/660 litre	Per lift	Discretionary	£6.50	£6.83	5.00%
Eurobin 550/660 litre	Annual hire	Discretionary	£130.00	£136.50	5.00%
Eurobin 770/800 litre	Per lift	Discretionary	£7.60	£7.98	5.00%
Eurobin 770/800 litre	Annual hire	Discretionary	£150.00	£157.50	5.00%
Eurobin 1100 litre	Per lift	Discretionary	£8.10	£8.51	5.00%
Eurobin 1100 litre	Annual hire	Discretionary	£180.00	£189.00	5.00%
Eurobin 1280 litre	Per lift	Discretionary	£9.20	£9.66	5.00%
Eurobin 1280 litre	Annual hire	Discretionary	£200.00	£210.00	5.00%
Skips Light Waste (8 yarder)	Per lift	Discretionary	£200.00	£210.00	5.00%
Skips Light Waste (12 yarder) perm	Per lift	Discretionary	£210.00	£220.50	5.00%
Special Collections (Minimum Charge)	One off	Discretionary	£96.00	£100.80	5.00%
Confidential Waste Collection	One off	Discretionary	£65.00	£68.25	5.00%
<b>To buy Eurobins</b>					
240 litre		Discretionary	£53.00	£55.65	5.00%
360 litre		Discretionary	£97.00	£101.85	5.00%
660 litre		Discretionary	£380.00	£399.00	5.00%
770 litre		Discretionary	£400.00	£420.00	5.00%
1100 litre		Discretionary	£430.00	£451.50	5.00%
1280 litre		Discretionary	£440.00	£462.00	5.00%
Duty of Care Document Charge	Quarter	Discretionary	£16.00	£16.80	5.00%
	Half year	Discretionary	£32.00	£33.60	5.00%
	Annual	Discretionary	£63.00	£66.15	5.00%
<b>CLINICAL WASTE CHARGES</b>					
<b>Removal of Bagged Clinical Waste</b>					
Min charge per visit & up to 7 bags (inclusive)	Up to 7 bags	Discretionary	£35.00	£36.75	5.00%
Each additional bag over 7 collected	Each bag	Discretionary	£5.50	£5.78	5.00%

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description		Discretionary / Statutory	2017-18	2018-19	% Change
<b>Sharps</b>					
Min charge per visit & up to 5 boxes (inclusive)	Up to 5 boxes	Discretionary	£35.00	£36.75	5.00%
Each additional box over 5 collected	Each box	Discretionary	£5.50	£5.78	5.00%
<b>BULKY WASTE CHARGES</b>					
<b>Removal of Bulky Waste (50% discount for recipients of Housing Benefit or Council Tax Support)</b>					
Bulky Waste	Per item (minimum charge £30)	Discretionary	£10.00	£10.00	0.00%
Reuseable bulky waste	Per item (minimum charge £15)	Discretionary	£5.00	£5.00	0.00%
<b>PARKING</b>					
<b>PARKING PERMITS</b>					
<b>Blue Badge</b>					
Blue Badge processing		Statutory Maximum Limit	£0.00	£0.00	
Associated residents permit for Blue Badge holders		Discretionary	£0.00	£0.00	
Blue Badge replacement for lost 1st one in 3 years		Statutory Maximum Limit	£0.00	£0.00	
Blue Badge replacement for stolen 1st one in 3 years		Statutory Maximum Limit	£0.00	£0.00	
Blue Badge replacement for lost subsequent ones in 3 years		Statutory Maximum Limit	£10.00	£10.00	0.00%
<b>All Diesel Vehicles - Surcharge in additional to Standard Resident Permit Prices - subject to some vehicle-type policy exemptions</b>					
1 month permit		Discretionary	£8.00	£8.30	3.75%
3 month permit		Discretionary	£24.00	£24.95	3.96%
6 month permit		Discretionary	£48.00	£49.85	3.85%
12 month permit		Discretionary	£96.00	£99.65	3.80%
<b>Residents Parking Permit - based on CO2 emissions</b>					
Band A - (up to 100g/km) - 1 month permit		Discretionary	£0.00	£0.00	
Band A - (up to 100g/km) - 3 month permit		Discretionary	£0.00	£0.00	
Band A - (up to 100g/km) - 6 month permit		Discretionary	£0.00	£0.00	
Band A - (up to 100g/km) - 12 month permit		Discretionary	£0.00	£0.00	
Band B - (101-110g/km) - 1 month permit		Discretionary	£6.60	£6.85	3.79%
Band B - (101-110g/km) - 3 month permit		Discretionary	£6.60	£6.85	3.79%
Band B - (101-110g/km) - 6 month permit		Discretionary	£8.75	£9.10	4.00%
Band B - (101-110g/km) - 12 month permit		Discretionary	£17.50	£18.20	4.00%
Band C - (111-120g/km) - 1 month permit		Discretionary	£6.60	£6.85	3.79%
Band C - (111-120g/km) - 3 month permit		Discretionary	£7.50	£7.65	2.00%
Band C - (111-120g/km) - 6 month permit		Discretionary	£14.75	£15.30	3.73%
Band C - (111-120g/km) - 12 month permit		Discretionary	£29.50	£30.60	3.73%
Band D - (121-130g/km) - 1 month permit		Discretionary	£6.60	£6.80	3.03%
Band D - (121-130g/km) - 3 month permit		Discretionary	£19.75	£20.40	3.29%
Band D - (121-130g/km) - 6 month permit		Discretionary	£39.25	£40.75	3.82%
Band D - (121-130g/km) - 12 month permit		Discretionary	£78.50	£81.50	3.82%
Band E - (131-140g/km) - 1 month permit		Discretionary	£8.00	£8.30	3.75%
Band E - (131-140g/km) - 3 month permit		Discretionary	£24.00	£24.90	3.75%
Band E - (131-140g/km) - 6 month permit		Discretionary	£48.00	£49.75	3.65%
Band E - (131-140g/km) - 12 month permit		Discretionary	£95.75	£99.50	3.92%
Band F - (141-150g/km) - 1 month permit		Discretionary	£8.60	£9.00	4.65%
Band F - (141-150g/km) - 3 month permit		Discretionary	£25.75	£26.75	3.88%
Band F - (141-150g/km) - 6 month permit		Discretionary	£51.50	£53.50	3.88%
Band F - (141-150g/km) - 12 month permit		Discretionary	£103.00	£107.00	3.88%
Band G - (151-165g/km) - 1 month permit		Discretionary	£10.75	£11.15	3.72%
Band G - (151-165g/km) - 3 month permit		Discretionary	£32.15	£33.45	4.04%
Band G - (151-165g/km) - 6 month permit		Discretionary	£64.25	£66.75	3.89%
Band G - (151-165g/km) - 12 month permit		Discretionary	£128.50	£133.50	3.89%
Band H - (166-175g/km) - 1 month permit		Discretionary	£12.25	£12.75	4.08%
Band H - (166-175g/km) - 3 month permit		Discretionary	£36.75	£38.25	4.08%
Band H - (166-175g/km) - 6 month permit		Discretionary	£73.50	£76.50	4.08%
Band H - (166-175g/km) - 12 month permit		Discretionary	£147.00	£153.00	4.08%
Band I - (176-185g/km) - 1 month permit		Discretionary	£14.50	£15.00	3.45%
Band I - (176-185g/km) - 3 month permit		Discretionary	£43.00	£44.75	4.07%
Band I - (176-185g/km) - 6 month permit		Discretionary	£86.00	£89.50	4.07%
Band I - (176-185g/km) - 12 month permit		Discretionary	£172.00	£179.00	4.07%
Band J - (186-200g/km) - 1 month permit		Discretionary	£18.20	£19.00	4.40%
Band J - (186-200g/km) - 3 month permit		Discretionary	£54.50	£56.75	4.13%
Band J - (186-200g/km) - 6 month permit		Discretionary	£109.00	£113.50	4.13%
Band J - (186-200g/km) - 12 month permit		Discretionary	£218.00	£227.00	4.13%
Band K - (201- 225g/km) - 1 month permit		Discretionary	£21.20	£22.00	3.77%
Band K - (201- 225g/km) - 3 month permit		Discretionary	£63.50	£66.00	3.94%
Band K - (201- 225g/km) - 6 month permit		Discretionary	£127.00	£132.00	3.94%
Band K - (201- 225g/km) - 12 month permit		Discretionary	£254.00	£264.00	3.94%
Band L - (226-255g/km) - 1 month permit		Discretionary	£29.60	£30.75	3.89%
Band L - (226-255g/km) - 3 month permit		Discretionary	£88.75	£92.25	3.94%
Band L - (226-255g/km) - 6 month permit		Discretionary	£177.50	£184.50	3.94%
Band L - (226-255g/km) - 12 month permit		Discretionary	£355.00	£369.00	3.94%
Band M - (256g/km and above) - 1 month permit		Discretionary	£38.10	£40.00	4.99%
Band M - (256g/km and above) - 3 month permit		Discretionary	£114.25	£118.75	3.94%
Band M - (256g/km and above) - 6 month permit		Discretionary	£228.50	£237.50	3.94%
Band M - (256g/km and above) - 12 month permit		Discretionary	£457.00	£475.00	3.94%
<b>Residents Parking Permit - pre-2001 vehicles - based on engine sizes</b>					
Band A - 1 month permit		Discretionary	£0.00	£0.00	
Band A - 3 month permit		Discretionary	£0.00	£0.00	
Band A - 6 month permit		Discretionary	£0.00	£0.00	
Band A - 12 month permit		Discretionary	£0.00	£0.00	
Band B - (1-900cc) - 1 month permit		Discretionary	£6.60	£6.85	3.79%
Band B - (1-900cc) - 3 month permit		Discretionary	£6.60	£6.85	3.79%
Band B - (1-900cc) - 6 month permit		Discretionary	£8.75	£9.10	4.00%

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description		Discretionary / Statutory	2017-18	2018-19	% Change
Band B - (1-900cc) - 12 month permit		Discretionary	£17.50	£18.20	4.00%
Band C - (901-1100cc) - 1 month permit		Discretionary	£6.60	£6.85	3.79%
Band C - (901-1100cc) - 3 month permit		Discretionary	£7.50	£7.65	2.00%
Band C - (901-1100cc) - 6 month permit		Discretionary	£14.75	£15.30	3.73%
Band C - (901-1100cc) - 12 month permit		Discretionary	£29.50	£30.60	3.73%
Band D - (1101-1200cc) - 1 month permit		Discretionary	£6.60	£6.80	3.03%
Band D - (1101-1200cc) - 3 month permit		Discretionary	£19.75	£20.40	3.29%
Band D - (1101-1200cc) - 6 month permit		Discretionary	£39.25	£40.75	3.82%
Band D - (1101-1200cc) - 12 month permit		Discretionary	£78.50	£81.50	3.82%
Band E - (1201-1300cc) - 1 month permit		Discretionary	£8.00	£8.30	3.75%
Band E - (1201-1300cc) - 3 month permit		Discretionary	£24.00	£24.90	3.75%
Band E - (1201-1300cc) - 6 month permit		Discretionary	£48.00	£49.75	3.65%
Band E - (1201-1300cc) - 12 month permit		Discretionary	£95.75	£99.50	3.92%
Band F - (1301-1399cc) - 1 month permit		Discretionary	£8.60	£9.00	4.65%
Band F - (1301-1399cc) - 3 month permit		Discretionary	£25.75	£26.75	3.88%
Band F - (1301-1399cc) - 6 month permit		Discretionary	£51.50	£53.50	3.88%
Band F - (1301-1399cc) - 12 month permit		Discretionary	£103.00	£107.00	3.88%
Band G - (1400-1500cc) - 1 month permit		Discretionary	£10.75	£11.15	3.72%
Band G - (1400-1500cc) - 3 month permit		Discretionary	£32.15	£33.45	4.04%
Band G - (1400-1500cc) - 6 month permit		Discretionary	£64.25	£66.75	3.89%
Band G - (1400-1500cc) - 12 month permit		Discretionary	£128.50	£133.50	3.89%
Band H - (1501-1650cc) - 1 month permit		Discretionary	£12.25	£12.75	4.08%
Band H - (1501-1650cc) - 3 month permit		Discretionary	£36.75	£38.25	4.08%
Band H - (1501-1650cc) - 6 month permit		Discretionary	£73.50	£76.50	4.08%
Band H - (1501-1650cc) - 12 month permit		Discretionary	£147.00	£153.00	4.08%
Band I - (1651-1850cc) - 1 month permit		Discretionary	£14.50	£15.00	3.45%
Band I - (1651-1850cc) - 3 month permit		Discretionary	£43.00	£44.75	4.07%
Band I - (1651-1850cc) - 6 month permit		Discretionary	£86.00	£89.50	4.07%
Band I - (1651-1850cc) - 12 month permit		Discretionary	£172.00	£179.00	4.07%
Band J - (1851-2100cc) - 1 month permit		Discretionary	£18.20	£19.00	4.40%
Band J - (1851-2100cc) - 3 month permit		Discretionary	£54.50	£56.75	4.13%
Band J - (1851-2100cc) - 6 month permit		Discretionary	£109.00	£113.50	4.13%
Band J - (1851-2100cc) - 12 month permit		Discretionary	£218.00	£227.00	4.13%
Band K - (2101-2500cc) - 1 month permit		Discretionary	£21.20	£22.00	3.77%
Band K - (2101-2500cc) - 3 month permit		Discretionary	£63.50	£66.00	3.94%
Band K - (2101-2500cc) - 6 month permit		Discretionary	£127.00	£132.00	3.94%
Band K - (2101-2500cc) - 12 month permit		Discretionary	£254.00	£264.00	3.94%
Band L - (2501-2750cc) - 1 month permit		Discretionary	£29.60	£30.75	3.89%
Band L - (2501-2750cc) - 3 month permit		Discretionary	£88.75	£92.25	3.94%
Band L - (2501-2750cc) - 6 month permit		Discretionary	£177.50	£184.50	3.94%
Band L - (2501-2750cc) - 12 month permit		Discretionary	£355.00	£369.00	3.94%
Band M - (2751cc and above) - 1 month permit		Discretionary	£38.10	£40.00	4.99%
Band M - (2751cc and above) - 3 month permit		Discretionary	£114.25	£118.75	3.94%
Band M - (2751cc and above) - 6 month permit		Discretionary	£228.50	£237.50	3.94%
Band M - (2751cc and above) - 12 month permit		Discretionary	£457.00	£475.00	3.94%
<b>Motorcycle Parking Permits</b>					
Solo Motorcycle - 1 month permit		Discretionary	£6.60	£6.85	3.79%
Solo Motorcycle - 3 month permit		Discretionary	£13.25	£13.75	3.77%
Solo Motorcycle - 6 month permit		Discretionary	£26.50	£27.50	3.77%
Solo Motorcycle - 12 month permit		Discretionary	£53.00	£55.00	3.77%
Residents Match day permit - valid only during match or event days		Discretionary	£0.00	£0.00	
Hire Car permit (linked to hire car vouchers)		Discretionary	£14.25	£14.80	3.86%
Residents permit - black taxi concession - one band lower than the norm		Discretionary	Various	Various	
<b>Residents Parking Permit refunds for unused permits (per complete month, based on annual permit surrender)</b>					
Band A		Discretionary	£0.00	£0.00	
Band B		Discretionary	£1.40	£1.45	3.57%
Band C		Discretionary	£2.55	£2.65	3.92%
Band D		Discretionary	£6.60	£6.80	3.03%
Band E		Discretionary	£8.00	£8.30	3.75%
Band F		Discretionary	£8.60	£9.00	4.65%
Band G		Discretionary	£10.75	£11.15	3.72%
Band H		Discretionary	£12.25	£12.75	4.08%
Band I		Discretionary	£14.50	£15.00	3.45%
Band J		Discretionary	£18.20	£19.00	4.40%
Band K		Discretionary	£21.20	£22.00	3.77%
Band L		Discretionary	£29.60	£30.75	3.89%
Band M		Discretionary	£38.10	£40.00	4.99%
Admin fee - refund handling charge		Discretionary	£23.50	£24.40	3.83%
Diesel vehicle surcharge refund - 1 month		Discretionary	£8.00	£8.00	0.00%
<b>Visitor parking vouchers</b>					
Half hour vouchers (books of 20)		Discretionary	£11.00	£11.60	5.45%
3-hour vouchers (books of 10)		Discretionary	£30.60	£31.80	3.92%
All day voucher		Discretionary	£14.25	£14.80	3.86%
Half hour vouchers (concessionary)		Discretionary	£5.60	£5.80	3.57%
3-hour vouchers (concessionary)		Discretionary	£15.40	£15.90	3.25%
All day voucher (concessionary)		Discretionary	£7.10	£7.40	4.23%
E-visitor voucher charges (per half hour)		Discretionary	£0.50	£0.50	0.00%
E-visitor voucher charges (concessionary - per half hour session)		Discretionary	£0.25	£0.25	0.00%
E-visitor vouchers - all day		Discretionary	£14.25	£14.25	0.00%
E-visitor vouchers - all day (concessionary)		Discretionary	£7.10	£7.10	0.00%
E-visitors - evenings (C & K zones only)		Discretionary	£0.00	£0.00	
Hire car permit holder vouchers - half hour (books of 20)		Discretionary	£8.80	£9.20	4.55%
Hire car permit holder vouchers - 3 hour (books of 10)		Discretionary	£25.50	£26.50	3.92%
1-hour business voucher (books of 10)		Discretionary	£12.20	£12.80	4.92%
New parents vouchers - 40 hours free		Discretionary	£0.00	£0.00	
1-hour business visitor vouchers (books of 20, max 10 books per annum)		Discretionary	£53.00	£55.20	4.15%
<b>Business Visitor parking vouchers</b>					

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description	Discretionary / Statutory	2017-18	2018-19	% Change
Business visitor Half hour vouchers (books of 20)	Discretionary	£13.25	£13.80	4.15%
Business visitor All day voucher	Discretionary	£29.50	£30.65	3.90%
<b>Other permits</b>				
Doctors parking permit - annual	Discretionary	£250.00	£259.50	3.80%
(New Doctors parking place installation - includes 1 permit)	Discretionary	£2,830.00	£2,935.00	3.71%
Essential Services Permit - annual (formerly Teacher Permit)	Discretionary	£353.50	£367.00	3.82%
Business permit - annual (under 150kg/m2 or up to 1600cc)	Discretionary	£708.00	£735.00	3.81%
Business permit - annual (under 150kg/m2 or up to 1600cc) 2nd permit	Discretionary	£942.00	£980.00	4.03%
Business permit - annual (over 151kg/m2 or over 1600cc)	Discretionary	£1,170.00	£1,215.00	3.85%
Business permit - annual (over 151kg/m2 or over 1600cc) 2nd permit	Discretionary	£1,395.00	£1,448.00	3.80%
Business permit - electric	Discretionary	£545.00	£565.00	3.67%
Business permit - annual permit linked to vouchers scheme	Discretionary	£18.50	£19.20	3.78%
Match day and event day trader permits - annual	Discretionary	£646.50	£671.00	3.79%
Permission to Park - per day	Discretionary	£25.50	£26.50	3.92%
Permission to Park - per week	Discretionary	£102.00	£106.00	3.92%
Permission to Park - per month	Discretionary	£397.00	£412.00	3.78%
Universal all-zone permit - annual only (1-25 fleet vehicles)	Discretionary	£3,870.00	£4,020.00	3.88%
Universal all-zone permit - annual only (26-50 fleet vehicles)	Discretionary	£2,575.00	£2,675.00	3.88%
Universal all-zone permit - annual only (50+ fleet vehicles)	Discretionary	£1,308.00	£1,360.00	3.98%
Universal all-zone permit - per month (non-fleet)	Discretionary		£350.00	New
Universal permit - discounted fee for electric vehicles	Discretionary	£2,800.00	£2,900.00	3.57%
Universal permit - discounted fee for registered charities	Discretionary	£2,800.00	£2,900.00	3.57%
Car club permit	Discretionary	£235.00	£245.00	4.26%
Trader's Permit	Discretionary	£24.50	£25.50	4.08%
<b>PARKING PLACE SUSPENSIONS</b>				
Permission to place a licensed skip in a parking place - no dedicated suspension	Discretionary	£59.00	£61.25	3.81%
Suspension admin charge (non residents) - first day	Discretionary	£193.50	£201.00	3.88%
Suspension admin charge (residents) - first day	Discretionary	£92.65	£96.20	3.83%
Suspension admin charge (all applicants) - subsequent days, per day	Discretionary	£29.50	£30.65	3.90%
Film work waiver - per day	Discretionary	£56.00	£58.50	4.46%
Yellow line essential parking waiver (day rate)	Discretionary	£58.00	£60.25	3.88%
<b>PAY AND DISPLAY TARIFFS</b>				
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%
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%
Diesel vehicle surcharge (per hour)	Discretionary	£2.00	£2.00	0.00%
<b>Motorcycle Pay and Display</b>				
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%
<b>Abandoned vehicle disposal</b>				
Removal of abandoned vehicle from private land - motor vehicle	Discretionary	£200.00	£200.00	0.00%
Removal of abandoned vehicle from private land - motorcycle (or PTW)	Discretionary	£150.00	£150.00	0.00%
<b>Cycle Hangars</b>				
Annual rental of secure covered parking space	Discretionary	n/a	£104.00	New
Refundable Key deposit	Discretionary	n/a	£25.00	New
<b>PARKS</b>				
<b>SPORTS</b>				
<b>Tennis</b>				
<b>Highbury Fields and Tufnell Park</b>				
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%
<b>Football</b>				
Barnard Park - Redgra - No changing rooms - 1 hour	Discretionary	£0.00	£0.00	
<b>Highbury Fields - Astrotrurf - 1 hour session</b>				
Full rate - full pitch	Discretionary	£72.90	£75.70	3.84%
BETTER Card / Clubmark - full pitch	Discretionary	£62.40	£63.65	2.00%
Child rate - full pitch	Discretionary	£35.75	£36.50	2.10%
Child BETTER Card / Clubmark / School - full pitch	Discretionary	£30.60	£31.25	2.12%
<b>Paradise Park - Astrotrurf - 1 hour session</b>				
Full rate - full pitch	Discretionary	£41.30	£42.75	3.51%
BETTER Card / Clubmark - full pitch	Discretionary	£36.00	£37.25	3.47%
Child rate - full pitch	Discretionary	£24.70	£25.50	3.24%
Child BETTER Card / Clubmark / School - full pitch	Discretionary	£20.40	£21.20	3.91%
<b>Rosemary Gardens - Astrotrurf - 1 hour session</b>				
Full rate - full pitch	Discretionary	£82.70	£85.90	3.87%
Full rate - half pitch	Discretionary	£41.30	£42.75	3.51%
BETTER Card / Clubmark - full pitch	Discretionary	£71.90	£74.50	3.62%
BETTER Card / Clubmark - half pitch	Discretionary	£36.00	£37.25	3.47%
Child rate - full pitch	Discretionary	£50.00	£51.75	3.51%
Child rate - half pitch	Discretionary	£24.70	£25.50	3.24%



# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description	Discretionary / Statutory	2017-18	2018-19	% Change
Child BETTER Card / Clubmark / School - full pitch	Discretionary	£40.80	£42.25	3.54%
Child BETTER Card / Clubmark / School - half pitch	Discretionary	£20.40	£21.20	3.91%
<b>Tufnell Park - Grass - 2 hour session</b>				
Full rate - per 11 a side pitch	Discretionary	£91.30	£94.75	3.78%
BETTER Card / Clubmark - per 11 a side pitch	Discretionary	£77.90	£83.75	7.51%
Child rate - per 11 a side pitch	Discretionary	£54.80	£56.75	3.56%
Child BETTER Card / Clubmark / School - per 11 a side pitch	Discretionary	£45.70	£47.50	3.93%
Full rate - per 9 a side pitch	Discretionary	£74.50	£77.25	3.69%
BETTER Card / Clubmark - per 9 a side pitch	Discretionary	£64.80	£67.25	3.78%
Child rate - per 9 a side pitch	Discretionary	£44.80	£46.50	3.79%
Child BETTER Card / Clubmark / School - per 9 a side pitch	Discretionary	£37.20	£38.50	3.49%
Full rate - per 7 a side pitch	Discretionary	£58.00	£60.00	3.45%
BETTER Card / Clubmark - per 7 a side pitch	Discretionary	£50.50	£52.50	3.96%
Child rate - per 7 a side pitch	Discretionary	£34.90	£36.00	3.17%
Child BETTER Card / Clubmark / School - per 7 a side pitch	Discretionary	£29.10	£30.20	3.78%
<b>Whittington Park - Astro turf - 1 hour session</b>				
Full rate - full pitch	Discretionary	£91.30	£94.75	3.77%
Full rate - half pitch	Discretionary	£45.70	£47.50	3.93%
BETTER Card / Clubmark - full pitch	Discretionary	£80.55	£83.75	3.98%
BETTER Card / Clubmark - half pitch	Discretionary	£40.30	£42.00	4.22%
Child rate - full pitch	Discretionary	£55.90	£57.00	1.96%
Child rate - half pitch	Discretionary	£27.90	£28.50	2.15%
Child BETTER Card / Clubmark / School - full pitch	Discretionary	£44.10	£45.00	2.04%
Child BETTER Card / Clubmark / School - half pitch	Discretionary	£22.10	£22.50	1.81%
<b>Touch Rugby</b>				
<b>Paradise Park - Grass - 1 hour session</b>				
Full rate - per pitch	Discretionary	£50.50	£52.50	3.96%
BETTER Card / Clubmark - per pitch	Discretionary	£42.50	£44.00	3.53%
Child rate - per pitch	Discretionary	£30.50	£31.50	3.28%
Child BETTER Card / Clubmark / School - per pitch	Discretionary	£25.00	£25.80	3.20%
<b>Cricket</b>				
<b>Wray Crescent - Grass - 1pm to dusk</b>				
Full rate	Discretionary	£92.50	£96.00	3.78%
BETTER Card / Clubmark	Discretionary	£78.50	£81.50	3.82%
Child rate	Discretionary	£39.50	£41.00	3.80%
Child BETTER Card / Clubmark / School	Discretionary	£39.50	£41.00	3.80%
<b>Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk</b>				
Full rate	Discretionary	£69.00	£71.50	3.62%
IZZ Card / Clubmark	Discretionary	£58.00	£60.00	3.45%
Child rate	Discretionary	£29.00	£30.00	3.45%
Child IZZ Card / Clubmark / School	Discretionary	£29.00	£30.00	3.45%
<b>Bowls</b>				
Finsbury Square - per person per hour	Discretionary	£6.25	£6.50	4.00%
<b>Netball</b>				
<b>Highbury Fields - Tarmac - 1 hour session</b>				
Full rate - per court	Discretionary	£34.00	£35.25	3.68%
BETTER Card / Clubmark - per court	Discretionary	£29.00	£30.00	3.45%
Child rate - per court	Discretionary	£20.50	£21.25	3.66%
Child BETTER Card / Clubmark - per court	Discretionary	£17.00	£17.65	3.82%
School - whole tarmac area per hour - 8.0am to 4.00pm - Term time only	Discretionary	£22.50	£23.25	3.33%
Community sports development - whole tarmac area per hour - Saturday 9.00am -1.00pm	Discretionary	£22.50	£23.25	3.33%
<b>Ecology Centre</b>				
<b>Building hire to individuals &amp; non-profit organisations</b>				
Per hour	Discretionary	£29.00	£30.00	3.45%
Per day (8 hours)	Discretionary	£200.00	£207.00	3.50%
Weddings & similar - per day (8 hours)	Discretionary	£327.00	£340.00	3.98%
<b>Equipment Charges</b>				
Slide projector	Discretionary	£19.00	£19.75	3.95%
Flip chart - per pad	Discretionary	£7.00	£7.25	3.57%
Digital Projector and Laptop	Discretionary	£39.00	£40.25	3.21%
Plasma Screen	Discretionary	£15.00	£15.50	3.33%
<b>Tuition charges for schools -</b>				
Islington Council schools 1 hour visit	Discretionary	£55.00	£57.00	3.64%
Islington Council schools 1.5 hour visit	Discretionary	£65.00	£67.50	3.85%
<b>Private and out of borough schools</b>				
1 hour	Discretionary	£82.00	£85.00	3.66%
1.5 hour	Discretionary	£122.00	£126.50	3.69%
<b>Allotments (allotment fees have to be agreed and notified a year in advance)</b>				
		New charge from 1st January 2018*	New charge from 1st January 2019*	
Large Plot Nominal 60m2	Discretionary	£81.00	£84.00	3.70%
Large Plot Concession Nominal 60m3	Discretionary	£40.00	£41.50	3.75%
Medium Plot Nominal 40m2	Discretionary	£54.00	£56.00	3.70%
Medium Plot Concession Nominal 40m3	Discretionary	£27.00	£28.00	3.70%

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description		Discretionary / Statutory	2017-18	2018-19	% Change
Small Plot Nominal 20m2		Discretionary	£27.00	£28.00	3.70%
Small Plot Concession Nominal 20m3		Discretionary	£13.50	£14.00	3.70%
<b>Parks Events Fees and Charges (guideline only and subject to variation depending on the site, the season, the nature of the event and various other</b>					
<b>Application fee</b>					
Community Event		Discretionary	£50.00	£50.00	0.00%
1 day events for up to 500 people without licensable activities		Discretionary	£100.00	£100.00	0.00%
Events longer than 1 day, for more than 500 people or with licensable activities		Discretionary	£300.00	£300.00	0.00%
<b>Site hire fee (changes due to a number of previous charges being combined)</b>					
<b>No more than 50 people (over the course of the whole event)</b>					
<b>Event day</b>					
Half day		Discretionary	£165.00	£500.00	203.03%
Full day		Discretionary	£250.00	£750.00	200.00%
<b>51 to 500 people (over the course of the whole event)</b>					
<b>Event day</b>					
Half day		Discretionary	£500.00	£750.00	50.00%
Full day		Discretionary	£1,000.00	£1,200.00	20.00%
<b>501 to 1,000 people (over the course of the whole event)</b>					
<b>Event day</b>					
Half day		Discretionary	£1,000.00	£1,200.00	20.00%
Full day		Discretionary	£1,000.00	£1,500.00	50.00%
<b>1,001 to 2,500 people (over the course of the whole event)</b>					
<b>Event day</b>					
Half day		Discretionary	£1,000.00	£1,500.00	50.00%
Full day		Discretionary	£1,250.00	£1,800.00	44.00%
<b>2,501 to 5,000 people (over the course of the whole event)</b>					
<b>Event day</b>					
Half day		Discretionary	£1,250.00	£1,800.00	44.00%
Full day		Discretionary	£1,500.00	£2,100.00	40.00%
<b>Cancellation fee</b>					
<b>All commercial or private events are subject to a cancellation fee.</b>					
More than 28 days prior to event		Discretionary	20%	20%	0.00%
15-28 days prior to event		Discretionary	30%	30%	0.00%
7-14 days prior to event		Discretionary	50%	50%	0.00%
Less than 7 days prior to event		Discretionary	100%	100%	0.00%
<b>Overstay fee</b>					
If the any part of the site is not vacated by the time stated on the approved event application the event organiser will be required to pay an overstay fee. The fee will be 20% of the daily site hire fee per hour overstayed.					

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description		Discretionary / Statutory	2017-18	2018-19	% Change
<b>HOUSING AND ADULT SOCIAL SERVICES</b>					
<b>ADULT SOCIAL SERVICES</b>					
Community care charges	No unit charge, individually assessed charge under Government regulations. The Care Act 2014 provides local authorities with the power to charge adults in receipt of care and support services.				
Residential care charges	No unit charge, individually assessed charge under Government regulations. The Care Act 2014 provides local authorities with the power to charge adults in receipt of care and support services.				
Meals in the home		Discretionary	3.00	3.00	0.00%
Meals in day care centres		Discretionary	3.00	3.00	0.00%
Deferred Payments	Set up fee	Discretionary	1,440.00	1,495.00	3.82%
Deferred Payments	Annual fee	Discretionary	510.00	529.00	3.73%
Deferred Payments	Complex case fee per hour	Discretionary	122.00	126.00	3.28%
Deputyship	Annual management fee	Statutory	Various fixed rates	Various fixed rates	
Protection of Property	Admin Fee	Statutory	350.00	363.00	3.71%
Protection of Property	Fee per hour	Statutory	26.32	27.32	3.80%
Protection of Property - Pets	Flat fee per week - for a dog	Statutory	15.78	16.38	3.80%
Protection of Property - Pets	Flat fee per week - for a cat	Statutory	10.49	10.89	3.81%
<b>HOUSING NEEDS AND STRATEGY</b>					
Furniture Storage		Discretionary	138.51	143.77	3.80%
<b>RESOURCES</b>					
<b>REGISTRARS</b>					
<b>Charge for Births, Deaths and Marriages Certificates / Registration</b>					
Licence for approved premises	Licence for a three year period	Discretionary	£1,500.00	£1,500.00	0.00%
Licensed Venues external to Town Hall	Monday to Friday	Discretionary	£580.00	£600.00	3.45%
Licensed Venues external to Town Hall	Saturday	Discretionary	£580.00	£680.00	17.24%
Licensed Venues external to Town Hall	Sunday	Discretionary	£680.00	£780.00	14.71%
Licensed Venues external to Town Hall	Bank Holiday	Discretionary	£700.00	£780.00	11.43%
Licensed Venues external to Town Hall (out of hours 6pm to 10pm)	Monday to Saturday	Discretionary	£680.00	£780.00	14.71%
Licensed Venues external to Town Hall (out of hours 6pm to 10pm)	Sunday / Bank Holiday / Christmas Eve, New Years Eve	Discretionary	£700.00	£880.00	25.71%
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	£380.00	26.67%
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	£130.00	£180.00	38.46%
	Basic ceremony (max 30 guests): Friday	Discretionary	£210.00	£230.00	9.52%
	Saturday (max 30 guests)	Discretionary	£260.00	£280.00	7.69%
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 (includes use of balcony)	Discretionary	£360.00	£480.00	33.33%
	Saturday (includes use of balcony)	Discretionary	£580.00	£680.00	17.24%
	Sunday (includes use of balcony)	Discretionary	£680.00	£780.00	14.71%
	Use of balcony	Discretionary	£180.00	Service discontinued	
Births, deaths, marriages and civil partnership	Express same day within 1 hour	Discretionary	£20.00	£20.00	0.00%
Nationality check and send (incl. VAT) for citizenship applicants (Mon-Fri)	Per child	Discretionary	£35.00	£40.00	14.29%
	Per single adult application	Discretionary	£60.00	£80.00	33.33%
Nationality check and send (incl. VAT) for citizenship applicants - Saturday Service & Passport Checking Service	Per child	Discretionary	£40.00	£45.00	12.50%
	Per single adult application	Discretionary	£75.00	£90.00	20.00%
European Passport Return Service	Per single adult application	Discretionary	£15.00	£20.00	33.33%
Settlement check and send (incl. VAT) for settlement applicants - (Mon-Fri)	Per single adult application	Discretionary	£95.00	Service discontinued	
Settlement check and send (incl. VAT) for settlement applicants - Saturday Service & evening appointments	Per single adult application	Discretionary	£105.00	Service discontinued	
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%
<b>ISLINGTON ASSEMBLY HALL</b>					
<b>Commercial Rates</b>					
Wedding celebration package any day, incl VAT	10-hire hour of venue, including security, basic AV support, room set-up, bar open and staffing. Drinks package additional.	Discretionary	£2,950.00	£3,310.00	12.20%
Wedding dry hire package, incl VAT	10-hire hour of venue, including security and room set-up. AV support, use of AV equipment and bar/drinks not included.	Discretionary		£3,500.00	New

# APPENDIX C1: GENERAL FUND FEES AND CHARGES 2018-19

Description		Discretionary / Statutory	2017-18	2018-19	% Change
Civil ceremony package Friday-Sunday, incl VAT	6-hire hour of main hall, including security, basic AV support, room set-up and staffing. Drinks package additional.	Discretionary	£1,930.00	£1,900.00	-1.55%
Live event hire for a downstairs standing only live event, <b>not</b> incl 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	£1,480.00	£1,450.00	-2.03%
Live event hire for a full venue live event, <b>not</b> incl 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	£1,680.00	£1,650.00	-1.79%
Live event hire for a two-night run live event, <b>not</b> incl 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	£2,850.00	£2,800.00	-1.75%
<b>Non-Commercial Rates</b>					
Council event full-day Monday-Wednesday - only available January, February, July, August, September	8-hour hire of main hall, including basic AV support, room set-up and staffing.	Discretionary	£1,200.00	£1,200.00	0.00%
Council event half-day Monday-Wednesday - only available January, February, July, August, September	4-hour hire of main hall, including basic AV support, room set-up and staffing.	Discretionary	£700.00	£700.00	0.00%
Council evening event Monday-Wednesday - only available January, February, July, August, September	6-hire hour of main hall, including basic AV support, room set-up, bar staffing.	Discretionary	£1,300.00	£1,300.00	0.00%
Community and charity rates	We can offer a reduction on the private / corporate hire rates on Mon-Wed, subject to availability.	Discretionary			
<b>TELECARE</b>					
Monitoring Service	Per week	Discretionary	3.47	3.60	3.62%
Full Service	Per week	Discretionary	6.86	7.12	3.82%
Peabody Trust - Alleyn House	Annual	Discretionary	5,748.60	5,967.05	3.80%
Peabody Trust - Lampson House	Annual	Discretionary	4,180.80	4,339.67	3.80%
Islington & Shoreditch	Annual	Discretionary	2,740.92	2,845.07	3.80%
Crown Housing From 20/11/2017 Barnsbury Housing Association	Annual	Discretionary	3,300.84	3,426.27	3.80%

## APPENDIX C2: GLL LEISURE FEES AND CHARGES 2018-19

	2017-18							2018-19													
	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	£7.35	£7.35	£8.35	£7.35	£0.00	£7.35	£0.00	£7.50	2.0%	£7.50	2.0%	£8.70	4.2%	£7.65	4.1%	£0.00	0.0%	£7.50	2.0%	£0.00	0.0%
Clinic/Club	£7.35	£7.35	£8.35	£7.35	£0.00	£7.35	£0.00	£7.50	2.0%	£7.50	2.0%	£8.70	4.2%	£7.65	4.1%	£0.00	0.0%	£7.50	2.0%	£0.00	0.0%
Course x five	£45.80	£45.80	£52.00	£45.80	£0.00	£45.80	£0.00	£46.75	2.1%	£46.75	2.1%	£54.00	3.8%	£47.55	3.8%	£0.00	0.0%	£46.75	2.1%	£0.00	0.0%
Court 55 minutes: Off peak	£8.35	£8.35	£9.90	£8.35	£0.00	£8.35	£0.00	£8.50	1.8%	£8.50	1.8%	£10.30	4.0%	£8.70	4.2%	£0.00	0.0%	£8.50	1.8%	£0.00	0.0%
Court 55 minutes: Peak	£11.95	£12.05	£14.60	£12.05	£0.00	£12.05	£0.00	£12.20	2.1%	£12.30	2.1%	£15.15	3.8%	£12.55	4.1%	£0.00	0.0%	£12.30	2.1%	£0.00	0.0%
Junior Clinic/ Club 2 hrs	£0.00	£0.00	£0.00	£0.00	£5.20	£0.00	£3.05	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.30	2.0%	£0.00	0.0%	£3.10	1.6%
Racket hire	£2.35	£2.35	£2.35	£2.35	£2.35	£2.35	£2.35	£2.40	2.1%	£2.40	2.1%	£2.45	4.3%	£2.45	4.3%	£2.40	2.0%	£2.40	2.0%	£2.40	2.0%
Basketball																					
1hr Basketball	£78.05	£78.05	£88.50	£78.10	£88.50	£78.05	£78.05	£79.60	2.0%	£79.60	2.0%	£91.90	3.8%	£81.10	3.8%	£90.30	2.0%	£79.65	2.0%	£79.65	2.0%
2hr open session-Sobell	£0.00	£0.00	£0.00	£0.00	£5.20	£4.10	£3.05	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.30	2.0%	£4.20	2.4%	£3.10	1.6%
Basketball at Finsbury	£52.00	£52.00	£62.50	£52.00	£62.50	£52.00	£52.00	£53.00	1.9%	£53.00	1.9%	£64.90	3.8%	£54.00	3.8%	£63.75	2.0%	£53.05	2.0%	£53.05	2.0%
Block Booking at Sobell	£78.05	£78.05	£88.50	£78.10	£88.50	£78.05	£78.05	£79.60	2.0%	£79.60	2.0%	£91.90	3.8%	£81.10	3.8%	£90.30	2.0%	£79.65	2.0%	£79.65	2.0%
Classes																					
Aerobics 55: Off-peak	£2.15	£3.50	£7.00	£5.45	£0.00	£0.00	£0.00	£2.20	2.3%	£3.55	1.4%	£7.30	4.3%	£5.65	3.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Aerobics 55: Peak	£2.75	£4.70	£8.35	£6.80	£0.00	£4.60	£0.00	£2.80	1.8%	£4.80	2.1%	£8.70	4.2%	£7.10	4.4%	£0.00	0.0%	£4.69	2.0%	£0.00	0.0%
Aerobics 55+: Off-peak	£2.65	£4.40	£7.90	£6.80	£0.00	£0.00	£0.00	£2.70	2.0%	£4.50	2.3%	£8.20	3.8%	£7.10	4.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Aerobics 55+: Peak	£2.85	£4.60	£9.05	£7.60	£0.00	£4.70	£0.00	£2.90	1.8%	£4.70	2.2%	£9.40	3.9%	£7.90	3.9%	£0.00	0.0%	£4.79	2.0%	£0.00	0.0%
Mind and Body 55+: Off-peak	£2.65	£4.80	£8.55	£7.50	£0.00	£4.90	£0.00	£2.70	2.0%	£4.90	2.0%	£8.90	4.1%	£7.80	4.0%	£0.00	0.0%	£5.00	2.0%	£0.00	0.0%
Mind and Body 55+: Peak	£2.85	£5.20	£10.30	£9.00	£0.00	£5.20	£0.00	£2.90	1.8%	£5.30	2.0%	£10.70	3.9%	£9.35	3.9%	£0.00	0.0%	£5.30	2.0%	£0.00	0.0%
Running Club	£2.65	£0.00	£4.20	£3.15	£0.00	£0.00	£0.00	£2.70	2.0%	£0.00	0.0%	£4.40	4.8%	£3.30	4.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Gym																					
gym with swim: peak- Inclusive	£0.00	£4.70	£7.60	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£4.80	2.1%	£7.80	2.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Cally Gym with Swim- Off peak	£0.00	£2.65	£5.60	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£2.70	2.0%	£5.80	3.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Cally Gym with Swim- peak	£2.65	£3.75	£5.60	£0.00	£0.00	£0.00	£0.00	£2.70	2.0%	£3.80	1.3%	£5.80	3.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
gym with swim: off-peak	£2.15	£3.70	£7.50	£0.00	£0.00	£0.00	£0.00	£2.20	2.3%	£3.75	1.4%	£7.80	4.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
gym with swim: Peak	£2.65	£4.70	£7.50	£0.00	£0.00	£0.00	£0.00	£2.70	2.0%	£4.75	1.1%	£7.80	4.0%	£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	£12.55	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£13.05	4.0%	£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	£20.80	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£21.60	3.8%	£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	£15.65	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£16.25	3.8%	£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	£5.10	£4.10	£3.05	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.20	2.0%	£4.20	2.4%	£3.10	1.6%
Extra Family Member	£0.00	£0.00	£5.40	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£5.60	3.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Family Ticket	£0.00	£0.00	£26.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£27.00	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Parent and Toddler	£0.00	£3.00	£5.10	£4.10	£0.00	£0.00	£0.00	£0.00	0.0%	£3.10	3.3%	£5.30	3.9%	£4.30	4.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Skate Hire	£0.00	£0.00	£1.25	£0.00	£1.25	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£1.30	3.8%	£0.00	0.0%	£1.30	4.0%	£0.00	0.0%	£0.00	0.0%
Skating per session	£0.00	£3.70	£6.45	£5.55	£0.00	£0.00	£0.00	£0.00	0.0%	£3.80	2.7%	£6.70	3.8%	£5.80	4.5%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Sauna Session																					
Sauna	£2.70	£4.70	£8.35	£6.80	£0.00	£0.00	£0.00	£2.75	2.0%	£4.75	1.1%	£8.70	4.2%	£7.05	3.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Sauna Partial Service	£2.15	£4.70	£6.25	£5.55	£0.00	£0.00	£0.00	£2.20	2.3%	£4.80	2.1%	£6.50	4.0%	£5.80	4.5%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Swimming																					
Aqua Classes 55min	£2.35	£3.70	£7.00	£5.20	£4.20	£3.15	£2.35	£2.40	2.0%	£3.75	1.4%	£7.30	4.3%	£5.40	3.8%	£4.25	1.2%	£3.20	1.6%	£2.40	2.0%
Casual/Lane Swim	£2.35	£2.35	£5.00	£3.80	£2.65	£1.05	£0.00	£2.40	2.0%	£2.40	2.0%	£5.20	4.0%	£3.95	3.9%	£2.70	2.0%	£1.05	0.0%	£0.00	0.0%
Swim For A Pound	£0.00	£0.00	£0.00	£0.00	£0.00	£1.00	£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	£354.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£367.50	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Aqua Card Joining Fee	£0.00	£0.00	£36.40	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£37.80	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Aqua Card Monthly DD	£0.00	£0.00	£32.25	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£33.50	3.9%	£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	£4.40	£0.00	£5.45	£0.00	£0.00	£0.00	£0.00	0.0%	£4.50	2.3%	£0.00	0.0%	£5.60	2.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Adult Lessons 30mins - DD (IRB)	£0.00	£4.55	£0.00	£5.70	£0.00	£0.00	£0.00	£0.00	0.0%	£4.65	2.2%	£0.00	0.0%	£5.95	4.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Adult lessons 30mins - Peak	£0.00	£2.10	£4.45	£3.25	£0.00	£0.00	£0.00	£0.00	0.0%	£2.15	2.4%	£4.60	3.4%	£3.35	3.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Adult Lesson 30 mins - Off Peak	£0.00	£2.15	£0.00	£2.15	£0.00	£0.00	£0.00	£0.00	0.0%	£2.20	2.3%	£0.00	0.0%	£2.25	4.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Adult Lessons 60 mins	£0.00	£5.25	£0.00	£5.25	£0.00	£0.00	£0.00	£0.00	0.0%	£5.35	1.9%	£0.00	0.0%	£5.45	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Junior lesson's 30mins- STD	£0.00	£0.00	£0.00	£0.00	£0.00	£4.75	£3.75	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.85	2.0%	£3.80	1.3%
Junior lessons 30min- DD	£0.00	£0.00	£0.00	£0.00	£0.00	£4.30	£3.32	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.45	3.5%	£3.45	3.9%
Junior lessons 30min-annual	£0.00	£0.00	£0.00	£0.00	£0.00	£4.32	£3.35	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.45	3.0%	£3.45	3.0%
Junior lessons 45min- STD	£0.00	£0.00	£0.00	£0.00	£0.00	£7.25	£5.55	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£7.40	2.0%	£5.65	1.8%
Junior lessons 45min - DD	£0.00	£0.00	£0.00	£0.00	£0.00	£6.59	£5.14	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£6.85	3.9%	£5.30	3.1%
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%	£6.65	3.9%	£5.10	3.0%
National Pool Lifeguards	£0.00	£0.00	National	£214.50	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£222.65	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%

## APPENDIX C2: GLL LEISURE FEES AND CHARGES 2018-19

	2017-18							2018-19															
	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		
Table Tennis																							
Adult Drop in	£0.00	£4.40	£6.20	£4.90	£0.00	£0.00	£0.00	£0.00	0.0%	£4.50	2.3%	£6.45	4.0%	£5.10	4.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Bat Hire	£0.00	£2.45	£2.45	£2.45	£0.00	£0.00	£0.00	£0.00	0.0%	£2.50	2.0%	£2.55	4.1%	£2.55	4.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Court booking	£4.90	£4.90	£6.80	£4.90	£0.00	£0.00	£0.00	£5.00	2.0%	£5.00	2.0%	£7.10	4.4%	£5.10	4.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Junior drop In	£0.00	£0.00	£0.00	£0.00	£5.10	£0.00	£4.05	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.20	2.0%	£0.00	0.0%	£4.15	2.5%		
Tennis Casual																							
Casual Coached Session	£0.00	£5.10	£10.95	£8.70	£7.35	£6.15	£3.35	£0.00	0.0%	£5.20	2.0%	£11.40	4.1%	£9.05	4.0%	£7.50	2.0%	£6.25	1.6%	£3.40	1.5%		
Munchkin Tennis	£0.00	£0.00	£0.00	£0.00	£4.30	£3.15	£2.65	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.40	2.3%	£3.20	1.6%	£2.70	2.0%		
Pay & Play: 2hrs	£0.00	£4.40	£8.35	£7.35	£0.00	£0.00	£0.00	£0.00	0.0%	£4.50	2.3%	£8.65	3.6%	£7.65	4.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Pay & Play: 3hrs	£0.00	£5.30	£10.95	£8.90	£0.00	£0.00	£0.00	£0.00	0.0%	£5.40	1.9%	£11.35	3.7%	£9.25	3.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Tennis Courses																							
Indoor Adult	£0.00	£0.00	£14.60	£13.05	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£15.15	3.8%	£13.55	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Indoor Adult Intensive	£0.00	£0.00	£16.15	£14.60	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£16.80	4.0%	£15.15	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Indoor junior- Green	£0.00	£0.00	£0.00	£0.00	£9.70	£8.55	£5.35	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£9.90	2.1%	£8.70	1.8%	£5.45	1.9%		
Indoor Junior- orange	£0.00	£0.00	£0.00	£0.00	£9.20	£8.05	£4.80	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£9.40	2.2%	£8.20	1.9%	£4.90	2.0%		
Indoor Junior- Red	£0.00	£0.00	£0.00	£0.00	£9.10	£7.50	£4.30	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£9.30	2.2%	£7.65	2.0%	£4.40	2.3%		
Indoor Junior Holiday Camp Over 9s	£0.00	£0.00	£0.00	£0.00	£7.10	£6.05	£3.50	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£7.25	2.1%	£6.15	1.7%	£3.50	0.0%		
Indoor junior Holiday Camp Under 9s	£0.00	£0.00	£0.00	£0.00	£7.65	£6.45	£3.80	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£7.80	2.0%	£6.60	2.3%	£3.85	1.3%		
Outdoor Adult	£0.00	£0.00	£12.55	£10.95	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£13.00	3.6%	£11.40	4.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Racquet Hire	£0.00	£0.00	£2.35	£2.35	£1.05	£1.05	£0.00	£0.00	0.0%	£0.00	0.0%	£2.45	4.3%	£2.45	4.3%	£1.05	0.0%	£1.05	0.0%	£0.00	0.0%		
Teen Tennis	£0.00	£0.00	£0.00	£0.00	£9.70	£8.55	£5.30	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£9.90	2.1%	£8.70	1.8%	£5.40	1.9%		
Tennis Indoor Bookings																							
Adult Playing with Concession/ Child Off	£0.00	£0.00	£12.05	£11.90	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£12.50	3.7%	£12.35	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
Tennis Centre	£0.00	£6.25	£26.50	£23.45	£0.00	£0.00	£0.00	£0.00	0.0%	£6.40	2.4%	£27.50	3.8%	£24.35	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
								*Court price for inclusive tennis membership to increase from £6.20 to £10.00															
Tennis : 7am-6pm + w/e	£0.00	£0.00	£0.00	£0.00	£12.05	£9.80	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£12.30	2.1%	£10.00	2.1%	£0.00	0.0%		
tennis: off-peak	£0.00	£5.95	£0.00	£0.00	£0.00	£6.06	£0.00	£0.00	0.0%	£6.05	1.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£6.20	2.3%	£0.00	0.0%		
Tennis: Vacant Court	£0.00	£0.00	£0.00	£0.00	£5.20	£4.20	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.30	2.0%	£4.30	2.4%	£0.00	0.0%		
Tennis Outdoor bookings																							
Adult playing with Concession/ Child off	£0.00	£0.00	£5.85	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£6.05	3.4%	£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%	£8.85	4.1%	£4.60	2.2%	£3.55	1.4%	£0.00	0.0%		
Tennis : 7am-6pm + w/e	£0.00	£0.00	£0.00	£0.00	£4.70	£3.70	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.80	2.1%	£3.75	1.4%	£0.00	0.0%		
Trampoline																							
FLC Junior over 60mins	£0.00	£0.00	£0.00	£0.00	£5.50	£4.40	£3.20	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.65	2.7%	£4.50	2.3%	£3.25	1.6%		
SLC Juner over 60 mins	£0.00	£0.00	£0.00	£0.00	£5.05	£4.05	£3.05	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.15	2.0%	£4.15	2.5%	£3.10	1.6%		
SLC Adult 120min (prev 90)	£7.10	£7.10	£8.35	£7.10	£0.00	£0.00	£0.00	£7.25	2.1%	£7.25	2.1%	£8.70	4.2%	£7.40	4.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
SLC Adult up to 90min	£5.95	£5.95	£7.35	£5.95	£0.00	£0.00	£0.00	£6.10	2.5%	£6.10	2.5%	£7.65	4.1%	£6.20	4.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
SLC Squad Adult	£7.10	£7.10	£8.35	£7.10	£0.00	£0.00	£0.00	£7.25	2.1%	£7.25	2.1%	£8.70	4.2%	£7.40	4.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%		
SLC Squad Junior	£0.00	£0.00	£0.00	£0.00	£5.10	£4.10	£3.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.20	2.0%	£4.20	2.4%	£3.05	1.7%		
Special Needs	£0.00	£3.05	£5.05	£4.05	£0.00	£0.00	£2.95	£0.00	0.0%	£3.10	1.6%	£5.25	4.0%	£4.20	3.8%	£0.00	0.0%	£0.00	0.0%	£3.00	1.7%		

## APPENDIX C2: GLL LEISURE FEES AND CHARGES 2018-19

	2017-18							2018-19													
	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
<b>MEMBERSHIPS</b>																					
Pay and Play Borough Card (Previously Known :																					
Annual- 60 plus	£0.00	£0.00	£5.25	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£5.35	1.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Annual- Concession	£0.00	£0.00	£26.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£26.50	1.9%	£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	£10.45	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£10.65	1.9%	£0.00	0.0%	£0.00	0.0%
Annual-Junior Concession	£0.00	£0.00	£0.00	£0.00	£5.25	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.35	1.9%	£0.00	0.0%	£0.00	0.0%
Annual- Regular	£0.00	£0.00	£54.15	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£56.20	3.8%	£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	£195.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£195.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Annual	£0.00	£0.00	£0.00	£505.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£505.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Joining Fee- 60 Plus	£0.00	£0.00	£0.00	£5.20	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.20	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Joining Fee	£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%	£36.50	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Joining Fee- Student	£0.00	£0.00	£0.00	£31.20	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£31.20	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Monthly DD - 60 plus	£0.00	£0.00	£0.00	£19.70	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£19.70	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Monthly DD - Student	£0.00	£0.00	£0.00	£36.90	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£36.90	0.0%	£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	£78.05	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£78.05	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Better Gym - Cally Pools & Gym	£0.00	£0.00	£0.00	£28.55	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£28.55	0.0%	£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	£14.25	£10.15	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£14.25	0.0%	£10.15	0.0%
Better H&F Card Off Peak																					
Annual - Concession	£0.00	£0.00	£0.00	£290.50	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£290.50	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Annual	£0.00	£0.00	£0.00	£452.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£452.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Joining Fee- Concession	£0.00	£0.00	£0.00	£26.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£26.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Joining fee	£0.00	£0.00	£0.00	£36.40	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£36.40	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Monthly DD-Concession	£0.00	£0.00	£0.00	£27.10	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£27.10	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Monthly DD	£0.00	£0.00	£0.00	£41.15	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£41.15	0.0%	£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	£848.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£848.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Joining Fee	£0.00	£0.00	£0.00	£36.40	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£36.40	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Monthly Card	£0.00	£0.00	£0.00	£77.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£77.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%

## APPENDIX C2: GLL LEISURE FEES AND CHARGES 2018-19

	2017-18							2018-19													
	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
<b>CENTRES</b>																					
Archway																					
Pool: 2hrs	£0.00	£0.00	£353.80	£301.80	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£367.25	3.8%	£313.30	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Pool: hour	£0.00	£0.00	£301.80	£260.10	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£313.30	3.8%	£270.00	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Daytime swim: peak (60+)	£2.35	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£2.40	2.0%	£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	£2.35	£2.35	£5.55	£4.00	£2.85	£1.40	£0.00	£2.40	2.0%	£2.40	2.0%	£5.75	3.6%	£4.15	3.8%	£2.90	1.8%	£1.45	3.6%	£0.00	0.0%
Lane Swimming	£0.00	£2.40	£4.80	£3.70	£2.65	£1.40	£0.00	£0.00	0.0%	£2.45	2.0%	£5.00	4.2%	£3.85	4.1%	£2.70	2.0%	£1.45	3.6%	£0.00	0.0%
<b>Cally</b>																					
Main Pool: 1hr: CAL	£0.00	£0.00	£85.35	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£88.60	3.8%	£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	£65.55	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£68.05	3.8%	£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	£19.30	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£20.05	3.9%	£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	£47.90	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£49.75	3.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Training Pool: 1hr: CAL	£0.00	£0.00	£64.55	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£67.00	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Main pool	£0.00	£0.00	£119.70	£98.90	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£124.25	3.8%	£102.65	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Main Pool plus aqua run	£0.00	£0.00	£140.50	£109.30	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£145.85	3.8%	£113.45	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Shallow Pool	£0.00	£0.00	£98.90	£78.05	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£102.65	3.8%	£81.05	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Cally Master/ Premier Swim	£1.60	£3.45	£6.25	£4.90	£3.70	£2.15	£1.60	£1.65	3.1%	£3.50	1.4%	£6.50	4.0%	£5.10	4.1%	£3.75	1.4%	£2.20	2.3%	£1.65	3.1%
Parent And Toddler	£3.80	£3.70	£5.85	£4.80	£0.00	£0.00	£0.00	£3.90	2.6%	£3.75	1.4%	£6.05	3.4%	£5.00	4.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
<b>Finsbury</b>																					
Activity Room- Day Rate	£0.00	£0.00	£176.90	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£183.65	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Activity Room- Per hour	£0.00	£0.00	£38.45	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£39.95	3.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Basement Sport: 1hr: Finsbury	£0.00	£0.00	£48.45	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£50.30	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
DOJO Hire: per hour	£0.00	£0.00	£27.60	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£28.65	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Main Studio- day rate	£0.00	£0.00	£208.10	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£216.00	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Main Studio - Per hour	£0.00	£0.00	£50.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£51.90	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Meeting Room: Community Use	£0.00	£0.00	£20.85	£10.45	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£21.65	3.8%	£10.85	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Treatment Room	£0.00	£0.00	£33.85	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£35.15	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Bouncy Castle	£0.00	£0.00	£54.15	£46.80	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£56.20	3.8%	£48.60	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Football	£0.00	£0.00	£54.15	£46.80	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£56.20	3.8%	£48.60	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Party Room	£0.00	£0.00	£33.35	£28.15	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£34.65	3.9%	£29.25	3.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
5 A-Side Football League	£381.10	£381.10	£391.10	£381.20	£0.00	£0.00	£0.00	£388.70	2.0%	£388.70	2.0%	£406.00	3.8%	£395.70	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
6 A-side Evening League- Per evening	£445.60	£445.60	£456.20	£445.80	£0.00	£0.00	£0.00	£454.50	2.0%	£454.50	2.0%	£473.55	3.8%	£462.75	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
6 A-side Lunchtime football League	£445.60	£445.60	£456.20	£445.80	£0.00	£0.00	£0.00	£454.50	2.0%	£454.50	2.0%	£473.55	3.8%	£462.75	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Football Hire	£3.20	£3.20	£3.20	£3.20	£0.00	£0.00	£0.00	£3.25	1.6%	£3.25	1.6%	£3.35	4.7%	£3.35	4.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Football League deposit	£0.00	£0.00	£104.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£108.00	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Small Pitch 45 min: Peak	£67.65	£67.70	£72.80	£67.70	£0.00	£0.00	£0.00	£69.00	2.0%	£69.00	2.0%	£75.60	3.8%	£70.30	3.8%	£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	£26.90	£23.65	£23.65	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£27.45	2.0%	£24.10	1.9%	£24.10	1.9%
Small Pitch Off-peak weekends	£50.50	£50.50	£55.85	£50.50	£0.00	£0.00	£0.00	£51.50	2.0%	£51.50	2.0%	£58.00	3.8%	£52.45	3.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Squash Clinic- Finsbury	£5.00	£4.90	£6.85	£5.00	£0.00	£0.00	£0.00	£5.10	2.0%	£5.00	2.0%	£7.10	3.6%	£5.20	4.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:FLC: Off-peak	£8.15	£8.15	£9.90	£8.15	£0.00	£0.00	£0.00	£8.30	1.8%	£8.30	1.8%	£10.30	4.0%	£8.45	3.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:FLC: Peak	£9.70	£9.70	£12.05	£9.70	£0.00	£0.00	£0.00	£9.90	2.1%	£9.90	2.1%	£12.50	3.7%	£10.10	4.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Sport Session (Finsbury)	£0.00	£0.00	£0.00	£0.00	£5.10	£4.10	£2.05	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.20	2.0%	£4.20	2.4%	£2.10	2.4%
<b>IRB</b>																					
Main pool hire	£0.00	£0.00	£85.40	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£88.65	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Teaching pool hire	£0.00	£0.00	£64.55	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£67.00	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Self Service 7kg wash	£0.00	£4.70	£6.80	£6.05	£0.00	£0.00	£0.00	£0.00	0.0%	£4.80	2.1%	£7.05	3.7%	£6.30	4.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Self Service 16kg wash	£0.00	£6.80	£9.70	£8.70	£0.00	£0.00	£0.00	£0.00	0.0%	£6.95	2.2%	£10.05	3.6%	£9.05	4.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Self Service Dry	£0.00	£1.55	£3.40	£1.95	£0.00	£0.00	£0.00	£0.00	0.0%	£1.60	3.2%	£3.55	4.4%	£2.00	2.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Ironing service 5 item	£0.00	£2.45	£3.70	£3.70	£0.00	£0.00	£0.00	£0.00	0.0%	£2.50	2.0%	£3.85	4.1%	£3.85	4.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
SPA London	£0.00	£0.00	£27.10	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£28.15	3.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
<b>Tennis Centre</b>																					
Studio: 1hr Off-peak	£0.00	£0.00	£28.15	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£29.25	3.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Studio: 1hr Peak	£0.00	£0.00	£33.35	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£34.65	3.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
<b>Market Road</b>																					
Adult one hour full pitch off peak	£47.25	£47.25	£53.75	£47.25	£0.00	£0.00	£0.00	£48.25	2.1%	£48.25	2.1%	£56.00	4.2%	£49.25	4.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Adult one hour full pitch peak	£80.55	£80.55	£91.30	£80.55	£0.00	£0.00	£0.00	£82.25	2.1%	£82.25	2.1%	£94.75	3.8%	£83.75	4.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Block Bookings	£0.00	£0.00	£72.00	£0.00	£37.10	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£74.75	3.8%	£0.00	0.0%	£37.75	1.8%	£0.00	0.0%	£0.00	0.0%
Football Hire	£0.00	£0.00	£3.15	£0.00	£3.15	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£3.25	3.2%	£0.00	0.0%	£3.25	3.2%	£0.00	0.0%	£0.00	0.0%
Junior one hour full pitch peak																					



## APPENDIX C2: GLL LEISURE FEES AND CHARGES 2018-19

	2017-18							2018-19													
	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
Sobell																					
Martial Arts	£0.00	£0.00	£26.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£27.00	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Outdoor 5 a side 60min	£62.50	£62.40	£72.90	£62.40	£35.75	£30.60	£0.00	£63.75	2.0%	£63.65	2.0%	£75.70	3.8%	£64.80	3.8%	£36.50	2.1%	£31.25	2.1%	£0.00	0.0%
Judo room: 1 hr	£0.00	£0.00	£32.25	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£33.50	3.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Rink Hire: 1 hour	£0.00	£0.00	£114.60	£98.10	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£118.95	3.8%	£101.85	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Studio 1hr - SLC	£0.00	£0.00	£43.90	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£45.60	3.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Studio- Day rate	£0.00	£0.00	£208.20	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£216.15	3.8%	£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	£208.20	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£216.15	3.8%	£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	£20.80	£10.45	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£21.60	3.8%	£10.85	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Bouncy Castle & catering room	£0.00	£0.00	£140.50	£121.80	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£145.85	3.8%	£126.45	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Ice Rink	£0.00	£0.00	£208.10	£187.50	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£216.05	3.8%	£194.65	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Soft Play: Off peak	£0.00	£0.00	£124.85	£109.25	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£129.60	3.8%	£113.40	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Soft Play: Peak	£0.00	£0.00	£197.80	£176.90	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£205.35	3.8%	£183.65	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Sports party & catering	£0.00	£0.00	£140.45	£124.90	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£145.80	3.8%	£129.65	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Trampoline & catering	£0.00	£0.00	£140.45	£124.90	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£145.80	3.8%	£129.65	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Zumba tonic Dance Parties	£0.00	£0.00	£140.45	£124.90	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£145.80	3.8%	£129.65	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Squash Clinic- Sobell	£6.60	£6.60	£7.85	£6.60	£0.00	£0.00	£0.00	£6.75	2.3%	£6.75	2.3%	£8.15	3.8%	£6.85	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:SLC: Off-peak	£8.15	£8.15	£9.90	£8.15	£0.00	£0.00	£0.00	£8.30	1.8%	£8.30	1.8%	£10.30	4.0%	£8.50	4.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:SLC: Peak	£9.70	£9.70	£12.05	£9.70	£0.00	£0.00	£0.00	£9.90	2.1%	£9.90	2.1%	£12.55	4.1%	£10.10	4.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Leaguer Players Per Person	£5.55	£5.55	£6.80	£5.55	£0.00	£0.00	£0.00	£5.65	1.8%	£5.65	1.8%	£7.10	4.4%	£5.80	4.5%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Racket hire	£2.35	£2.35	£2.35	£2.35	£0.00	£0.00	£0.00	£2.40	2.0%	£2.40	2.0%	£2.45	4.3%	£2.45	4.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Football Hire	£0.00	£0.00	£3.15	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£3.30	4.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Main Hall 60min	£78.10	£78.10	£88.50	£78.10	£0.00	£0.00	£0.00	£79.70	2.0%	£79.70	2.0%	£91.90	3.8%	£81.10	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Outdoor 60min	£62.40	£62.40	£72.90	£62.40	£0.00	£0.00	£0.00	£63.65	2.0%	£63.65	2.0%	£75.70	3.8%	£64.80	3.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Climbing Course (Sobell)	£0.00	£0.00	£0.00	£0.00	£5.10	£4.10	£3.05	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.20	2.0%	£4.20	2.4%	£3.10	1.6%
Junior Gym	£0.00	£0.00	£0.00	£0.00	£5.10	£4.10	£3.05	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.20	2.0%	£4.20	2.4%	£3.10	1.6%
Sport session	£0.00	£0.00	£0.00	£0.00	£5.10	£4.10	£3.05	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.20	2.0%	£4.20	2.4%	£3.10	1.6%
Holiday Programme5.5 hour day	£0.00	£0.00	£0.00	£0.00	£8.35	£6.45	£5.20	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£8.55	2.4%	£6.60	2.3%	£5.30	2.0%
Holiday Programme 5.5 hour playgroups	£0.00	£0.00	£0.00	£0.00	£5.40	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.55	2.8%	£0.00	0.0%	£0.00	0.0%
Soft Play Groups up to 20	£0.00	£0.00	£0.00	£0.00	£37.50	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£38.25	2.0%	£0.00	0.0%	£0.00	0.0%
Soft Play Groups up to 30	£0.00	£0.00	£0.00	£0.00	£59.35	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£60.55	2.0%	£0.00	0.0%	£0.00	0.0%
Soft Play over 1 m	£0.00	£0.00	£0.00	£0.00	£4.10	£3.05	£2.05	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.20	2.4%	£3.15	3.3%	£2.10	2.0%
Soft Play Under 1m	£0.00	£0.00	£0.00	£0.00	£4.10	£3.05	£2.05	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.20	2.4%	£3.15	3.3%	£2.10	2.0%

# APPENDIX C3: ISLINGTON AND CAMDEN CEMETERY SERVICE FEES AND CHARGES 2018-19

Description	Existing Charges			Proposed Charges				Effective Date	Explanation
	Resident	Non Resident	Last Increased	Resident		Non Resident			
	£	£		£	% Increase	£	% Increase		
Burials									
Private Grave									
Exclusive right of burial - purchase and licence fee									
Classic Grave Space	1,300	2,000	01/01/2016	1,300	0.0%	2,000	0.0%	01/01/2016	No Increase
7x3 Grave Space	2,095	3,515	01/01/2017	2,095	0.0%	3,515	0.0%	01/01/2017	No Increase
9x4 Grave Space	2,375	4,025	01/01/2017	2,375	0.0%	4,025	0.0%	01/01/2017	No Increase
Woodland Burial	2,150	3,600	01/01/2017	2,150	0.0%	3,600	0.0%	01/01/2017	No Increase
Front lawn areas - 7x3 Grave Space	3,645	6,520	01/01/2017	3,645	0.0%	6,520	0.0%	01/01/2017	No Increase
Front lawn areas - 9x4 Grave Space	5,635	10,170	01/01/2017	5,635	0.0%	10,170	0.0%	01/01/2017	No Increase
Trent Park - 8x5 Grave Space	1,435	2,205	01/01/2017	1,435	0.0%	2,315	5.0%	01/04/2018	Market Forces
Children's Memorial Garden	420	825	01/01/2014	420	0.0%	825	0.0%	01/01/2014	No Increase
Purchase of Right of Burial in an Ash Plot	1,040	1,235	01/01/2017	1,040	0.0%	1,235	0.0%	01/01/2017	No Increase
Interment fees									
Individual 16 yrs and over - all cemeteries	1,125	2,000	01/01/2017	1,125	0.0%	2,000	0.0%	01/01/2017	No Increase
Individual under 16 yrs	500	885	01/01/2014	500	0.0%	885	0.0%	01/01/2014	No Increase
Front lawn areas - Adult	2,045	3,765	01/01/2017	2,045	0.0%	3,765	0.0%	01/01/2017	No Increase
Front lawn areas - under 16 yrs	910	1,615	01/01/2014	910	0.0%	1,615	0.0%	01/01/2014	No Increase
Saturday Burial extra charge	700	700	01/01/2017	700	0.0%	700	0.0%	01/01/2017	No Increase
Sunday Burial extra charge	900	900	01/01/2017	900	0.0%	900	0.0%	01/01/2017	No Increase
Saturday burial of ashes extra charge	130	130	01/01/2016	130	0.0%	130	0.0%	01/01/2016	No Increase
Sunday burial of ashes extra charge	200	200	01/01/2016	200	0.0%	200	0.0%	01/01/2016	No Increase
Hand Digging Fee	500	500	01/01/2017	500	0.0%	500	0.0%	01/01/2017	No Increase
Public Graves									
Adult	290	450	01/01/2016	290	0.0%	450	0.0%	01/01/2016	No Increase
Child 3-16 yrs	105	140	01/01/2014	105	0.0%	140	0.0%	01/01/2014	No Increase
Baby to 3 yrs	65	110	01/01/2014	65	0.0%	110	0.0%	01/01/2014	No Increase
Burial of Cremated Remains - Hampstead Cemetery									
New Burial in Cremation Vault									
2nd-4th Interment	105	105	01/01/2014	105	0.0%	105	0.0%	01/01/2014	No Increase
Grave Units									
New Burial in Double Vault									
Purchase of Double vault including 1st Interment & 60 yr lease	6,725	9,915	01/01/2016	6,750	0.4%	10,000	0.9%	01/04/2018	Market Forces
New Burial in Front Lawn Vaults									
Purchase of Double front lawn vault inc 1st Interment & 60 yr lease	9,145	13,970	01/01/2017	9,200	0.6%	14,100	0.9%	01/04/2018	Market Forces
Mausolea									
Purchase of single unit and Interment (inc burial rights) - 1st and 3rd row	6,080	8,970	01/01/2014	6,080	0.0%	8,970	0.0%	01/01/2014	No Increase
Purchase of single unit and Interment (inc burial rights) - 2nd row	6,820	9,970	01/01/2014	6,820	0.0%	9,970	0.0%	01/01/2014	No Increase
Miscellaneous Charges									
Burial of ashes - 16 yrs and over	90	140	01/01/2014	90	0.0%	140	0.0%	01/01/2014	No Increase
Burial of ashes - under 16 yrs	Free	Free	01/01/2014	Free		Free		01/01/2014	No Increase
Scattering ashes from elsewhere (large casket)	Free	75	01/01/2011	Free		75	0.0%	01/01/2011	No Increase
Transfer Fee	50	50	01/01/2015	50	0.0%	50	0.0%	01/01/2015	No Increase
Purchase in Reserve 50% Supplement								01/04/2018	New Scheme
Certificate of Burial	30	30	01/01/2011	30	0.0%	30	0.0%	01/01/2011	No Increase
Burial Record Search for up to 3	45	45	01/01/2015	45	0.0%	45	0.0%	01/01/2015	No Increase
Database Record Search	15	15	01/01/2015	15	0.0%	15	0.0%	01/01/2015	No Increase
Extending standard grave to allow for extra large coffin	70	135	01/01/2011	70	0.0%	135	0.0%	01/01/2011	No Increase
Renewal of Grave Lease of total costs								01/04/2018	New Scheme
Weekday extended service time in chapel(extra half hour)	65	65	01/01/2016	110	69.2%	110	69.2%	01/04/2018	In line with Crematorium Chapel
Weekend extended service time in chapel(extra half hour)				150		150		01/04/2018	New Scheme
Admin fee for 2 interment in niche at columbarium	25	25	01/01/2016	25	0.0%	25	0.0%	01/01/2016	No Increase
Exhumation Fee									
First coffin - admin fee	475	475	01/01/2017	475	0.0%	475	0.0%	01/01/2017	No Increase
Second coffin - admin fee	200	200	01/01/2014	200	0.0%	200	0.0%	01/01/2014	No Increase
Remove & Replace Memorial									
Lawn style memorial up to 7x3	215	215	01/01/2016	215	0.0%	215	0.0%	01/01/2016	No Increase
Traditional style memorial up to 7x3	325	325	01/01/2016	325	0.0%	325	0.0%	01/01/2016	No Increase
Memorial Plaques	60	60	01/01/2014	60	0.0%	60	0.0%	01/01/2014	No Increase
Ash Plot Memorial	60	60	01/01/2014	60	0.0%	60	0.0%	01/01/2014	No Increase
Memorial base	130	260	01/01/2014	130	0.0%	260	0.0%	01/01/2017	No Increase
Memorial Licence Fees									
Old section Grave Spaces (Traditional)	315	315	01/01/2016	315	0.0%	315	0.0%	01/01/2017	No Increase
Private Earthen Graves Lawn sections	220	220	01/01/2016	220	0.0%	220	0.0%	01/01/2017	No Increase
Common Graves	70	70	01/01/2014	70	0.0%	70	0.0%	01/01/2014	No Increase
Additional Memorial Work	70	70	01/01/2014	75	7.1%	75	7.1%	01/04/2018	Market Forces
Annual clean	25	25	01/01/2014	25	0.0%	25	0.0%	01/01/2014	No Increase
Ash Plot	150	150	01/01/2014	150	0.0%	150	0.0%	01/01/2014	No Increase
Additional Memorial	50	50	01/01/2014	50	0.0%	50	0.0%	01/01/2014	No Increase
Cremation									
Cremation Services									
Individual 16 yrs and over	600	600	01/01/2017	610	1.7%	610	1.7%	01/04/2018	Market Forces
Individual under 16 yrs	35	35	01/01/2014	35	0.0%	35	0.0%	01/01/2014	No Increase
Early Morning Cremation	310	310	01/01/2014	310	0.0%	310	0.0%	01/01/2014	No Increase
Double funeral service				735		735		01/04/2018	New Scheme
Evenings and Saturday Cremation	760	760	01/01/2014	760	0.0%	760	0.0%	01/01/2014	Cover staff overtime costs

# APPENDIX C3: ISLINGTON AND CAMDEN CEMETERY SERVICE FEES AND CHARGES 2018-19

Description	Existing Charges			Proposed Charges				Effective Date	Explanation
	Resident	Non Resident		Resident		Non Resident			
	£	£		£	% Increase	£	% Increase		
Sunday Cremation	930	930	01/01/2016	930	0.0%	930	0.0%	01/01/2016	Cover staff overtime costs
Weekday extended service time in chapel (extra half hour)	110	110	01/01/2016	110	0.0%	110	0.0%	01/01/2016	No Increase
Weekend extended service time in chapel (extra half hour)				150		150		01/04/2018	New Scheme
Contract Cremation	130	130	01/01/2012	135	3.8%	135	3.8%	01/01/2012	Market Forces
Use of Organist	70	70	01/01/2014	70	0.0%	70	0.0%	01/01/2014	No Increase
<b>Audio - Visual System</b>									
1st CD Recording - audio	35	35	01/01/2016	38	8.6%	38	8.6%	01/01/2016	Ceased using supplier
Additional CD Recording - audio	20	20	01/01/2016	20	0.0%	20	0.0%	01/01/2016	Ceased using supplier
1st DVD Recording of chapel service	40	40	01/01/2016	40	0.0%	40	0.0%	01/01/2016	Ceased using supplier
Additional DVD Recording of chapel service	20	20	01/01/2016	20	0.0%	20	0.0%	01/01/2016	Ceased using supplier
Webcast	45	45	01/01/2016	45	0.0%	45	0.0%	01/01/2016	Ceased using supplier
<b>Visual Tribute</b>									
Admin fee	15	15	01/01/2016	15	0.0%	15	0.0%	01/01/2016	Ceased using supplier
Per 10 photos/images	40	40	01/01/2016	40	0.0%	40	0.0%	01/01/2016	Ceased using supplier
Per 20 photos/images	50	50	01/01/2016	50	0.0%	50	0.0%	01/01/2016	Ceased using supplier
Per 30 photos/images	60	60	01/01/2016	60	0.0%	60	0.0%	01/01/2016	Ceased using supplier
Per 40 photos/images	70	70	01/01/2016	70	0.0%	70	0.0%	01/01/2016	Ceased using supplier
Per minute of video	5	5	01/01/2016	5	0.0%	5	0.0%	01/01/2016	Ceased using supplier
DVD of service containing tribute	50	50	01/01/2016	50	0.0%	50	0.0%	01/01/2016	Ceased using supplier
Live Webcast				30		30		01/04/2018	New Supplier
Live Webcast & Re-watch again within 28 days				45		45		01/04/2018	New Supplier
Webcast DVD/BluRay				50		50		01/04/2018	New Supplier
Webcast CD				45		45		01/04/2018	New Supplier
Webcast Additional DVD/BluRay (each)				35		35		01/04/2018	New Supplier
Single Photo (continuously displayed throughout service)				12		12		01/04/2018	New Supplier
Simple slideshow (Max 25 photos - played once during service)				38		38		01/04/2018	New Supplier
Professional Tribute (Max 25 photos - Set to a music track of choice - Played once during service)				70		70		01/04/2018	New Supplier
Family supplied tribute				12		12		01/04/2018	New Supplier
<b>Removing Ashes from Crematorium</b>									
Holding ashes on temporary deposit	20	20	01/01/2014	20	0.0%	20	0.0%	01/01/2014	No Increase
<b>Pet Cemetery</b>									
Large grave	545	545	01/01/2014	550	0.9%	550	0.9%	01/04/2018	Market Forces
Medium grave	440	440	01/01/2014	445	1.1%	445	1.1%	01/04/2018	Market Forces
Small grave	380	380	01/01/2014	385	1.3%	385	1.3%	01/04/2018	Market Forces
Scattering of ashes	Free	Free	01/01/2014	Free		Free		01/01/2014	No Increase
Burial of ashes with marker	100	100	01/01/2014	100		100		01/01/2014	No Increase

**HOUSING REVENUE ACCOUNT MEDIUM-TERM FINANCIAL STRATEGY**

<b>HRA - MEDIUM TERM FINANCIAL STRATEGY</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
	<b>Revised Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	<b>£ms</b>	<b>£ms</b>	<b>£ms</b>	<b>£ms</b>
<b>HRA INCOME:</b>				
Income From Dwellings:				
Tenants Rents	£150.9	£150.5	£150.1	£154.5
Tenants Service Charges	£12.8	£13.3	£13.7	£14.1
Income From Dwellings	£163.7	£163.8	£163.8	£168.5
Commercial Property Rents	£1.3	£1.4	£1.4	£1.5
Heating Charges (Tenants & Leaseholders)	£2.2	£2.1	£2.1	£2.1
LeaseHolder Annual Service Charges	£8.8	£9.3	£9.4	£9.6
LeaseHolder Charges for Major Works	£2.5	£2.5	£2.6	£2.6
LeaseHolder Charges	£11.3	£11.8	£12.0	£12.2
Other Charges for Services & Facilities	£4.7	£5.3	£5.3	£5.1
Private Finance Initiative Government Subsidy	£22.9	£22.9	£22.9	£22.9
Interest Receivable	£0.5	£0.5	£0.5	£0.5
Transfers from the General Fund for Shared Services	£0.8	£0.8	£0.8	£0.8
<b>GROSS INCOME SUB TOTAL</b>	<b>£207.4</b>	<b>£208.5</b>	<b>£208.7</b>	<b>£213.6</b>
<b>HRA EXPENDITURE:</b>				
General Management	£49.2	£52.7	£53.4	£54.4
Private Finance Initiative - Payments	£40.4	£42.3	£43.8	£45.2
Special Services	£18.5	£18.5	£18.9	£19.2
Repairs & Maintenance	£32.0	£32.0	£32.7	£33.3
Rents, Rates, Taxes & Other Charges	£0.6	£0.6	£0.6	£0.6
Interest Charges on Debt	£16.7	£16.3	£16.4	£16.5
Depreciation - Contribution to the Major Repairs Reserve	£30.8	£34.0	£35.2	£36.3
Total Capital Financing Costs	£47.6	£50.3	£51.6	£52.8
Increase In Bad Debt Provision	£0.8	£0.8	£0.8	£0.8
HRA Contingency	£2.0	£2.0	£2.0	£2.0
Contribution to HRA Reserves	£16.3	£9.4	£5.2	£5.3
<b>GROSS EXPENDITURE SUB TOTAL</b>	<b>£207.4</b>	<b>£208.5</b>	<b>£208.7</b>	<b>£213.6</b>
<b>NET HRA Position</b>	<b>£0.0</b>	<b>£0.0</b>	<b>£0.0</b>	<b>£0.0</b>

## HOUSING REVENUE ACCOUNT FEES & CHARGES 2018-19

### Tenant Service Charges and Digital TV Charges

	Proposed weekly charge or compensation sum
Caretaking and Cleaning	£8.71
Estate Services (estate lighting, communal estate repairs and grounds maintenance)	£4.16
<b>Tenant Service Charge</b>	<b>£12.87</b>
Digital TV	£0.33
Compensation for loss of caretaking service	£2.09 per day (after 5 consecutive days of lost service)
<p><b>Note:</b> The weekly tenant service charge for caretaking and estate services increases by 43p from £12.44 to £12.87.</p> <p>The net overall increase totalling 3.5% / 43p relates in the main to the impact of pay and non-pay inflation.</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><b>Note:</b> Although gas supply costs are set to increase, the gas "pool" has been used to absorb this increase and hence charges to Tenants in 2018-19 can remain frozen for the 2<sup>nd</sup> year at 2016-17 levels.</p>					

## APPENDIX D2

### 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	9.68	19.35	19.35	21.29
- Car Cage	4.52	9.05	9.05	9.95
- Parking Space	2.48	4.94	4.94	5.43
- Internal Garage	6.68	13.33	13.33	14.68
Non-Rent & Service Charge Payers:				
- Garage	20.16	40.28	40.28	44.28
- Car Cage	9.46	18.83	18.83	20.72
- Parking Space	5.54	11.81	11.81	16.25
				£
Garages Used For Non-Vehicle Storage – Rent & Service Charge Payers				21.29
Garages Used For Non-Vehicle Storage – Non-Rent & Service Charge Payers				44.28
Diesel Surcharge - applies to both Rent/Serv. Charge Payers & Non Rent/Serv. Charge Payers in respect of all parking facilities				99.65 per Year  or 1.92 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 (3.9% RPI September 2017). For example, the charge to an LBI resident for a garage with a band B vehicle increases by 72p from £18.63 to £19.35.				

### Concierge Service Charges

	<b>Weekly Charge £</b>
Category A (Concierge Office in Block)	10.46
Category B (Concierge Office in Estate)	7.85
Category C (Concierge Office – Remote multiple cameras)	4.72
Category D (Concierge Office – Remote a small number of cameras)	1.48
<b>Note:</b> Charges have increased by 12% to more closely reflect the true cost of the service. For example the charge to tenants who receive a Category B service increases by 87p from £6.98 to £7.85.	

## APPENDIX D2

### Parking Charge Notices (PCN)

	<b>Council Estates £</b>
Parking Charge Notices	100.00
Parking Charge Notices (Paid within 14 days of issue)	60.00
<b>Note:</b> The maximum charges for unauthorised parking on council estates (off-street parking) are recommended by the British Parking Association on behalf of the Home Office. No increase is recommended in 2018-19. For on-street parking (outside council estates), the Council charges between £80 and £130 depending on the seriousness of the offence.	

### Storage Units

	<b>Weekly Charge £</b>
Rent & Service Charge Payers	1.73
Non-Rent & Service Charge Payers	3.48
<b>Note:</b> Charges increase in line with inflation (3.9% RPI September 2017). The charge to Rent & Service Charge Payers has increased by 6p from £1.67 to £1.73 and that for Non-Rent & Service Charge Payers has increased by 13p from £3.35 to £3.48.	

## **Floor Coverings (including underlay, carpets & fitting):**

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

2018-19 charges to tenants commencing the scheme from 2017-18 reflects a more robust/substantial underlay Increased in line with inflation (3.9% RPI at September 2017)		
No of Beds	2018-19 Charge	Weekly Charge to Tenants over 5 years
1	£689	£2.65
2	£1,007	£3.87
3	£1,325	£5.09
4	£1,590	£6.11

Original charges levied in 2016-17 – no change in charge to tenants in 2018-19 for those commencing the scheme in 2016-17 only		
No of Beds	2018-19 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:

Fees have increased in line with inflation (3.9% RPI at September 2017)

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

		<b>Home Ownership Fees 2018-19</b>	<b>Technical Property Services Fees 2018-19</b>
a	Minor alterations (e.g.: flues, extractor fans)	£84 – letter of consent	None
b	Deed of variation for windows	£212	None
c	Minor structural alterations	£84	£190
d	Major structural alterations (e.g. roofs, conservatories)	£106	£571 – technical inspections £58 per hour if additional technical work required
e	Retrospective consent	a/b/c/d +£106	£381 – technical inspections £58 per hour if additional technical work required

### 2. Lease Holder Miscellaneous Fees:

		<b>Home Ownership Fees 2018-19</b>
a	Sub-let Registration	£41
b	Assignment pack	£185 L/Holder £79 F/Holder
c	Re-mortgage pack	£132 L/Holder £68 F/Holder
d	S146 costs	£265
e	Copy of lease	£26
f	Letter of Satisfaction	£53
g	Copy of service charge invoice	£26
h	Repairs breakdown for a previous year	£26

## APPENDIX E1: CAPITAL PROGRAMME 2018-21

DIRECTORATE / SCHEME	Revised 2018-19 Programme £000	Revised 2019-20 Programme £000	Revised 2020-21 Programme £000	Total Programme 2018-19 to 2020-21 £000
<b>HASS</b>				
Major Works and Improvements	31,000	32,000	38,000	101,000
New Homes Programme	85,702	89,101	50,181	224,984
<b>HOUSING</b>	<b>116,702</b>	<b>121,101</b>	<b>88,181</b>	<b>325,984</b>
<b>SUBTOTAL HOUSING AND ADULT SOCIAL SERVICES</b>	<b>116,702</b>	<b>121,101</b>	<b>88,181</b>	<b>325,984</b>
<b>CHILDREN'S SERVICES</b>				
Tufnell Park	13,895	0	0	13,895
Arts and Media School	90	0	0	90
Central Foundation School Expansion	2,700	0	0	2,700
Highbury Grove School Expansion	3,000	0	0	3,000
Secondary School Contingency	2,000	0	0	2,000
<b>SCHOOLS</b>	<b>21,685</b>	<b>0</b>	<b>0</b>	<b>21,685</b>
Two Year Old Capital	500	0	0	500
<b>EARLY YEARS</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>500</b>
Other Schools	1,775	0	0	1,775
<b>OTHER SCHOOLS</b>	<b>1,775</b>	<b>0</b>	<b>0</b>	<b>1,775</b>
<b>SUBTOTAL CHILDREN'S SERVICES</b>	<b>23,960</b>	<b>0</b>	<b>0</b>	<b>23,960</b>
<b>ENVIRONMENT AND REGENERATION</b>				
Combined Heat and Power	120	0	0	120
Energy Saving Council Buildings	431	0	0	431
Fleet Management	2,000	2,000	2,000	6,000
Greenspace	2,000	1,000	0	3,000
Highways	1,650	1,400	1,400	4,450
Leisure	972	475	475	1,922
Recycling Improvements	1,043	0	0	1,043
Special Projects	100	0	0	100
Traffic and Engineering	3,210	2,900	2,500	8,610
<b>PUBLIC REALM</b>	<b>11,526</b>	<b>7,775</b>	<b>6,375</b>	<b>25,676</b>
<b>SUBTOTAL ENVIRONMENT AND REGENERATION</b>	<b>11,526</b>	<b>7,775</b>	<b>6,375</b>	<b>25,676</b>
<b>TOTAL</b>	<b>152,188</b>	<b>128,876</b>	<b>94,556</b>	<b>375,620</b>

## **Decision-Making Responsibility for the 2018-19 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 2018-19. All schemes are subject to consultation. Formal decisions are normally only required for schemes that require a traffic management order.

<b>Scheme</b>	<b>Ward/s</b>	<b>Funding</b>	<b>Decision-making responsibility</b>	<b>Details of funding allocation</b>
<b>TRAFFIC &amp; ENGINEERING: Schemes funded by Transport for London</b>				
Archway Pedestrian and Public Realm Improvements	Hillrise, Junction	£50,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Highbury and Islington Station Square	St Mary's, Highbury East	£20,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Central Street Master Plan	Bunhill	£75,000 (LIP funding )	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017; S106 funds also allocated
Tufnell Park Road Safety and Environmental Improvements Scheme	St George's Junction	£80,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Halliford Road and Elmore Street Traffic Management, Environmental Improvement and Road Safety Scheme	Canonbury	£100,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Carleton Road Traffic Management, Environmental Improvement and Road Safety Scheme	St George's Junction	£30,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Traffic Management, Environmental and Road Safety Improvements – Holloway Road	St George's Junction, Tollington, Finsbury Park, Holloway, Highbury East, Highbury West	£40,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Old Street Roundabout and Public Realm Improvements	Bunhill	£20,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Moreland Street Traffic Management, Environmental Improvement and Road Safety Scheme	Bunhill	£92,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017; S106 funds also allocated
Making the Most of Public Spaces	Various	£100,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Safer Routes to Estates	Various	£50,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Borough wide Road Safety Schemes	Various	£350,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Improved Existing Cycle Routes Across Islington	Various	£20,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Secure Cycle Parking	Various	£20,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Play Streets	Various	£10,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017

## APPENDIX E2

Scheme	Ward/s	Funding	Decision-making responsibility	Details of funding allocation
Scootability	Various	£85,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Traffic Management improvements at sensitive locations	Various	£100,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Air Pollution Awareness	Various	£20,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Electric Vehicle Charging Point Programme	Various	£20,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
The City Fringe Low Emission Neighbourhood	Bunhill	£30,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Archway Zero Emissions Network	Junction, Hillrise	£100,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Traffic Management, environmental and road safety improvement – Clerkenwell Green	Clerkenwell	£100,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Islington Legible London Wayfinding Signs	Various	£100,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
<b>TRAFFIC &amp; ENGINEERING: Other schemes</b>				
Cycle Route – Lever Street to Amwell Street	Bunhill, Clerkenwell	£404,000	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Cycle Route – Colebrook Row to King's Cross	St Peter's, St Mary's, Barnsbury, Caledonian	£136,000	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Cycle Route – Danbury Street to Bunhill Row	St Peter's, Bunhill	£26,000	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Cycle Route – St John's Street	Bunhill, Clerkenwell	£455,000	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Cycle Route – Farringdon to Palmers Green via Finsbury Park	Highbury West, Highbury East, St Mary's, Holloway, Caledonian, Barnsbury, Clerkenwell	£1,370,000	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Cycle Route – Clerkenwell Road and Old Street	Bunhill, Clerkenwell	£100,000	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017
Cycle Route – Amwell Street to King's Cross Road	Clerkenwell	£15,000	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 19 October 2017

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

Report of: Corporate Director of Finance and Resources

Meeting of	Date	Agenda Item	Ward(s)
Audit Committee	23 January 2018		

Delete as appropriate	Exempt	Non-exempt

## SUBJECT: Annual Treasury Management and Investment Strategy 2018-19

### 1. Synopsis

- 1.1 This report discusses the council's 2018-19 annual treasury management strategy and investment strategy.

### 2. Recommendations

- 2.1 To consider the council's 2018-19 annual treasury management strategy and investment strategy before full council's approval at its budget and council tax setting meeting on 22 February 2018. 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**

- £119.1 m is estimated to be required to be borrowed over the next 3 years
  - £35.7million to replace existing borrowing that matures
  - £83.4 million of new borrowing to fund capital expenditure
- The borrowing strategy is to minimise borrowing costs, through
  - Using surplus internal cash, and
  - Borrowing at optimal times at either variable or fixed rates which can include borrowing in advance of need
- It is expected that sums for investments will be minimal. Investment activity is restricted to institutions set in para 3.6.7 and 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 26<sup>th</sup> February 2002. In addition, the Department for Communities and Local Government (CLG) issued revised Guidance on Local Authority Investments in March 2010 that requires the Authority to approve an investment strategy before the start of each financial year. The Council has incorporated the changes from the revised 2011 CIPFA Code of Practice into its treasury policies procedures and practices. CIPFA consulted on changes to the code in 2017 but is yet to publish a revised code.
- 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 2018-19 budget to be considered in February, are set out in **Table 1** below:

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

	<b>31/03/2018 Estimate £m</b>	<b>31/03/2019 Estimate £m</b>	<b>31/03/2020 Estimate £m</b>	<b>31/03/2021 Estimate £m</b>
General Fund CFR	131.9	179.9	210.2	198.6`
Long term Liabilities- PFI	134.9	126.9	119.2	112.1
HRA CFR	442.3	442.3	442.3	442.3
<b>Total CFR</b>	<b>709.1</b>	<b>749.1</b>	<b>771.7</b>	<b>753.0</b>
Less Balances and Reserves	(168.8)	(119.6)	(115.4)	(116.8)
<b>Net Balance Sheet Position</b>	<b>540.3</b>	<b>629.5</b>	<b>656.3</b>	<b>636.2</b>

3.2.4 The Council's level of physical debt and investments is linked to these components of the balance sheet. Market conditions, affordability, interest rate expectations and credit risk

considerations will influence the Council's strategy in determining the borrowing and investment activity against the underlying Balance Sheet position.

### 3.3 Prospects for interest rates

3.3.1 Treasury management activities such as borrowing introduce risk to the Council via the impact of unexpected adverse movements in interest rates. The Council employs Arlingclose treasury consultants, to advice 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 2018/19 will be the UK's progress in negotiating its exit from the European Union and agreeing future trading arrangements. Economic growth is forecast to remain sluggish throughout 2018/19. The central case forecast is for UK Bank Rate to remain at 0.5% 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.

	2017-18	2018-19	2019-20	2020-21
	estimate £M	estimate £M	estimate £M	estimate £M
New Borrowing	14.8	49.7	32.5	1.2
Replacement borrowing	14.4	12.1	11.1	12.5
<b>TOTAL</b>	<b>29.2</b>	<b>61.8</b>	<b>43.6</b>	<b>13.7</b>

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 2018-19 budget).

- 3.4.4 The chief objective of the council when borrowing money is to 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 0.50% during 2018-19. As at 2<sup>nd</sup> January 2018, the council had agreed non PWLB long term loans of £38.5m. All these loans are from other local authorities over outstanding periods of up to 3.5 years at an average rate of 1.5%.
- 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 £119.1million. £35.7million 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 2018-19 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 2<sup>nd</sup> January totalled £133million and the forecast position for the end of March through 2018/19 will average £100million. The Council has restricted its investment activity to the following institutions while conditions in the financial sector are monitored for stability and cashflow positions are averaging around £100m:

- The Debt Management Agency Deposit Facility (The rates of interest from the DMADF are below equivalent money market rates. However, the returns are an acceptable trade-off for the guarantee that the Council's capital is secure).
- AAA-rated Money Market Funds with a Constant Net Asset Value (CNAV).
- 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 January 2018 is attached as **Appendix D** for information. In addition, the Council has borrowed £64.1m at an average rate of 0.41% short term, from other Local Authorities & Public Bodies – this has proved to be a cheaper alternative to variable rate PWLB borrowing and cover periods from 10 days to 10months.

3.6.13 The bank rate was raised from the historic 0.25% to 0.50% in 2017. The Monetary Policy Committee re-emphasised that any further increases would be at a gradual pace. Our treasury advisors, Arlingclose's central case is for UK bank rate to remain at 0.50% throughout 2018/19.

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 and with the implementation of MIFID2 members needs will be assessed regularly to ensure knowledge and skills are maintained at appropriate levels

### **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 Resident Impact Assessment**

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

**4.3.2** A resident 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 22 February 2018

**Appendices:** **Appendix A-** Arlingclose Economic and Interest Rate Forecast as at January 2018  
**Appendix B-** Prudential Indicators  
**Appendix C-** Specified and non-specified investment schedule  
**Appendix D-** Current Lending List and Counterparty Schedule

#### **Background papers:**

Audit Commission National Report 2009; Council Budget Report on 23 February 2017  
CIPFA guidance on treasury management issued in November 2009

Final Report Clearance

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

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

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## Appendix A- Arlingclose Economic and Interest Rate Forecast as at January 2018

### Underlying assumptions:

- The MPC increased bank rate in November 2017 to 0.5%. The rise was questionable based on the available economic data. Market rate expectations are broadly unchanged since the rise and policymakers continue to emphasise that any prospective increases in bank rate would be expected to be at a gradual pace and to a limited extent.
- Further potential movement in Bank Rate is reliant on economic data and the likely outcome of the EU negotiations. Policymakers have downwardly assessed the supply capacity of the UK economy, suggesting inflationary growth is more likely. However, the MPC will be wary of raising rates much further amid low business and household confidence.
- The UK economy faces a challenging outlook as the minority government continues to negotiate the country's exit from the European Union. While recent economic data has improved, it has done so from a low base: UK Q3 2017 GDP growth was 0.4%, after a 0.3% expansion in Q2.
- Household consumption growth, the driver of recent UK GDP growth, has softened following a contraction in real wages, despite both saving rates and consumer credit volumes indicating that some households continue to spend in the absence of wage growth. Policymakers have expressed concern about the continued expansion of consumer credit; any action taken will further dampen household spending.
- More recent labour data suggested that employment has plateaued, although house prices (outside London) appear to be relatively resilient. However, both of these factors can also be seen in a negative light, displaying the structural lack of investment in the UK economy post financial crisis.
- The depreciation in sterling may assist the economy to rebalance away from spending. Export volumes will increase, helped by a stronger Eurozone economic expansion.
- Near-term global growth prospects have continued to improve and broaden, and expectations of inflation are subdued. Central banks are moving to reduce the level of monetary stimulus.

### Forecast:

- The MPC has increased Bank Rate, largely to meet expectations they themselves created. Future expectations for higher short term interest rates are subdued. On-going decisions remain data dependant and negotiations on exiting the EU cast a shadow over monetary policy decisions.
- Our central case for Bank Rate is 0.5% over the medium term. The risks to the forecast are broadly balanced on both sides.
- The Arlingclose central case is for gilt yields to remain broadly stable across the medium term. Upward movement will be limited, although the UK government's seemingly deteriorating fiscal stance is an upside risk.

	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Average
<b>Official Bank Rate</b>														
Upside risk	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.19
Arlingclose Central Case	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	0.00	0.00	0.00	0.00	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.15
<b>3-month LIBID rate</b>														
Upside risk	0.10	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.22
Arlingclose Central Case	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	-0.10	-0.10	-0.15	-0.15	-0.15	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.20
<b>1-yr LIBID rate</b>														
Upside risk	0.15	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.27
Arlingclose Central Case	0.70	0.70	0.70	0.70	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.77
Downside risk	-0.15	-0.20	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.15	-0.15	-0.26
<b>5-yr gilt yield</b>														
Upside risk	0.20	0.25	0.25	0.25	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.32
Arlingclose Central Case	0.75	0.75	0.80	0.80	0.80	0.85	0.90	0.90	0.95	0.95	1.00	1.05	1.10	0.89
Downside risk	-0.20	-0.20	-0.25	-0.25	-0.25	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.33
<b>10-yr gilt yield</b>														
Upside risk	0.20	0.25	0.25	0.25	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.32
Arlingclose Central Case	1.25	1.25	1.25	1.25	1.25	1.30	1.30	1.35	1.40	1.45	1.50	1.55	1.55	1.36
Downside risk	-0.20	-0.25	-0.25	-0.25	-0.25	-0.30	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.33
<b>20-yr gilt yield</b>														
Upside risk	0.20	0.25	0.25	0.25	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.32
Arlingclose Central Case	1.85	1.85	1.85	1.85	1.85	1.90	1.90	1.95	1.95	2.00	2.05	2.05	2.05	1.93
Downside risk	-0.20	-0.30	-0.25	-0.25	-0.30	-0.35	-0.40	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.38
<b>50-yr gilt yield</b>														
Upside risk	0.20	0.25	0.25	0.25	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.32
Arlingclose Central Case	1.70	1.70	1.70	1.70	1.70	1.75	1.80	1.85	1.90	1.95	1.95	1.95	1.95	1.82
Downside risk	-0.30	-0.30	-0.25	-0.25	-0.30	-0.35	-0.40	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.39



**EXTERNAL DEBT INDICATORS**

1	Authorised Limit for External Debt (including PFI)						
			2017-18 £000s Approved	2017-18 £000s Revised	2018-19 £000s Estimate	2019-20 £000s Estimate	2020-21 £000s Estimate
	Borrowing		472,000	411,000	461,000	494,000	495,000
	Other Long Term Liabilities		135,000	135,000	127,000	119,000	112,000
	<b>TOTAL AUTHORISED LIMIT</b>		<b>607,000</b>	<b>546,000</b>	<b>588,000</b>	<b>613,000</b>	<b>607,000</b>

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

2	Operational Boundary for External Debt (including PFI)						
			2017-18 £000s Approved	2017-18 £000s Revised	2018-19 £000s Estimate	2019-20 £000s Estimate	2020-21 £000s Estimate
	Borrowing		442,000	379,000	431,000	467,000	465,000
	Other Long Term Liabilities		125,000	125,000	117,000	109,000	102,000
	<b>TOTAL OPERATIONAL BOUNDARY</b>		<b>567,000</b>	<b>567,000</b>	<b>548,000</b>	<b>576,000</b>	<b>567,000</b>

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

3	Actual External Debt (including PFI)						
							31.3.17 £000s Actual
	Borrowing						268,000
	Other Long Term Liabilities						135,000
	<b>TOTAL EXTERNAL DEBT</b>						<b>403,000</b>

This is the actual external debt that the Council held at 31st March 2017. Other long-term liabilities include items such as PFI schemes and finance leases.

**TREASURY MANAGEMENT INDICATORS**

4	Adoption of CIPFA's Treasury Management Code of Practice						
	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.						

5	Upper Limit for Fixed Interest Rate Exposure						
		31.3.17 £000s  Existing (Benchmark) Level	2017-18 £000s Approved	2017-18 £000s Revised	2018-19 £000s Estimate	2019-20 £000s Estimate	2020-21 £000s Estimate
	Net principal relating to fixed rate borrowing/investments	182,000	263,000	218,000	268,000	307,000	308,000

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.

12	Upper Limit for Variable Interest Rate Exposure						
		31.3.17 £000s  Existing (Benchmark) Level	2017-18 £000s Approved	2017-18 £000s Revised	2018-19 £000s Estimate	2019-20 £000s Estimate	2020-21 £000s Estimate
	Net principal relating to variable rate borrowing/investments	92,000	135,000	109,000	134,000	153,000	154,000

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.

13	Maturity Structure of New Fixed Rate Borrowing						
					31.3.17	2018-19	2018-19

					Existing (Benchmark) Level %	Upper Limit %	Lower Limit %
					5.0%	100%	0%
					8.0%	100%	0%
					12.0%	100%	0%
					16.0%	100%	0%
					24.0%	100%	0%
					35.0%	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							
			2017-18 £000s Approved	2017-18 £000s Revised	2018-19 £000s Estimate	2019-20 £000s Estimate	2020-21 £000s Estimate
14	Total principal sum invested		60,000	50,000	55,000	55,000	55,000

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
<b>Debt Management Agency Deposit Facility* (DMADF)</b>  * this facility is at present available for investments up to 6 months	Yes	Government-backed.	In-house and by external fund managers	1 year *
<b>Term Deposits</b> 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
<b>Term Deposits</b> with credit-rated deposit or UK Government backed (banks and building societies), including callable deposits.	Yes	<b>Minimum Short Term Ratings</b> Fitch F1 Moodys P-1 S & P A-1  <b>Minimum Long term Ratings</b> Fitch A+ Moodys A1 S & P A+  <b>Maximum Deposit</b> £30 m per institution   Plus  <b>Council Bankers</b> 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
<b>Certificates of Deposit</b> issued by credit-rated deposit takers (banks and building societies) up to 1 year.  <i>Custodial arrangement  required prior to purchase</i>	Yes	Fitch IBCA Short-term F1  Maximum 10% of fund with fund manager.	To be used in house or by fund managers;	1 year
<b>Gilts</b> : with maturities up to 1 year  <i>Custodial arrangement  required prior to purchase</i>	Yes	Government-backed Minimum credit rating: AA+	(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 the guidelines agreed.	1 year
<b>Money Market Funds</b>  <i>These funds do not have  any maturity date</i>	Yes	Minimum credit rating: AAA	In-house and by external fund managers subject to the guidelines agreed.	subject to cash flow / liquidity
<b>Forward deals</b> 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)	Yes	<b>Minimum Short Term Ratings</b> Fitch F1 Moody's P-1 S & P A-1  <b>Minimum Long term Ratings</b> Fitch A+ Moody's A1 S & P A+  <b>Maximum Deposit</b>  £30m per institution	In-house and fund managers	1 year in aggregate
<b>Gilt Funds and other  Bond Funds</b> (dependent on set-up structure)	Yes	<b>Minimum Rating:</b> Fitch: A+ Moody's: A1 S&P: A+	External fund managers only subject to guidelines agreed  <b>*Important : In choosing the manager we</b>	

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><b>Treasury bills</b> [Government debt security with a maturity less than one year and issued through a competitive bidding process at a discount to par value]</p> <p><i>Custodial arrangement required prior to purchase</i></p>	Yes	Government-backed	<p>will ensure that the fund is not a body corporate by virtue of its set up structure</p> <p>In- house or External fund managers subject to the guidelines and parameters agreed</p>	1 year
<p><b>Bonds issued by a financial institution that is guaranteed by the United Kingdom Government</b> (as defined in SI 2004 No 534) with maturities under 12 months</p> <p><i>Custodial arrangement required prior to purchase</i></p>	Yes	AA+ (Government-backed)	<p>(1) Buy and hold to maturity or trade: to be used in-house after consultation / advice from Arlingclose</p> <p>(2) trading by external cash fund manager(s) only subject to guidelines agreed</p>	1 year
<p><b>Bonds issued by multilateral development banks</b> (as defined in SI 2004 No 534) with maturities under 12 months</p>	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

## APPENDIX C

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

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

### Islington Council Non Specified Investments

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

## 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>
<b>Callable deposits</b> with credit rated deposit takers or UK government backed (banks and building societies) with maturities greater than 1 year	No	No	<b>Minimum Short Term Ratings</b> Fitch F1 Moodys P-1 S & P A-1  <b>Minimum Long Term Ratings</b> Fitch A+ Moodys A1 S & P A+  <b>Maximum Deposit</b>  £30m per institution .	NO	To be used by fund managers.  To be used in-house “buy and hold” or trade after consultation / advice from Arlingclose.	100	5 years in aggregate
<b>UK government gilts</b> with maturities in excess of 1 year  <i>Custodial arrangement required prior to purchase</i>	No	Yes	Government backed	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation / advice from Arlingclose  (2) for trading: by external cash fund manager(s) only subject to the guidelines and parameters agreed with them.	100	10 years including but also including the 10 year benchmark gilt
<b>Sovereign issues ex UK Government gilts</b> : any maturity	No	Yes	AAA	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice	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		
<b>Forward deposits</b> with credit rated or UK government backed banks and building societies plus other Local Authorities and Police Commissions for periods > 1 year (i.e. negotiated deal period plus period of deposit)	No	No	<b>Minimum Short Term Ratings</b> Fitch F1 Moodys P-1 S & P A-1  <b>Minimum Long Term Ratings</b> Fitch A+ Moodys A1 S & P A+  <b>Maximum Deposit</b>  £30m per institution <b>For Maturities &gt; 2 years</b> Long Term Minimum AA	No	(2) for trading: by external cash fund manager(s) only subject to the guidelines and parameters agreed with them  To be used by fund managers.  To be used in-house after consultation/ advice from Arlingclose	100	5 years in aggregate
<b>Bonds issued by a financial institution that is guaranteed by the United Kingdom Government</b> (as defined in SI 2004 No 534) with maturities in excess of 1 year  <i>Custodial arrangement required prior to purchase</i>	Yes	Yes	AA+ / government guaranteed	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice from Arlingclose  (2) for trading: by external cash fund manager(s) only, subject to guidelines and parameters agreed	100	10 years
<b>Bonds issued by multilateral development banks</b>	Yes	Yes	AAA or government guaranteed	No	(1) Buy and hold to maturity or trade: to be used in-house after	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>
(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		
<b>UK Sterling Denominated Corporate Bonds issued by UK PLC's or Public Sector Bodies ( From 01/04/2012 )</b>	No	No	<b>Minimum Short Term Ratings</b> Fitch F1 Moody's P-1 S & P A-1  <b>Minimum Long Term Ratings</b> Fitch A+ Moody's A1 S & P A+  <b>Maximum Deposit</b> £10m per institution	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice from Arlingclose  (2) for trading: by external cash fund manager(s)	100  Max £10m per institution	10 years



Capital Expenditure				
	2017-18 £000s Revised	2018-19 £000s Estimate	2019-20 £000s Estimate	2020-21 £000s Estimate
General Fund	42,422	64,381	42,310	24,757
HRA	62,631	87,807	86,566	69,799
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>105,053</b>	<b>152,188</b>	<b>128,876</b>	<b>94,556</b>

The above capital expenditure figures for 2018-19 to 2020-21 are based on the capital programme at **Appendix E1**.

Estimated Funding of Capital Expenditure				
	2017-18 £000s Revised	2018-19 £000s Estimate	2019-20 £000s Estimate	2020-21 £000s Estimate
Capital Receipts	21,012	23,539	22,247	30,778
General Fund Earmarked Reserves	12,131	5,603	3,500	3,500
General Fund Borrowing	14,806	49,709	32,535	1,175
Internal HRA Resources	47,529	67,867	68,895	57,403
Other External Funding and Revenue Contributions	9,575	5,470	1,699	1,700
<b>TOTAL CAPITAL FUNDING</b>	<b>105,053</b>	<b>152,188</b>	<b>128,876</b>	<b>94,556</b>

This is the estimated funding of the capital programme as at the point of setting the 2018-19 budget. At each year end, the Corporate Director Resources will apply resources to fund the capital programme in the most cost-effective way.

Capital Financing Requirement				
	2017-18 £000s Revised	2018-19 £000s Estimate	2019-20 £000s Estimate	2020-21 £000s Estimate
General Fund	131,947	180,146	210,390	198,694
HRA	442,261	442,261	442,261	442,261
Other Long Term Liabilities	134,947	126,850	119,239	112,085
<b>TOTAL CAPITAL FINANCING REQUIREMENT</b>	<b>709,155</b>	<b>749,257</b>	<b>771,890</b>	<b>753,040</b>

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

Ratio of Financing Costs to Net Revenue Stream				
	2017-18 % Revised	2018-19 % Estimate	2019-20 % Estimate	2020-21 % Estimate
General Fund	0.5%	-0.3%	-0.3%	-0.2%
HRA	7.8%	7.6%	7.6%	7.5%

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				
	2017-18 £ Revised	2018-19 £ Estimate	2019-20 £ Estimate	2020-21 £ Estimate
Band D Council Tax	£2.50	£17.57	£36.30	£20.36
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, based on estimated new borrowing for the capital programme (nil for the HRA).



**dated 12 December 2017**

**The Greater London Authority**  
and  
**The London Boroughs**  
and  
**City of London Corporation**  
**(together the Participating Authorities)**

**Memorandum of understanding**  
in relation to London Business Rates Pool

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# **London Business Rates Pool**

## **Memorandum of Understanding**

### **THE GREATER LONDON AUTHORITY and THE LONDON BOROUGHS and THE CITY OF LONDON CORPORATION (together the "Participating Authorities")**

#### **1 Legal Effect and Definitions**

- 1.1 This Memorandum of Understanding is produced as a Statement of Intent by the Participating Authorities and shall not be legally binding.

**COLC** means the City of London Corporation, acting by the Common Council in its capacity as a local authority and billing authority;

**DCLG** means the Department for Communities and Local Government;

**Designation Order** means the designation order made by the Secretary of State for Communities and Local Government pursuant to his/her powers under Schedule 7B, Paragraph 34 of the LGFA 1988 a draft of which is annexed at Appendix 1;

**Government** means Her Majesty's Government of the United Kingdom;

**Lead Authority and Accountable Body** means the City of London Corporation acting in its capacity as a local authority and a Participating Authority who shall act as the Accountable Body and lead in managing the Pool's resources, day-to-day financial management of the Pool and the financial interactions with the Government in relation to the Pool and shall constitute the key contact between the Government and the Pool;

**Leaders** mean the leaders (including elected Mayors where applicable) of the Participating Authorities or, in the case of the COLC, the Chairman of the Policy and Resources Committee of the Common Council;

**LGFA 1988** means the Local Government Finance Act 1988 (as amended);

**London Boroughs** means the 32 London boroughs as set out at Appendix 2;

**London Local Authorities** means the London Boroughs and the City of London Corporation in its capacity as a local authority;

**NDR Levy Regulations** means Non-Domestic Rating (Levy and Safety Net) Regulations 2013 (SI 2013/737) (as amended);

**NDRR Retention Regulations** means Non-Domestic Rating (Rates Retention) Regulations 2013 (SI 2013/452) (as amended);

**ONS** means Office for National Statistics;

**Participating Authorities** means the London Boroughs, the City of London Corporation (**COLC**) acting in its capacity as a local authority and the Greater London Authority (**GLA**) (and **Participating Authority** shall be construed accordingly);

**Pool** means the London business rates pool for 2018-19 between the Participating Authorities in accordance with this Memorandum of Understanding;

**Section 31 Grant** means grant paid by a Minister of the Crown to a local authority in England in accordance with section 31 of the Local Government Act 2003;

**Strategic Investment Pot (SIP)** means the funds made available for strategic investment pursuant to top slicing in accordance with paragraph 6.1.3 which shall be used by the Participating Authorities following the Lead Authority's approval to fund projects that will deliver economic growth for London;

**Strategic Investment Projects** means projects which are potentially eligible for strategic investment from the SIP.

## 2 **Background**

- 2.1 This Memorandum of Understanding (**MOU**) between the Participating Authorities sets out the basis on which the Participating Authorities have collectively agreed to operate the Pool and distribute the financial benefits. No provision with this MOU is intended to create any legal relations between the Participating Authorities.
- 2.2 The Participating Authorities agree to act collaboratively and to co-operate with each other in utmost good faith.
- 2.3 Autumn Budget 2017 confirmed government commitment to the London Business Rates retention pilot for 2018/19. This was formally confirmed in a Memorandum of Understanding on the London 100% business rates retention pilot 2018/19 signed by the



Mayor, the Chair of London Councils, the Minister for London and Secretary of State for Communities and Local Government.

- 2.4 The Government has prepared the draft Designation Order attached at Appendix 1 to this Memorandum of Understanding, which establishes the Pool, and shall reflect this in the Provisional Local Government Finance Settlement in December 2017.
- 2.5 The Government is committed to giving the Participating Authorities greater control over the revenues they raise. Subject to the evaluation of the Pilot, the Government will work with London Local Authorities and the GLA to explore the options for grants including, but not limited to: Public Health Grant and the Improved Better Care Fund being transferred to the Pool; the potential for transferring properties in London on the central list to the local list where appropriate; and legislative changes needed to develop a joint committee model for future governance of a London pool.
- 2.6 The Government shall undertake a qualitative evaluation of the progress of the Pool based on the current research programme for the existing business rate retention pilots, with additional focus on the governance mechanism and decision-making process, and the scale of resources dedicated to strategic investment.
- 2.7 Subject to an evaluation of the governance mechanism for the Pool (see paragraph 7), the Government shall explore legislative changes needed to develop a joint committee model in future.

### **3 Aim/Rationale of the Pool**

- 3.1 The Pool will aim to improve the well-being of the communities the Participating Authorities serve in London. By working together, they can retain a greater proportion of business rate growth within London, providing opportunities to further economic growth as well as building financial resilience.

### **4 Principles of the Pilot Pool**

- 4.1 The Participating Authorities hereby confirm their agreement to participate in compliance with this MOU and confirm that they have resolved or intend to duly and properly resolve to accept the Designation Order in satisfaction of Schedule 7B, Paragraph 34(2) of LGFA 1988.
- 4.2 From 1 April 2018 the Participating Authorities shall retain 100% of their non-domestic rating income<sup>1</sup>. The Participating Authorities shall also receive Section 31 Grant from the

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<sup>1</sup> As defined in the Non-Domestic Rating (Rates Retention) Regulations 2013 (SI2013/452) (as amended).

Government in respect of changes to the business rates system. Section 31 Grant shall amount to 100% of the value of the lost income.

- 4.3 In moving to 100% rates retention, the DCLG shall not pay Revenue Support Grant (**RSG**) to the London Local Authorities in 2018/19. The equivalent value of the notional RSG in 2018/19 is set out in Appendix 3. Tariffs and top-ups will be adjusted accordingly to reflect both the 100% retention of rating income and higher funding baselines.
- 4.4 The Participating Authorities shall not be subject to more onerous rules or constraints under the 100% rates retention Pilot than they would have been if they had remained subject to the 67% retention scheme in place in 2017-18 (which reflects the incremental impact of the GLA's partial pilot as a result of the rolling in of the GLA's RSG and the Transport for London investment grant). No "new burdens" will be transferred to the Participating Authorities and participation in the Pilot will not affect the development or implementation of the Fair Funding Review.
- 4.5 Levy and safety net payments due from/to the Pool shall be calculated in accordance with the NDR Levy Regulations, as if the Participating Authorities were not 100% pilots, but instead were operating under the 50% rates retention scheme adjusted for the GLA's partial pilot for 2017-18 which is continuing as part of the Pool and increased the locally retained share to 67%.
- 4.6 However, notwithstanding the calculation of levy and safety net payments under the NDR Levy Regulations, the Government shall calculate levy and safety net payments due from/to the Pool on the basis that it has a "zero levy rate" and "safety net threshold" of 97%, and that the Participating Authorities will be retaining 100% of London's business rates income. The difference between any sums due under this calculation and the levy/safety net due shall be paid to the Pool via a Section 31 Grant.
- 4.7 This Pool shall be without detriment to the resources that would have been available collectively to the Participating Authorities under the current local government finance regime, over the four-year settlement period. This includes current 67% scheme growth, and reflects Enterprise Zones and "designated areas" where the designations made by the Secretary of State came into force on or before 1 April 2018, along with other special arrangements, such as the statutory provision to reflect the unique circumstances of the COLC, as currently contained in Part II of Schedule 7 to the Local Government Finance Act 1988 and paragraph 1(2) of Schedule 1 to the Non-Domestic Rating (Rates Retention) Regulations 2013.

## 5 **Term of MOU**

- 5.1 This MOU comes into effect from 1 April 2018 and shall continue to be in place unless terminated in accordance with paragraph 5.2 and 11 below ("Dissolution of the Pool").
- 5.2 Were the Pilot to be revoked or the Government to decide that the Pilot should cease after one year (such year commencing on 1 April and ending on 31 March), then the Pool shall lapse at the end of that year and shall be dissolved in accordance with the provisions contained in paragraph 11 below. However, were the Pilot to be continued, the Pool shall continue up to 31 March 2020 unless otherwise agreed in writing by all the Participating Authorities or unless any Participating Authority should choose to leave the Pool in accordance with paragraph 11.2 below.
- 5.3 The Pool will not continue beyond 31 March 2020 without the unanimous written agreement of all Participating Authorities.

## 6 **Distribution of any financial benefit**

- 6.1 This MOU shall constitute the framework agreement for the operation of the Pool in which:
- 6.1.1 each of the Participating Authorities shall receive at least as much from the Pool as they would have individually under the previously applicable 67% retention scheme;
- 6.1.2 the distribution of net additional benefit through growth in business rates collected in London will, subject to paragraph 6.1.3, be allocated to Participating Authorities on the basis of the following proportions:
- (a) 15% to incentivise growth by allowing the Participating Authorities where growth occurs to keep a proportion of the additional resources retained as a result of the Pool;
  - (b) 35% to reflect the Settlement Funding Assessment;
  - (c) 35% according to each Participating Authority's per capita formulation as calculated by the ONS projection for the relevant year (starting with 2018); and
  - (d) 15% for the SIP (see paragraph 10 below).
- 6.1.3 the GLA shall be allocated 36% of each of the sums falling within the sub-paragraphs (a) to (c) above, in order to ensure that such resources as are not top-sliced for the SIP shall be shared between the GLA and the London Local

Authorities in the ratio 36:64, in accordance with the principle previously agreed by London Councils and the GLA in the joint business rate devolution proposals to the Government in September 2016<sup>2</sup>.

## **7 Governance**

- 7.1 The Participating Authorities have resolved to delegate administrative functions in respect of their powers as billing authorities<sup>3</sup> under the NDRR Retention Regulations to COLC acting as the Lead Authority and pursuant to s101 Local Government Act 1972 or Section 9EA(1) of the Local Government Act 2000 where the authorities operate executive arrangements to COLC as the Lead Authority and Accountable Body.
- 7.2 The GLA has resolved to delegate administrative functions as a major precepting authority under s.39(1)(aa) of the Local Government Finance Act 1992 to COLC.

## **8 Lead Authority**

- 8.1 COLC shall act as the accountable body to Government and administer the Pool and provide a secretariat with the assistance of the GLA and London Councils for assessing the Participating Authorities' applications for the SIP against the criteria set out in 10.3.
- 8.2 The GLA shall provide transactional support to the COLC, including treasury management issues and making any monetary transfers between billing authorities in respect of the Pool on behalf of the Lead Authority including any sums due to the GLA. These monetary transfers between participating authorities will be collected or paid by the GLA on the basis of a schedule of payments which will be determined by the COLC in agreement with the Pool, reflecting the Government's payment requirements and scheduled instalment dates. This reflects the fact that the GLA already has the systems in place to manage payment flows to and from billing authorities for the existing business rate retention scheme. The GLA shall also transfer any sums required to COLC based on the schedule of instalments agreed with DCLG so that COLC as Lead Authority can pay the net tariff payment payable by the Pool as approved in the Local Government Finance Settlement. COLC shall also transfer any sums it receives from DCLG in safety net payments to the GLA so that it can distribute this to eligible authorities if applicable.
- 8.3 The Lead Authority's standard responsibilities shall include but not be limited to:
- 8.3.1 all accounting for the finances of the Pool and the SIP including payments to and from the Government;

<sup>2</sup> <http://www.londoncouncils.gov.uk/node/30451>.

<sup>3</sup> Paragraph 45 (Interpretation) of Schedule 7B defines a "relevant authority" as a billing authority in England, or a major precepting authority in England. The list of billing authorities at Schedule 5, Part 1 of the Non-domestic Rating (Rates Retention) Regulations 2013/452 includes the GLA and the London Boroughs<sup>3</sup> as billing authorities and the GLA is also a precepting authority pursuant to section 39 (1) of the Local Government Finance Act 1992.

- 8.3.2 management of the Pool's collection fund;
  - 8.3.3 receiving payments from Participating Authorities and making payments to central government on behalf of Participating Authorities on time;
  - 8.3.4 maintaining a cash account on behalf of the Pool and paying interest on any credit balances;
  - 8.3.5 liaising with and completing all formal Pool returns to central government;
  - 8.3.6 administering the schedule of payments between Pool members in respect of the financial transactions that form part of the Pool's resources;
  - 8.3.7 providing the information required by Participating Authorities in preparing their annual statement of accounts in relation to the activities and resources of the Pool;
  - 8.3.8 leading on reporting to understand the Pool's position during and at the end of the financial year;
  - 8.3.9 responsibility for the net tariff payment to central government as well as the internal tariff and top up payments to the Pool Authorities;
  - 8.3.10 all audit requirements in relation to the Pool;
  - 8.3.11 production of an annual report of the Pool's activity following final allocation of funds for the year;
  - 8.3.12 the administration of the dissolution of the Pool;
  - 8.3.13 all communications with the DCLG including year-end reconciliations;
  - 8.3.14 the collation and submission of information required for planning and monitoring purposes.
- 8.4 The Lead Authority's role in relation to the SIP shall include but not be limited to:
- 8.4.1 maintenance and support of the Pool's governance arrangements and the methodology for the allocation of resources;
  - 8.4.2 assessment and preparation of reports on applications for the SIP supported by London Councils and the GLA in accordance with the agreed criteria.

8.5 The Lead Authority shall prepare reports with proposed recommendations as to SIP allocations and shall circulate the reports to the Participating Authorities for consultation at least 6 weeks in advance of Congress meetings and each Participating Authority shall decide in its absolute discretion and in accordance with its own governance process and scheme of delegation whether that Participating Authority wishes to recommend to the Lead Authority that a Strategic Investment Project is supported or rejected and if rejected together with its reasons for such recommendation. The Lead Authority shall pay due regard to each of the Participating Authorities' responses and may only decide to approve any Strategic Investment Project which meets the majority decision-making arrangements detailed below at paragraph 10.4.

8.6 The Lead Authority may resign from its role on 3 months' written notice to all the Participating Authorities (or longer if required by the Government or where another Participating Authority is neither ready nor willing to assume the role of Lead Authority).

## 9 **Participating Authorities' responsibilities**

9.1 The Lead Authority on behalf of the Pool will need full and accurate relevant information (the "**Reporting Information**") from each of the Participating Authorities in order to enable the Lead Authority to make payments to Government and to and from the Participating Authorities. The Lead Authority shall request the Reporting Information and each Participating Authority shall provide timely Reporting Information to the Lead Authority.

9.2 Each Participating Authority shall make or receive payments to or from the Lead Authority based on the schedule of payments dates referred to in paragraph 8.2.

## 10 **Strategic investment**

10.1 The GLA commits that the GLA's share of any net financial benefit as calculated using the formula at paragraph 6.1.2 shall be spent on strategic investment.

10.2 The combination of the GLA share and the SIP shall as a result of the formula set out in paragraph 6.1.2 make up approximately 50% of the net additional benefits arising from the Pool.

10.3 The SIP shall be spent on projects that:

10.3.1 contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated;

10.3.2 leverage additional investment funding from other private or public sources; and

- 10.3.3 have broad support across London government in accordance with the proposed governance process (see paragraph 10.4 below).
- 10.4 The COLC as Lead Authority shall decide which projects shall be allocated SIP funding following prior consultation with the GLA and the London Boroughs, reflecting decision-making principles designed to protect Mayoral, borough and sub-regional<sup>4</sup> interests, previously endorsed by Leaders and the Mayor of London. These are that:
- 10.4.1 both the GLA and the majority of the London Local Authorities shall have agreed to recommend a Strategic Investment Project for approval; and
- 10.4.2 for these purposes the "majority" shall constitute two-thirds of the London Local Authorities save that where all Participating Authorities in a single sub-region disagree the decision shall not be deemed agreed;
- 10.4.3 if no majority consensus on allocation of the SIP to Strategic Investment Projects can be agreed to enable the Lead Authority to make a decision then the available resources in the SIP shall be rolled forward for future consideration until the resources are spent.
- 10.5 The COLC decisions on Strategic Investment Project allocation shall be taken twice a year to ensure that reports back on Strategic Investment Project allocation decisions coincide with meetings of the Congress of Leaders and the Mayor of London.
- 10.6 Each Participating Authority agrees that it shall ensure that any Strategic Investment Project which it proposes to implement shall be within its powers as a local authority, compliant with public procurement and state aid law, the public sector equality duty and all other legal requirements and proper accounting practices.

## 11 **Dissolution of the Pool**

- 11.1 The Pilot is presumed to operate for 2018-19 only in respect of which the Government will make the Designation Order. Were the Pilot to continue, the Pool will be assumed to continue but any Participating Authority may give notice to leave during the operation of the Pool in accordance with paragraph 5.2 above.
- 11.2 Any Participating Authority seeking to leave the Pool should inform DCLG and all other Participating Authorities as soon as possible. In the event of one or more Participating Authorities leaving the Pool, this Pool would cease to operate at the end of 31<sup>st</sup> March of that year and the Pool would be dissolved in accordance with the provisions of this MOU.

<sup>4</sup> London Councils' map of sub-regions is annexed at Appendix 4. For these purposes, the sub-regions are defined as the Central, West, South and Local London sub-regions as defined for devolved employment support arrangements. If in the future, boroughs wished to change the initial groupings that could be achieved by agreement of the Pool member authorities.

Once the Pool has been established, any Participating Authority leaving the Pool must notify the other Participating Authorities by 30<sup>th</sup> September in any year, to allow the remaining Participating Authorities time to seek designation of a new pool for the following year.

- 11.3 The Lead Authority shall make the necessary calculations and submit the required returns associated with the dissolving of the Pool and shall deal with all outstanding applications in relation to the Pool's SIP following dissolution of the Pool in accordance with paragraph 11.2 above.
- 11.4 In the event that the Pool is dissolved in accordance with paragraph 11.2, the Lead Authority shall distribute to the Participating Authorities any resources held on behalf of the Pool in accordance with the distribution formula set out at paragraph 6.1.2 above, subject to holding back funds required for the resolution of any outstanding appeals relating to the period of the Pool's operation.
- 11.5 COLC shall continue to act as Lead Authority for as long there are any outstanding Pool responsibilities.
- 11.6 The remaining Participating Authorities of the Pool may in their discretion agree to form a new pool and, if they wish, include new members for the following year (subject to a new designation order being made by The Secretary of State for Communities and Local Government).
- 12 **Signatories for and on behalf of the Participating Authorities below in their official capacity**

Greater London Authority	Mayor of London.....
The Common Council of the City of London	Chairman Policy and Resources .....

The following London Boroughs:

London Borough of Barking and Dagenham	Leader.....



London Borough of Barnet	Leader.....
London Borough of Bexley	Leader.....
London Borough of Brent	Leader.....
London Borough of Bromley	Leader.....
London Borough of Camden	Leader.....
London Borough of Croydon	Leader.....
London Borough of Ealing	Leader.....
London Borough of Enfield	Leader.....
London Borough of Greenwich	Leader.....
London Borough of Hackney	Mayor.....
London Borough of Hammersmith and Fulham	Leader.....
London Borough of Haringey	Leader.....
London Borough of Harrow	Leader.....
London Borough of Havering	Leader.....
London Borough of Hillingdon	Leader.....
London Borough of Hounslow	Leader.....
London Borough of Islington	Leader.....
London Borough of Kensington and Chelsea	Leader.....
London Borough of Kingston upon Thames	Leader.....

London Borough of Lambeth	Leader.....
London Borough of Lewisham	Mayor.....
London Borough of Merton	Leader.....
London Borough of Newham	Mayor.....
London Borough of Redbridge	Leader.....
London Borough of Richmond upon Thames	Leader.....
London Borough of Southwark	Leader.....
London Borough of Sutton	Leader.....
London Borough of Tower Hamlets	Mayor.....
London Borough of Waltham Forest	Leader.....
London Borough of Wandsworth	Leader.....
City of Westminster	Leader.....

## Appendix 1

### Draft Designation Order



## Department for Communities and Local Government

Dear ----,

Further to the announcement in the Budget that the Greater London Authority, the Common Council of the City of London and the 32 London Boroughs are to pilot 100% business rates retention in 2018-19, in accordance with paragraph 34(1) of Schedule 7B to the Local Government Finance Act 1988 (the "1988 Act"), the Secretary of State herewith designates the following authorities as a pool for the purpose of the relevant provisions of the 1988 Act:

- The Greater London Authority
- The Common Council of the City of London; and

The London Boroughs of:

- Barking and Dagenham
- Barnet
- Bexley
- Brent
- Bromley
- Camden
- Croydon
- Ealing
- Enfield
- Greenwich
- Hackney
- Hammersmith and Fulham
- Haringey
- Harrow
- Havering
- Hillingdon
- Hounslow
- Islington

- Kensington and Chelsea
- Kingston upon Thames
- Lambeth
- Lewisham
- Merton
- Newham
- Redbridge
- Richmond upon Thames
- Southwark
- Sutton
- Tower Hamlets
- Waltham Forest
- Wandsworth
- Westminster

All members of the Pilot pool have agreed to this designation.

The designation has effect for the year beginning 1st April 2018 and for each subsequent year, unless revoked.

This designation is made subject to the conditions below.

1. The authorities to which this designation relates must appoint a lead authority to exercise the following functions:

- To make and receive, on behalf of the Pilot pool members, payments in respect of any top ups and tariffs, levy and safety net and safety net on account payments to and from the Department.
- To make and receive payments between members of the Pilot pool as determined by the governance agreements.
- Administration (including the operation of the dissolution arrangements) of the Pilot pool, in accordance with the governance arrangements.

2. If this designation is revoked, the authorities covered by this designation must take the following step before the revocation takes effect:

- Comply with the dissolution arrangements established in the Pilot pool's governance agreement.

Local authorities in the Pilot pool will have 28 days beginning with the date on which the draft Local Government Finance Report is published to consider if they wish to continue to be designated as a Pilot pool. Provided that no authority within the Pilot pool requests the Secretary of State to make a revocation during that period, the Pilot pool will come into effect on 1 April 2018, meaning that all local authorities covered by the designation will remain in the Pilot pool for the full financial year.

If a member of the Pilot pool decides it no longer wishes to be designated as part of a Pilot pool for 2018-19 it must notify DCLG using the e-mail address in the following paragraph. If a local authority

exercises this option to request revocation of the designation before the date of publication of the Provisional Local Government Finance Settlement 2018-19, the rest of the Pilot pool cannot continue. The Secretary of State will then revoke this designation and the local authorities identified as part of this Pilot pool will revert to being considered as individual authorities for the purposes of the business rates retention scheme.

As a consequence of the designation of the London Boroughs of Barking and Dagenham, Croydon and Havering in the above Pool, in accordance with paragraph 34(3) of Schedule 7B to the Local Government Finance Act 1988, the Secretary of State herewith revokes the designations under which, the London Boroughs of Barking and Dagenham, and Havering were part of the South Essex/East London Business Rates Pool and the London Borough of Croydon was part of the Surrey-Croydon Business rates Pool. Accordingly, the following pools will cease to exist from the end of the current financial year.

South Essex / East London Business Rates Pool

- Thurrock
- Basildon
- Havering
- Barking and Dagenham

Surrey – Croydon Pool Business Rates Pool

- Surrey
- Spelthorne
- Elmbridge
- Croydon
- Guildford
- Mole Valley
- Surrey Heath

If there are any questions about the content of this letter and the enclosed designation please contact Mark Barnett on 0303 444 4217 or at [Mark.Barnett@Communities.gsi.gov.uk](mailto:Mark.Barnett@Communities.gsi.gov.uk), as soon as possible.

Signed by authority of the Secretary of State for Communities and Local Government:

Alex Skinner

A member of the Senior Civil Service in the Department for Communities and Local Government

-- December 2017

## **Appendix 2**

### **London Boroughs**

Barking & Dagenham  
Barnet  
Bexley  
Brent  
Bromley  
Camden  
Croydon  
Ealing  
Enfield  
Greenwich  
Hackney  
Hammersmith & Fulham  
Haringey  
Harrow  
Havering  
Hillingdon  
Hounslow  
Islington  
Kensington & Chelsea  
Kingston upon Thames  
Lambeth  
Lewisham  
Merton  
Newham  
Redbridge  
Richmond upon Thames  
Southwark

Sutton  
Tower Hamlets  
Waltham Forest  
Wandsworth  
Westminster

## Appendix 3

### Notional RSG

The amount of former notional revenue support grant to each constituent authority to be "rolled-in" to 100% rates retention for 2018/19 shall be:

#### Former RSG Amount

Authority	Amount (£m) for 2018/19
Barking & Dagenham	23.3
Barnet	14.9
Bexley	8.5
Brent	33.7
Bromley	4.3
Camden	31.9
City of London	7.5
Croydon	23.3
Ealing	26.2
Enfield	25.7
Greenwich	33.3
Hackney	45.0
Hammersmith & Fulham	23.4
Haringey	30.2
Harrow	7.3
Havering	6.8
Hillingdon	13.1
Hounslow	15.7
Islington	32.6
Kensington & Chelsea	16.3

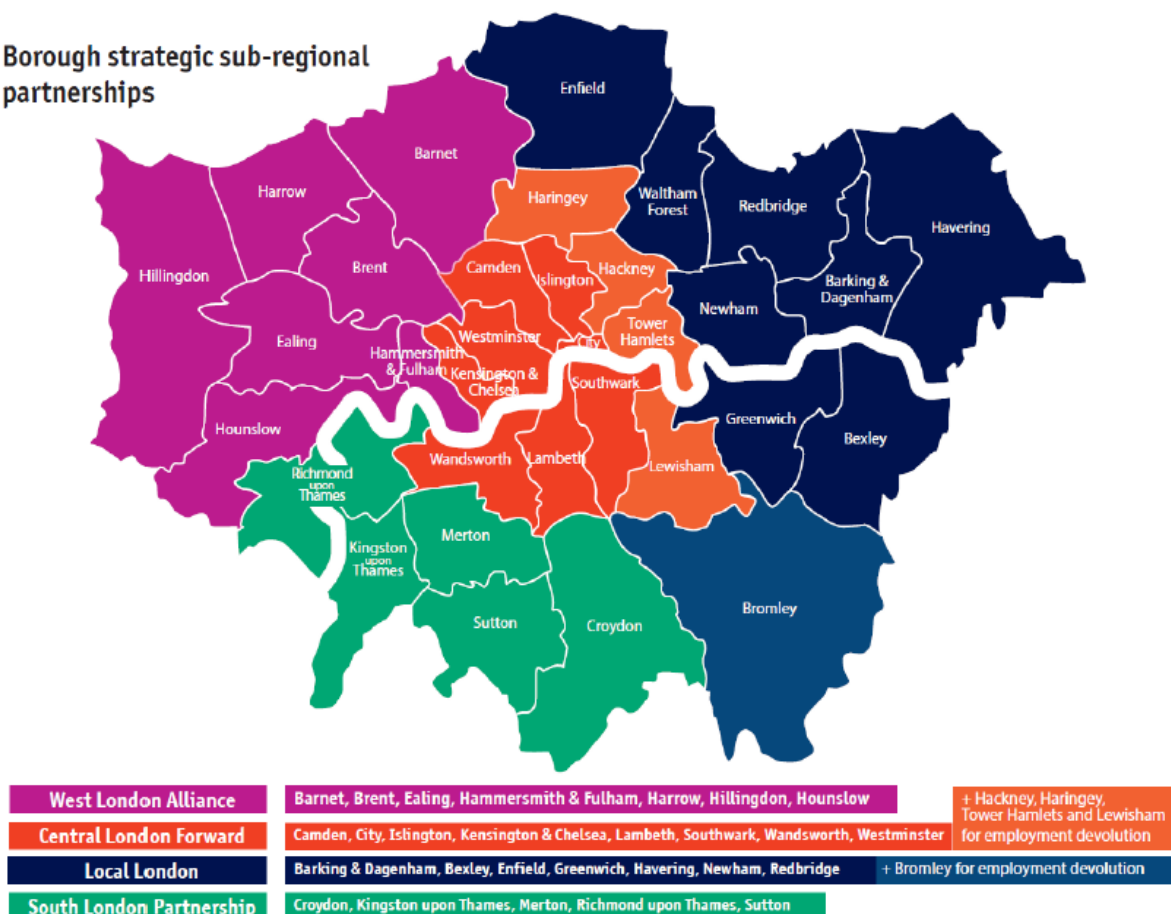


Kingston upon Thames	1.5
Lambeth	42.8
Lewisham	36.9
Merton	10.1
Newham	46.4
Redbridge	16.8
Richmond upon Thames	0.0
Southwark	47.0
Sutton	11.8
Tower Hamlets	43.8
Waltham Forest	26.1
Wandsworth	30.2
Westminster	38.1

## Appendix 4

### Illustrative sub-regional groupings for the purposes of the "sub-regional veto" in respect of Strategic Investment Pot decisions

Borough strategic sub-regional partnerships



## **Appendix H: Budget 2018-19 Resident Impact Assessment**

Title of plan, policy and/or procedure being assessed	<b>Budget Savings Proposals 2018-19</b>
Name of Service Area Assessed	Council-wide
Staff conducting assessment including contact details	Mike Curtis <a href="mailto:mike.curtis@islington.gov.uk">mike.curtis@islington.gov.uk</a>
Date of assessment	4 <sup>th</sup> January 2018

### **1. Introduction**

The purpose of this report is to provide an analysis of the likely impact of the Council's budget savings proposals for 2018-19 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 to also 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 consequences 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 has also developed a number of equalities objectives:

- reduce social isolation faced by vulnerable adults
- improve educational attainment of under-performing groups
- tackle hate crime - homophobic, race, faith, disability
- increase employment for disabled people and those with long term health conditions
- improve staff progression for BME and disabled staff

We are currently expecting to have to make £32m of savings in 2018-19, in addition to the £194m savings made over the past six 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. However, the sale of high value homes proposal has yet to be implemented and it is not currently clear when or if it will come into effect.

There are a number of other recent developments, which should also be noted:

- Homelessness Reduction Act (HRA) and other housing related developments – the HRA imposes new duties on local authorities concerning people who are homeless or at risk of becoming homeless, significantly increasing the cost of providing services. The council is or is likely to be affected by other housing related developments including additional costs of fire safety related work following the Grenfell Tower fire, the current government review of social housing and consultation on housing need leading to increased housebuilding targets over and above the existing local plan. This is likely to impact on disadvantaged groups including women, children, Black or Minority Ethnic (BME) and people with disabilities.
- Children's Services financial pressures – Islington along with many other authorities is experiencing acute financial pressures in children's services (as well as adult social care). This includes looked after children, unaccompanied

asylum seeking children, special needs transport, supported accommodation and children leaving care. Actions to address these pressures will have a particular impact on children and young people including those with disabilities.

- Increase in interest rate from 0.25% to 0.50% - this is likely to impact on people with mortgages (in particular variable rate mortgages), savers and costs of borrowing. Although the impact is generally small, there is likely to be a disproportionate impact on disadvantaged groups who are most likely to face precarious financial circumstances.

### 3. Evidence and Demographics

Monitoring information, from sources such as the 2011 Census, the Joint Strategic Needs Assessment 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 232,400 in 2017, and is predicted to increase to around 254,000 by 2027, an increase of 9%. 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.
- **Age:** Islington has a relatively young population. The 2017 population includes over 171,000 residents aged 18 to 64, around 41,000 children and only about 20,000 (9%) over 65. The highest rate of growth will be amongst the older population (27% increase for people aged 65-84), although in absolute numbers the older population will remain the smallest age group. About one in ten people aged 16 to 64 years are claiming an out-of-working benefit in Islington. Islington has a significantly higher proportion of children under 16 living in low income households (26%) compared to England and London. 27% of primary pupils and 32% of secondary pupils are eligible for free school meals – 3rd and 2nd highest proportions in London. 44% of primary and 60% of secondary pupils received deprivation linked pupil premium. 18.7% of Islington school pupils have some form of Special Educational Needs compared with a national average of 14.4%.
- **Diversity:** Islington is a diverse borough, with Black or Minority Ethnic (BME) groups accounting for 32% of the whole population. The younger population, those aged 0-24 are more diverse than the overall population (45% of residents aged 0-24 are from a BME group). 36% of residents are estimated to be 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.
- **Gender:** the proportions of men and women in the borough are evenly split. Life expectancy at birth for men in Islington is now 79 years, an increase of 5.5 years since 2000. However, life expectancy for men in Islington remains lower than London (80.2) and England (79.5) and is the 5th lowest amongst all London boroughs. For women in Islington life expectancy is 83.1 years and is similar to England (83.1). Men who live in the worst off areas are expected to live 8 fewer years than men living in the best off areas in the 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.

- **Disability:** in May 2017, there were 8,710 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.
- **Socio-economic:** overall Islington is the 24th most deprived authority in England and the 5th most deprived in London – it ranks in the top 4 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. An estimated 11,300 in Islington are overcrowded, as the average sized household size in 2011 was 2.06 people. 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. Around 27% of households receive council tax support.

## 4. Cumulative impact of proposals for 2018-19

In the past 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 the proposals likely to impact each protected characteristic. In the sections following the table the potential impacts, both positive and negative, are described for each of the Council's outcome themes. Any potential cumulative impacts resulting from a series of proposals are highlighted and mitigations are proposed for any negative impacts identified.

Characteristic	Proposal	Outcome
Age (older people)	New delivery model for in-house services including reablement	Residents living healthy, independent lives

	Expansion in sheltered plus housing provision Deliver night support	Residents living healthy, independent lives
<b>Disability</b>	<p>School Age Services – oral health and integrated health model</p> <p>Better target mental health resources</p> <p>New delivery model for in-house services including reablement</p> <p>Reduce spending on housing related support</p> <p>Efficiencies in service provision for learning disability clients</p> <p>A new offer of employment and day opportunities for 18-65 year olds with LD, PD and MH</p>	<p>Children and families able to thrive, reaching their full potential</p> <p>Residents living healthy, independent lives</p> <p>Residents living healthy, independent lives</p> <p>Residents living healthy, independent lives</p> <p>Residents living healthy, independent lives</p> <p>Residents in work and financially independent</p>
<b>Age (younger people)</b>	<p>School Age Services – oral health and integrated health model</p> <p>Young people's sexual health network – staff reductions</p> <p>Reduce spending on housing related support</p> <p>Purchase additional accommodation for young people to replace more expensive provision</p> <p>Reduction in the budget for Health Visiting services</p>	<p>Children and families able to thrive, reaching their full potential</p> <p>Children and families able to thrive, reaching their full potential</p> <p>Residents living healthy, independent lives</p> <p>Children and families able to thrive, reaching their full potential</p> <p>Children and families able to thrive, reaching their full potential</p>
<b>Gender</b>	Cross-cutting savings from PAUSE project	Children and families able to thrive, reaching their full potential

	Reduction in the budget for Health Visiting services	Residents living healthy, independent lives
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Characteristic	Proposals
Race	No specific impacts identified
Sexual orientation	No specific impacts identified
Pregnancy and maternity	Not universally monitored
Religion and belief	Not universally monitored
Marriage and civil partnerships	No specific impacts identified
Gender reassignment	No specific impacts identified

## **Outcome A: Residents in work and financially independent**

Principal savings:

- Adult community learning (ACL) (£85k)
- Employment, iWork (£120k)
- Day Opportunities and Employment, ASC (£55k)

This outcome area has as its central focus the financial security of its most vulnerable residents through providing support to gain and retain good jobs, developing skills and maximising income. The council is committing over £5 million of expenditure in the coming year, with around £2m of that coming from the Education and Skills Funding Agency, energy grants and income generated from our innovative energy programmes such as Bunhill Energy Centre 1 and Angelic Energy.

Currently there are around 29,000 residents receiving benefits, of whom two thirds are of working age. One third of the 29,000 benefit claimants are disabled and claiming employment support allowance. The impact of national government's welfare reforms and the transition to universal credit could significantly impact our most vulnerable residents, particularly disabled residents. The council is committed to mitigating the impact of welfare reform in the year ahead, including financially through the resident support scheme and discretionary housing payments, but also by establishing a strategic group to monitor the impact and co-ordinate an effective response.



The savings proposed in this year's budget are mainly focused on efficiencies, through the co-ordination of in-house employment offerings, not filling 2.7 vacant posts and the relocation of ACL from 3 Corners to Finsbury library. This will enable courses to run during evenings and weekends making courses more accessible for working parents to upskill and has the potential to address in-work poverty.

There is unlikely to be a negative impact on residents as the savings proposed will not affect front line service delivery. The outcome based budgeting process has identified an opportunity to consolidate employment support and learning opportunities across the council so that the service can improve outcomes for residents. This can be achieved through building closer working relationships with iWork, IMAX and utilising libraries for co-location opportunities for adult community learning. The focus of all our services in this area is to reduce the impact of inequality on our most vulnerable residents, especially those experiencing socio-economic deprivation and those with disabilities, experience and help to address the rising cost of living, the impact of benefit changes and long-term unemployment.

The Day Opportunities and Employment project represents an additional positive possible benefit for residents, primarily through encouraging independence, meaningful activity and community inclusion. This will be particularly beneficial for younger people, for whom there is a limited local offer at the moment, and also for people of different races or religions or with multiple needs, for whom our current commissioning arrangements (largely focussed on primary need) cannot provide a personalised offer. However, current demographics indicate that our existing service users are predominantly older people, for whom any changes or transitions might be particularly challenging and we would attempt to mitigate any negative impacts here through consultation with service users and coproduction of their support plan following a full assessment.

## **Outcome B: Decent, secure and affordable homes**

Principal savings:

- Increase recharge to the HRA from the General Fund (£150k)

This outcome has a higher level of expenditure than any other outcome, reflecting the need to manage and maintain Islington's large social housing stock, its commitment to building new affordable homes and reducing the borough's rate of homelessness and temporary accommodation. Additionally, the council is committed to ensuring the borough has a well regulated private sector through supporting residents within the private housing sector and taking enforcement action against rogue landlords. Spend in this outcome area is divided between the General Fund, core council expenditure, and the Housing Revenue Account, which is income and expenditure for the benefit of council tenants and leaseholders. The new saving in this area results from an accounting decision to transfer some eligible costs to the HRA from the General Fund.

## **Outcome C: Children and families are able to thrive and achieve their full potential**

Principal savings:

- Placements (£325k)
- Prioritise income generation (£320k)
- Reduction in the budget for Health Visiting services (£263k)
- Service support functions: vacancy factor/ provider staffing vacancies / delete vacant policy officer post / re-align data analysis (£235k)

This outcome area is the third largest area of expenditure for the council, reflecting the critical importance of improving outcomes for children and young people, keeping them safe and protected and reducing inequality. The council, even after the savings identified, is committing to spending more than £100 million in the coming year on services for children, young people and families, and to retaining a strong focus on universal support and targeted early intervention and preventative work, building up the resilience of our families and ensuring that more children can stay with their families, rather than coming into the council's care. Much of our effort, focus and expenditure is, though, on a very small cohort of children and young people who are especially vulnerable and whose cases involve a high level of complexity and risk. Our work with these children and young people is fundamentally geared to reducing inequality by working intensively with them to improve their outcomes. We are seeing more of these cases and this is putting our services under pressure (of which financial pressure is only one component).

The savings proposed in this year's budget are mainly focused on support functions, improved commissioning approaches and generating new income, and are designed to release funding to alleviate the pressure on our frontline services. Some of the savings will not affect services to residents, like holding vacancies in support functions or deleting a vacant policy role. In some cases, this will have either a neutral or positive impact on service users: for example, placing more young people in placements that are strategically commissioned rather than spot purchased should not affect the quality of provision but will deliver it for a significantly lower cost. In other cases, there is a potential for a negative impact – for example, the national issues in recruiting health visitors are having an impact on the staffing and delivery of our health visiting service. The budget saving, though, simply reflects those vacancies: no filled posts are affected, nor is the current level of service provision to Islington families.

Any impact from these savings is mitigated and justified by the overall focus and effort of our services on reducing inequality for children in Islington: within that context, these reductions are relatively small and, through careful targeting and involvement of experienced practitioners and managers, will be focused where their

impact can be minimised. The most important action we can take in mitigation of the impact on children and young people of the financial challenge facing the council is to strengthen the effectiveness of our services to meet the challenges that children in Islington are experiencing. We can only do this in dialogue with children and young people and their families and carers, and through the Fair Futures Commission in particular as well as our other forms of engagement, we are working hard to redesign services to improve outcomes and reduce the impact of the inequality our children and young people experience.

### **Outcome D: A safe and cohesive borough**

Principal savings:

- Deletion of vacant posts within public protection (£257k)

The saving proposed under this outcome is the deletion of vacant posts to generate a saving of £257,000. Following a number of restructurings and re-organisation of the public protection division a number of vacant posts have been identified for deletion with no detrimental impact upon current service levels. These posts have been held vacant for a long period of time therefore their removal will have no impact on current staff, service levels or residents. In total 6 vacant posts will be deleted.

### **Outcome E: Residents living healthy, independent lives**

Principal savings:

- Expansion in sheltered plus housing provision (£197k)
- New model of night support (£217k)
- Use of improved better care fund (£1,000k)
- Reduction in referral/weight management contracted activity (£15k)
- Realign the substance misuse pathway (£1,130k)
- Reduce commissioning capacity (£360k)

This outcome area is the second largest area of expenditure for the council, and includes a number of key areas of work: our population based health interventions, our services centred on ensuring that older people are cared for and safeguarded, and helping people to maintain and regain the skills and confidence to live independently.

The council is committed to embedding a new approach to providing prevention and early support services that concentrates not only on the assets of individuals, but wider family and community resources. Much of the council's efforts however are focussed on groups of residents who are particularly vulnerable, where conditions can often be complex and long term. Our work with these individuals works towards reducing inequality by, as much as possible, supporting people to be independent, and if this is not possible, well supported.

The new savings proposed in this year's budget include contract efficiency savings and service redesign proposals that we believe will allow us to deliver outcomes in more cost effective ways. These savings are likely to have a potential impact on people with protected characteristics as they are changes to service provision for older and /or vulnerable people living in the borough.

The expansion in sheltered plus housing provision will help reduce expenditure on domiciliary care and manage demand on more expensive residential placements for older people. Where residents are converted from sheltered to sheltered plus housing, the transition will be managed sensitively and appropriately with consultation elements. In addition to helping people to stay in their own homes, introducing wraparound sheltered plus support will help improve independence and community relations for the affected residents. It is also anticipated that other residents (currently not receiving domiciliary care) within the sheltered housing provider will experience preventive benefits from the shift to sheltered plus support. Introducing a new model of intermittent night support as an alternative to more expensive waking night provision may generate some resistance amongst residents who feel that the new offer is less supportive or reassuring. Any transitions to the new offer will therefore be instigated through personalised individual reviews and only enacted where deemed professionally appropriate. The flexibility of the new offer will likely benefit future residents who have need of night support as it can be tailored to the individual; the current waking night service is primarily geared towards older people but the new offer will be commissioned flexibly to support residents. Efficiencies in exercise on referral and weight management services may impact on population groups who are more likely to be overweight or obese, such as people from black and South Asian minority ethnic groups, or people living with a physical and/or mental health problem. These impacts will be mitigated by ensuring that these services continue to proactively target and engage these groups, and that there is good signposting and awareness of other options around physical activity and healthy eating in the borough.

The new model of integrated drug and alcohol recovery service provision aims to effectively integrate services for residents with substance misuse needs, reduce the number of contracts from nine to one, deliver efficiencies (eg reduced management and estates costs) and reduce duplication in service provision across the drug and alcohol treatment and recovery system. It will expand provision in more community based settings, in order to increase access, and should increase the number of clients accessing and successfully completing treatment. The new service is not anticipated to have any negative impacts for any individuals with protected characteristics, and should in fact provide additional support to people who would otherwise find it difficult to access services due to, for example, stigma within their community, language barriers, cultural or religious beliefs, learning disability or mental health concerns. Additionally, the RIA did not find any anticipated negative impacts on discrimination, harassment and victimisation.

## **Outcome F: A welcoming and attractive place to live, work and do business**

Principal savings:

- Assembly Hall (£60k) – new income
- Libraries (£150k) – efficiencies
- Reduction in parking contract cost (£1,200k) – contract re-negotiation
- Diesel surcharge (£1,200k) - budgetary impact available to contribute to Highway and Transportation measures
- Surplus income from recharges to external users of the Waste Recycling Centre (£380k)
- Additional advertising income from new on-street advertising contract (£200k)
- Further growth in commercial waste income (£250k)
- Reduce reliance on overtime (£90k)
- Reduce management within the Planning and Development division (£200k)

This outcome reflects the council's commitment to making the borough an attractive place by keeping the borough clean and tidy, improving air quality, providing cultural opportunities and improving the local infrastructure for all.

Islington's libraries are a vital service to the community, receiving over a million visitors in the last year. The proposed savings will not change the opening times of the libraries or our commitment to engage and provide services to the most vulnerable residents. There is a proposed saving through a move to online notifications in libraries, which has the potential to adversely affect those who are digitally excluded, affecting older people in particular. This impact can be mitigated through the continuation of our digital inclusion programme, which has provided trained staff in libraries and our customer centre who are skilled in assisting all residents, including older people, to access online services and support.

The savings proposed for this year's budget are a mixture of efficiencies and opportunities to generate additional income by increasing the assembly hall's revenue, not filling vacant posts, adjusting the expenditure on library stock and reductions in contract cost. In addition, we are reflecting in the budget the decision to introduce a diesel surcharge. The surcharge is a strategic decision to improve the air quality in our borough, which will have significant positive impact on residents' health and contribute to reducing inequality. Islington has one of the lowest car ownership rates in the country and our strategy to mitigate any potential negative impact from the surcharge is to encourage walking, use of public transport and cycling, and to ensure our roads are safe and accessible to all road users through improved cycle lanes, improved accessible transport and remedial accident reduction.

## **Outcome G: A well-run council**

Principal savings:

- Budget efficiencies in Chief Executive's department (£55k)
- Expand the Improve debt collection team by 5 members (£300k)
- Growth in retained business rates based on forecast for the current year (£2,000k)
- Vacancy management across Resources Department (£200k)
- Review of all budgets to remove any surpluses and underspends (£300k)
- Community Infrastructure Levy (£8,000k)
- Increase legal services income (£20k)
- Increase council tax collection rate from 97% to 98% (£400k)
- Savings in fleet costs (£500k)

A well run council includes the core support functions of any effective organisation: it ensures finances are well managed, and that the council complies with legal and democratic processes, supports a skilled and motivated workforce and maintains the council's physical and digital infrastructure to help deliver outcomes to residents. The work in this outcome area contributes to advancing equality of opportunity in a number of specific ways: for example, the council's Inspiring Leadership programme, designed to support BME and disabled staff to move into more senior roles and increase the diversity of our top management teams; but also more generally by making it possible for other council services to do their work.

The savings proposed in this year's budget are made up of income generation options, one-off savings, contract savings and efficiencies that we believe will allow us to deliver outcomes in more cost effective ways. In this outcome we have also looked at options for increasing income: there are proposals to increase collection through two of our main income sources, council tax and business rates, whilst still protecting the most vulnerable residents.

### **Change management**

We recognise that many of the proposals in the budget will require really effective change management to deliver the savings, to reduce the impact on residents, and, wherever possible, to improve outcomes at the same time. We are re-focusing our change programmes around our priority outcomes to bring together cross-council teams led by directors. This will strengthen our ability to see the full potential impact of change and ensure we develop robust and deliverable programmes.

## 5. Child poverty and socio-economic disadvantage

The latest data indicates that Islington has the third highest proportion of children living in income-deprived households in the country. 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	Proposal
Lower socio-economic groups	School Age Services – oral health and integrated health model  Introduce a surcharge on diesel and heavy oil emission pricing for pay and display parking

Poorer residents tend to be heavier users of council services and so may experience disruption with the introduction of new delivery models, impacts will be mitigated by protecting those who are less able to pay. 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 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. Through our innovative 'Working Better' project with the NHS and Job Centre Plus, we are now piloting employment coaching referrals from GPs as a way to support disabled people or residents with health conditions to get off benefits and into work – and improve their well-being at the same time.

## 6. Human Rights and Safeguarding

### Human Rights

Human rights applies to individuals, 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. Furthermore, some

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 assist in 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.

### **Implications for safeguarding in Adult Social Care**

Expansion in intermediate care provision. Conversion of 20 units from Sheltered to Sheltered Plus which will create an intervention offer for older people who need support at night to stop them going into residential care. These will be introduced with the agreement of providers on a phased basis. This should enhance the safeguarding of adults at risk as there will be increased monitoring and availability of staff during the night which could provide a vital additional safety net where currently none exists. The aim of safeguarding is to prevent abuse wherever possible so having the additional option of staff to visit at night time who know the service users well would be an excellent preventative measure.

Delivery of night support. Provide a responsive service that can undertake visits, deliver assistance or provide call outs during the night resulting in a reduction of waking night provision for service users. This proposed change to night support would not have a detrimental effect on Safeguarding adults at risk as it would only be implemented following risk assessments of individual service users and as part of a personalised approach to care provision. If a safeguarding concern highlighted a risk that would be exacerbated by reducing waking night provision alternative care arrangements would not be implemented.

Review of the key pathways and interfaces between services who offer support to residents with complex needs could offer a more joined up and personalised approach to safeguarding adults at risk which is a key area of learning from Safeguarding Adults Reviews in Islington and across the country.

### **Implications for safeguarding in Children's Services**

Safeguarding is about the protection of individuals and ensuring safe practice throughout the council's dealings with individuals. Resident impact assessments do not deal with individuals although without mitigation proposals could impact on the effectiveness of safeguarding practice. The mitigation identified for each proposal reduces very significantly the risk of poor safeguarding practice. The council's mitigation should include not adopting any policy where safeguarding practice is adversely affected.



## 7. Impact on Council employees of 2018-19 proposals

The following sections provide an update on the current council employee profile and looks forward to assess the potential impacts of proposed changes, where sufficient detail has been provided.

### Current equalities profile

The council's employee headcount is 4422. This is a reduction of 59 people since the last Resident Impact Assessment.

#### *Headcount*

Total	CE	CS	E&R	Resources	HASS	PH
4422	47	1015	999	869	1444	48

#### *Gender*

	Total %	CE %	CS %	E&R %	Resources %	HASS %	PH %
Women	51.40	58.33	76.40	26.60	53.75	48.38	79.59
Men	48.60	41.67	23.60	73.40	46.25	51.62	20.41

There has been a small reduction of 0.3% in the percentage of women in the workforce since last year. The largest reduction is in Environment and Regeneration where the percentage of women in the workforce has reduced by 5% over the past 12 months.

#### *Age*

	Total %	CE %	CS %	E&R %	Resources %	HASS %	PH %
16-24	3.03	10.41	3.34	2.60	3.69	2.48%	2.05
25-39	30.06	47.92	37.36	25.70	30.22	26.29	59.18
40-49	25.26	25.00	24.88	27.60	25.95	23.47	26.53
50-64	38.99	16.67	32.45	40.40	37.95	44.87	12.24
65+	2.66	0.00	1.97	3.70	2.19%	2.89	0.00

There has been a small reduction in the numbers of young people working for the council. The overall percentage of those aged 16-24 has reduced by 0.6%. There has also been a small increase, of 1.1%, in the number of those aged 50-64 working for the council.

### *Ethnicity*

	Total %	CE %	CS %	E&R %	Resources %	HASS %	PH %
BME	37.71	18.75	37.36	26.90	47.75	40.26	30.62
Not stated/	0.43	0.00	0.69	0.60	0.23	0.28	0.00
Preferred not to say/	9.90	0.00	5.21	16.20	3.35	13.14	8.16
Not declared	0.02	0.00	0.10	0.00	0.00	0.00	0.00
White	51.94	81.25	56.64	56.30	48.67	46.32	61.22

There has been a small increase, (1.08%), in the percentage of BME staff working for the Council and a corresponding decrease, (0.81%), in the percentage of people working for the council who describe their ethnicity as white.

### *Disability*

	Total %	CE %	CS %	E&R %	Resources %	HASS %	PH %
No	32.93	47.73	36.13	31.26	24.87	34.73	66.67
Yes	8.42	9.09	7.97	7.27	8.12	9.99	0.00
Not stated	58.65	43.18	55.90	61.47	67.01	55.28	33.33

There has been an increase of 3.7% in the percentage of people declaring that they do not have a disability and a 5% reduction in the percentage of people not stating whether or not they have a disability.

### *Sexual orientation*

	Total %	CE %	CS %	E&R %	Resources %	HASS %	PH %
Heterosexual	51.60	66.66	50.44	55.70	48.79	50.17	69.39

LGBT	3.34	4.17	4.13	3.00	2.31	3.65	2.04
Not stated	42.06	22.92	42.48	36.40	47.75	43.56	22.45
Preferred not to say	3.00	6.25	2.95	4.90	1.15	2.62	6.12

There has been an increase of 2% in the percentage of people who have declared their sexual orientation as heterosexual and a corresponding reduction of 2% of those who have either not stated their sexual orientation or preferred not to say.

### *Religion*

	Total %	CE %	CS %	E&R %	Resources %	HASS %	PH %
Christian	29.23	27.08	28.42	25.80	27.34	33.58	22.45
Muslim	5.01	2.08	3.74	7.00	6.46	3.79	4.08
No religion	8.80	27.08	6.88	10.70	7.84	8.33	22.45
Not known	34.21	20.84	37.36	37.20	39.79	27.53	20.41
Not stated	10.19	8.34	7.47	7.10	8.42	15.62	2.04
Other	9.49	8.33	13.08	7.30	8.77	8.60	20.41
Prefer not to say	3.07	6.25	3.05	4.90	1.38	2.55	8.16

There has been a 4% increase in the percentage of staff declaring their religious belief since last year. This is a positive improvement although there are still 47.4% of staff whose religious belief is unknown or who have not declared or chosen not to state their religious belief.

### **Ongoing equality issues among staff**

Employees have been encouraged to update their personal equalities profile through the 'Let Us Know' campaign. This has resulted in an increase in reporting year on year, but there continues to be gaps in our knowledge of disability, sexuality and religion as noted above. We need to continue to encourage employees to update their profile so that the information can be used to their benefit.

There are other inherent inequalities which are widely evident across society as a whole and which result, in gender imbalance, for example in roles such as caring. Inequality also impedes progression, for example in respect of the representation of women and BME accountants in senior financial strategy/policy roles.

## Impacts from proposed restructures

Seven of the proposed restructures in the 2018/19 budget RIA indicate savings will arise as a result of redundancies and a further two restructures indicate that proposals will result in a reduction in agency workers.

Of the seven proposals that propose savings through voluntary and/or compulsory redundancy two are in Children's Services, two are in Environment & Regeneration; two are in HASS, and one in Resources.

The table below shows a breakdown of the proposed redundancies by Department.

Department	Compulsory Redundancies FTE's	Voluntary Redundancies FTE's	Total
Children's	4	0	4
Environment and Regeneration	6	0	6
HASS	9	10	19
Resources	0	2	2
<b>Totals</b>	<b>19</b>	<b>12</b>	<b>31</b>

There is no voluntary redundancy scheme next year so those departments that are proposing voluntary redundancies will need to fund these from departmental budgets.

All services will carry out an indicative Resident Impact Assessments prior to formal consultation to ascertain the impact of proposals on employees.

## Mitigation for negative impacts on staff

The council recognises that a disproportionate negative impact on some groups of staff may be felt as a result of these changes, and undertakes initiatives to mitigate that impact.

These include:

Robust management of the redundancy process including:

- not filling vacancies in advance of a restructure so as many opportunities are available as possible
- using our redeployment process to support suitably qualified staff to move easily into business critical roles where the post holder has applied for voluntary redundancy.
- in many cases, additional mitigation measures will be proposed and agreed through the full Resident Impact Assessment process for specific proposals.

### Training and development:

- Providing training to ensure staff are up to speed as more activity shifts online. This channel shift will be a positive for staff in the long term, with improved productivity and flexibility, but the transition will need to be carefully managed. Assistive technologies and support may be needed for disabled staff who may face access challenges along with older staff who may be less confident using IT.
- Continuing to focus on improving progression routes for certain groups of staff to assist in making the workforce more representative, for example the Inspiring Leadership development programme (IL). This programme targets BME and disabled staff at grade P04 and below to encourage and equip 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

- 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

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

### Engagement

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

## **Annex A: Public Sector Equality Duty**

Section 149 of the Equality Act 2010 provides that:

(1) A public authority must, in the exercise of its functions, have due regard to the need to —

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to —

(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to —

(a) tackle prejudice, and

(b) promote understanding.

(6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

(7) The relevant protected characteristics are —

- age
- disability
- gender reassignment
- 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 I**

### **Pay Policy Statement 2018/19 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 £163,215.

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 01/04/17. A pay award for 2018/19 has not yet been agreed.

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 March 2018 and the pay band which applies to each post.



**Table 1 (a)**

Grade	Pay Banding £	Number of points in pay banding including threshold point	Job role
CO1+	132,280-142,210	5	Corporate Director of Children, Employment and Skills
CO1	110,031 - 132,348	10	All other Corporate Directors including the Director of Public Health* Director of Learning and Schools
CO2	99,624-112,671	7	Director Financial Management Director Financial Operations & Customer Service Director of Law and Governance Director of Human Resources Director of Employment, Skills and Culture Director, Safeguarding and Family Support Director of Youth and Community Services Service Director of Property Services Service Director Housing Needs & Strategy Service Director of Adult Social Care, Service Director Adult Social Services – and Commissioning. Service Director, Homes and Communities Service Director, Public Realm Service Director - Planning & Development Service Director - Public Protection Islington Deputy Director, Public Health* Public Health Senior Consultant* Public Health Senior Consultant*
CO4	71,250 – 86,706	7	Head of Partnerships and Service Support Camden Deputy Director, Public Health

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 pay scale (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	65,769 - 69,882	4	Head of Communications and Change Head of Strategy and Change
PO10	61,158 – 64,449	4	Head of Information Governance and Business Support
PO6	45,438 – 48,234	4	Children's Partnership Development and Strategy Manager.

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 employees.

The information below describes the pay ratio between the council's highest paid employee (the Chief Executive who is on a salary of £163,215 per annum\*) as at 1 January 2018 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 £10.20 per hour <i>(excluding those on training schemes such as the apprenticeship scheme or work placements)</i>	£18,615	1:8.8
ii)	Most common salary paid to a council employee (the mode)	£23,610	1:6.9
iii)	Mid-point between the highest and lowest salaries (the median)	£30,294	1:5.3
iv)	Average salary (the mean)	£30,905	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. It 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 2018 is 1:8.76. This follows a downward trend and is a reduction from last year's ratio of 1:9.1.

\* 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 employment 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.

The council aims to appoint new entrants to the council to the first point of the pay scale. In certain circumstances, such as the need to match a candidate's existing salary, appointments are 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 employees. 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 employees 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 2017/18. Government reviews the salary bands annually.

**Table 3**

<b>Whole time salary</b>	<b>Employee Contribution Rate</b>
Up to £13,700	5.5
£13,701 to £21,400	5.8
£21,401 to £34,700	6.5
£34,701 to £43,900	6.8
£43,901 to £61,300	8.5
£61,301 to £86,800	9.9
£86,801 to £102,200	10.5
£102,201 to £153,300	11.4
More than £153,300	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. Full details can be obtained from the 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 it may be appropriate to attach additional payments to particular posts due to difficulties in recruiting to them. Similarly, particular employees may need to be remunerated or awarded an additional payment above that of their normal pay scale either for exceptional performance or additional work undertaken. Such payments must be authorised in advance by senior management, and details of the nature of and eligibility for those payments which may be made to Chief Officers who are on the Chief Officer scale are given in table 4 below.

**Table 4**

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

The post of the Corporate Director for Children, Employment and Skills 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 the Personnel Sub-Committee or the Audit Committee.

There are a number of 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 of annual leave and after five years' continuous local government service a further five days. Other employees receive 25 days annual leave with an additional five days after five years of 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 £489 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 2017 - 18.



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 2017 -18. 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 due to 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 their termination package.