



COUNCIL MEETING - 28 FEBRUARY 2019

Councillors of the London Borough of Islington are summoned to attend a meeting of the Council to be held in the Council Chamber, Town Hall, Upper Street, N1 2UD on **28 February 2019 at 7.30 pm.**

Lesley Seary

Chief Executive

AGENDA

	Page
1. Minutes The Minutes of the previous meeting held on 6 December 2018.	1 - 26
2. Declarations of Interest If you have a Disclosable Pecuniary Interest* in an item of business: <ul style="list-style-type: none">▪ if it is not yet on the council's register, you must declare both the existence and details of it at the start of the meeting or when it becomes apparent;▪ you may choose to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency. In both the above cases, you must leave the room without participating in discussion of the item. If you have a personal interest in an item of business and you intend to speak or vote on the item you must declare both the existence and details of it at the start of the meeting or when it becomes apparent but you may participate in the discussion and vote on the item. *(a) Employment, etc - Any employment, office, trade, profession or vocation carried on for profit or gain. (b) Sponsorship - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union. (c) Contracts - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council. (d) Land - Any beneficial interest in land which is within the council's area.	

- (e) Licences-** Any licence to occupy land in the council's area for a month or longer.
- (f) Corporate tenancies -** Any tenancy between the council and a body in which you or your partner have a beneficial interest.
- (g) Securities -** Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

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

3. Mayoral Announcements

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

4. Leader's Announcements

5. Petitions

6.	Questions from Members of the Public	27 - 28
7.	Questions from Members of the Council	29 - 30
8.	Council Size Submission to The Local Government Boundary Commission for England	31 - 92
9.	Gambling Policy 2019-2022	93 - 132
10.	Islington Council's First Annual Report on Tackling Modern Slavery	133 - 146
11.	Resolution to Extend the 6 Month Rule - Section 85 Local Government Act 1972	TO FOLLOW
12.	Chief Whip's Report	147 - 162
13.	Budget Proposals 2019-20+	163 - 272

Enquiries to : Jonathan Moore
 Tel : 020 7572 3308
 E-mail : democracy@islington.gov.uk
 Despatched : 20 February 2019

LONDON BOROUGH OF ISLINGTON
COUNCIL MEETING - 6 DECEMBER 2018

MINUTES OF PROCEEDINGS

At the meeting of the Council held at Council Chamber, Town Hall, Upper Street, N1 2UD on 6 December 2018 at 7.30 pm.

Present:

Bell-Bradford	Gill	O'Halloran
Burgess	Graham	Poole
Caluori	Hamitouche	Poyser
Chapman	Heather	Russell
Chowdhury	Hull	Shaikh
Clarke	Ismail	Smith
Comer-Schwartz	Jeapes	Turan
Convery	Kay	Watts
Cutler	Khurana	Wayne
Debono	Klute	Webbe
Fletcher	Lukes	Williamson
Gallagher	Nathan	Woolf
Gantly	Ngongo	

The Mayor (Cllr Dave Poyser) in the Chair

27 MINUTES

RESOLVED:

That the minutes of the previous meeting held on 20 September 2018 be confirmed as a correct record and the Mayor be authorised to sign them.

28 DECLARATIONS OF INTEREST

None.

29 **MAYORAL ANNOUNCEMENTS**

(i) Apologies for Absence

Apologies for absence were received from councillors Khondoker, Woodbyrne, Champion, Mackmurdie, Spall, O'Sullivan, Clarke-Perry, Hyde and Ward.

(ii) Order of Business

No changes were proposed to the order of business.

(iii) Declaration of Discussion Items

None.

(iv) Mayor's Announcements

The Mayor led a minute's silence for former councillor Edna Griffiths, who passed away on 19th October 2018. Edna was a former mayor of Islington and served two terms on the Council in the 1990s, representing residents in the Holloway ward.

The Mayor thanked all of those who attended the Remembrance events. It was an honour to attend the wreath laying at Islington Green, Spa Green and Manor Gardens. The events were very well attended by local residents and representatives of all of Islington's communities; the Islington Green service was an Inter-Faith Service, attended by a Rabbi, an Imam, a Vicar, representatives of the Buddhist and Hindu faiths, and presided by a Baptist.

The Mayor had also attended a wreath laying service for veterans at Camden and Islington Cemetery and a special centenary beacon lighting ceremony at Dartmouth Park. The Mayor thanked the council staff, the emergency services, the Islington Veterans Association, Cllr Poole as Armed Forces Champion, the Pageant Master Peter McCafferty, Reverend Nigel Williams and David Dade from the Poppy Appeal for their work in supporting the Remembrance events. The Mayor personally thanked Islington Veterans Association and the Deputy Lieutenant for encouraging him to wear the First World War military cross that belonged to his grandfather, Leonard Oscar Parkes. The Mayor also thanked the many Islington residents who supported the events, including those who knitted the hundreds of poppies which were displayed outside the Town Hall.

The Mayor had recently attended local libraries to take part in the Islington Reading Challenge. The Mayor thanked the Library Service and Councillor Clarke, the Council's Reading Champion, for supporting the events.

The Mayor thanked everyone who attended the charity dinner at Fish Central on Tuesday of the same week. The event raised £1,500 for the Mayor's charities. The Mayor highlighted the work of one of his charities; the CARIS Cold Weather Shelter which provides homeless people with shelter in a local church, an evening meal and

breakfast. The Mayor thanked all of those who give their time to support homeless people, particularly those who offer support over the Christmas period.

The Mayor noted that Islington Town Hall was a Food Bank collection point and encouraged everyone present to donate generously to help those in need.

The Mayor reminded everyone that nominations for the Mayor's Civic Awards had opened. This included the Ben Kinsella Award which recognises the positive contribution that young people make to the local community.

(v) Length of Speeches

The Mayor asked all members to be mindful of the timer and keep within the permitted length for speeches.

30 LEADER'S ANNOUNCEMENTS

The Leader congratulated Cllr Sara Hyde and her partner on the birth of their twins and Cllr Ward and his partner on the birth of their daughter.

The Leader expressed his disappointment at the government's delay in publishing the local government finance settlement. The settlement was due to be published on 6th December 2018 however had been delayed until after Parliament's 'meaningful vote' on the Prime Minister's Brexit deal. It was not known when the final settlement would be published, however the Leader expected more cuts, more misery for Islington residents, and more challenges for the council to overcome. The Leader said that delaying the settlement added insult to injury by not allowing councils sufficient time to prepare their budgets for the next financial year. The Leader urged the government to tell councils how bad the settlement would be as soon as possible.

The Leader and Cllr Burgess had visited Highbury Leisure Centre today. The Centre was affected by a major fire in September 2018 and the Leader thanked all of the staff who had evacuated the Centre within 90 seconds for their professionalism. The fire was very serious and the fact that there were no injuries should not be taken for granted. The damage to the pool building was very substantial and the timetable for repairing the damage would not be known until next year, however the council was committed to getting the pool back up and running. The Leader was pleased that the adjoining gym suite, the most popular local authority gym per square metre in the country, would reopen the following week. A lot of work had been carried out to make the gym areas operational and it was fantastic news that the gym was able to reopen only a matter of months after such a serious incident.

The Leader and Cllrs Lukes, Burgess and Comer-Schwartz had attended a Safe Passage event to commemorate the 70th anniversary of the Kindertransport, which rescued young Jewish children from the horrors of the Nazi regime. The actions of those who did so much to safeguard those children were incredible. The Leader was proud that Islington was only one of three councils in the country to accept Safe Passage's challenge to take in 100 more refugee children over the next ten years, to

give them the same hope that the Kindertransport gave children 70 years ago. The council was now waiting for the government to announce that it would be properly funded and that the council had permission to take in unaccompanied asylum children at all, given that the previous scheme was abruptly and wrongly ended the previous year.

The Leader said he would never forget taking his son to school and seeing a Syrian family taking their child to the school for the first time in their first week in the country. The Council had made a real difference by agreeing to take 30 Syrian families under the Syrian Vulnerable Person Resettlement Programme; this was life-changing for those families who had previously been in refugee camps and the Council should be proud of its work in supporting refugees.

The Leader noted that the report of the Sarah Morgan QC review had been published. The review focused on the serious allegations reported in the Islington Gazette that a former councillor was a supporter of paedophile rights organisations in the late 1970s and 1980s. The Leader encouraged all councillors to read the report's contents and significant conclusions. The investigation was carried out independently and the council had no influence over the report's findings. The Leader said that the council's biggest ever failing was its failure to protect children in its care in the late 1970s, 1980s, and early 1990s and apologised on behalf of the council. The Leader was clear that the council would do as much as it could to right the wrongs of the past by providing support survivors of the abuse now. The council had put in place a significant scheme of support for survivors of abuse including housing and welfare advice, psychological support and counselling. The council had allocated more than £2million in compensation for survivors to date and was looking forward to working with the Islington Survivors Network to ensure that there was a compensation scheme that was fit for purpose. Keeping children safe was the council's highest priority, however the council failed in its duty in the past and it was the council's responsibility to make sure this is put right. Sarah Morgan's report had been sent to IICSA, the independent inquiry into child sexual abuse. The council would support any investigations that IICSSA want to make into abuse in Islington. The report had also been sent to the Police to review if would assist criminal investigations into anyone involved at the time.

At the last Leader's Question Time event, the Islington Survivors Network asked the Leader to make a promise to protect the support services that survivors were accessing. The Leader confirmed that the council would protect those services going forward, as well as the other work to ensure there is justice for the victims of abuse that the council failed to protect in the past.

31 PETITIONS

Ann Devine presented a petition objecting to a licensing application for Nag's Head Covered Market.

32 QUESTIONS FROM MEMBERS OF THE YOUTH COUNCIL

Question (a) from Youth Councillor Arkan to Councillor Caluori, Executive Member for Children, Young People and Families:

This autumn, we asked young people to vote for issues which matter to them. I am really pleased to say that 2,594 Islington young people voted. Tackling knife crime and serious youth violence was the number one issue with which over 800 young people voted for. As YCllrs we were very disappointed by London Mayor saying recently that it would take 10 years to tackle this problem, what is the council doing to reduce both knife crime and the fear of knife crime in the borough?

Response:

Thank you for your question. First of all, I think it's incredible to reflect on the fact that the turnout in the Youth Council elections is higher than it is for our elections. You have a bigger mandate than we have!

On knife crime, we are taking an early intervention approach, what we are also trying to do is further understand the kind of trauma that young people experienced early on in life that leads them to more violent behaviour as they get older. We have some training in our primary schools at the moment to help teachers work with young people, even really young children, to learn how to self-regulate and manage anger, so we don't have kids getting excluded from school, going down a bad pathway and picking up a knife.

Our Integrated Gangs Team is doing some great work, involving Health colleagues and partners from the voluntary sector. There is also great work from the Ben Kinsella Trust and Victim Support. We have loads of people working together to try and keep young people safe. I'm not going to read out all of the statistics I've been given, but the statistics in Islington are moving in a better direction than they are in other boroughs, which I think is due to the approach we have taken and the investment we have made. But it is still a real problem. You know that when you go out on the street there are young people around you carrying knives, and for me the real question is; how can we get to a situation where it's not normal for young people to pick up a knife? How can we get to a situation where that is not an acceptable thing to do? I think to get to that point it will require us to understand more and listen more to young people about the reasons why they take knives out with them, because we all know if you carry a knife you are more likely to be a victim of knife crime. We need to get that message across. We need to work together to understand the reasons why young people carry knives so we can address it properly.

Question (b) from Youth Councillor Tsedenia to Councillor Shaikh, Executive Member for Inclusive Economy:

With less than 114 days to Brexit, what plans have Council Leaders made to ensure that young peoples' employment and training opportunities are not adversely

effected. Can the Cllr please reassure young people who may be worried about their future career opportunities that Islington Council will do all that it can to maximise their opportunities.

Response:

Thank you for your question. I am really pleased that the Youth Council are looking at the impact Brexit, as we know that it is a real concern for young people, and lots of other people about the impact that Brexit might have.

I can assure you that we are taking the impact Brexit may have on the council, and Islington as a whole, very seriously. In addition to our work calling for EU Citizens who live in the borough to have their rights guaranteed by the Government, we have also been doing work to anticipate the impact Brexit may have on our local economy. Unfortunately, we are anticipating that Brexit will lead to staff shortages in most key employment sectors, for example construction, hospitality and health and social care. We are currently developing a new skills strategy that will seek to anticipate the effects of Brexit on our local jobs market and how we can best mitigate against any harmful effects.

As you know, the council's has already been doing a lot to help young people access the careers and jobs that they want. The council's focus is on ensuring that young people are supported to make informed choices about their future careers, and that they are given full information about the range of options available to them, including apprenticeships. To support our young people to compete in any labour market, before and after Brexit, we have committed to ensuring that all Islington young people should experience at least 100 hours' experience of the world of work by the time they finish Year 11.

We are also working with our business communities and schools and colleges to design a quality careers advice offer for young people, and at the same time we are continuing to source apprenticeships and entry level roles for our young residents. For example, some of you might be aware of our Aspire event last week, where we brought together a whole range of creative industries to meet with young people. We act as a broker and a network to connect our creative industries to our young people. It was really popular, really successful, and we managed to link young people to careers in TV, video and music production, a range of off-stage roles; we want to do more of that in the future, we want to help our young people get the contacts that they need with employers.

I was pleased to report to the Environment and Regeneration Scrutiny Committee this week that, since 2014, the Council has supported 1,500 young unemployed people into work, and we have helped over 600 people start apprenticeships both with the Council and with external employers.

I can assure you that Islington Council is on the side of our young people, and we will do all we can to ensure everyone has the opportunities to get on in life and achieve their potential.

Question (c) from Youth Councillor Jackie to Councillor Ward, the Executive Member for Housing and Development:

In the consultation, homeless was the third most important issue young people were concerned about. What is the council doing to tackle homelessness particularly among young people? We would like to council to provide young people who are doing apprenticeships with accommodation similar to that provided to university students to support independent living and in a safe space.

As Councillor Ward, the Executive Member for Housing and Development, was not present, the question was answered by Councillor Watts, the Leader of the Council:

Thank you for your question. I am sorry that Cllr Ward is not present to answer your question, as he is much more of an expert on housing issues than I am. Firstly, can I welcome the fact that young people in Islington are so concerned about homelessness. Homelessness is a stain on our society and its rise over the last few years is a genuinely shocking consequence of Conservative austerity and the cuts and damage this government has done to our social infrastructure. It's unacceptable that anybody is forced to sleep on our streets, even for one night; it's not just a failure of one particular service, it's a sign of a society coming apart at the seams.

We take an approach to homelessness which looks to prevent people becoming homeless in the first place. One of the biggest causes of homelessness is eviction from the private rented sector; we have a lot of support for tenants who are at risk of eviction, we intervene with landlords, provide advice, provide support, try to provide people with secure accommodation if their tenancy has ended. We work closely with charities, health colleagues, the Police and others to support people who find themselves homeless. We have rehoused over 700 families in temporary accommodation who had become homeless and have priority needs. The Outreach Team continue to work with rough sleepers all the way across Islington, in fact we are looking at ways to expand that outreach work at the moment given the clear and pressing need.

The Council has pioneered new approaches to addressing homelessness in hotspots, like the area around the Stroud Green Road Bridge, where the council has supported more than 30 people in to more sustainable housing. It's a constant challenge because the complex problems people face mean that whenever you support some people into housing, you have others replace them.

Importantly we are trialling a Housing First approach, which has been trialled by a few other councils, that is where instead of saying that homeless people need to get a job and sort out the other problems they have before we get them a house, we get them housing first and then use that as a secure base which allows them to put down roots and address other challenges in their lives. This is having a really good impact at the moment and is something we would like to expand if we can.

You raise an interesting point about student-style housing for council apprentices. Any apprentice currently facing homelessness has the opportunity to access all of the services I already outlined, but I would say I am a bit nervous about student-style housing for apprentices. We can certainly look at affordable housing, but we have very limited space in the borough so need to provide more permanent kinds of housing, like council housing. I worry that student housing is quite expensive, is quite short term, and is not the sort of thing that people would actually find helpful. I am happy to commit Cllr Ward to have a further conversation about it.

Question (d) from Youth Councillor Lydia to Councillor Caluori, Executive Member for Children, Young People and Families:

We are really pleased that young people are being actively encouraged to have a say about services which are aimed at them. An example includes the newly created Service User Group at TYS/YOS called "You Lead". We think young people should be consulted and involved in all services and aspects of Islington Council to create a fairer borough. How can this approach be embedded more widely?

Response:

Thanks for your question. I think one thing that was really central for us was the work of the Fair Futures Commission. We spent a year listening to young people and what we are doing now is rolling out the Commission's recommendations throughout the council. What this means is that bits of the council that did not previously have a focus on children and young people, like parks and greenspace and other services outside of Children's Services, will think about what they are doing for children and young people, and use those recommendations to drive what they do.

I also think it's pushing us to listen more to young people and one thing we have been doing recently is holding Ward Partnership meetings for young people; I held one in my ward for six to twelve-year-old kids. To hear what they have to say about their local area is fascinating and is different to what you hear from older children.

We are looking at other ways to listen and involve young people; what is happening with Youth Offending and Targeted Youth Services is a great example of how a service which traditionally has not been centred around listening to the voices of young people, which previously had a top-down approach, has been re-tooled; we are listening to the experiences of young people and use what they tell us to make the service more effective. We have learned from other authorities including Leeds who have used that really well in the past. I think we can do loads more in future, if you keep challenging us then hopefully I can keep on giving you examples of that over the year.

33 QUESTIONS FROM MEMBERS OF THE PUBLIC

Question (a) from Gill Weston to Councillor Ward, Executive Member for Housing and Development:

Regarding Islington Council's scheme for a large building on Windsor Street to accommodate adults with learning disabilities: In 2014 council officers calculated that the scheme would cost £1.98 million; in September 2015 the costs had risen to 2.72 million; there was then a further increase in September 2016 to £3.2 million; and by December 2017 costs had climbed to £4.12 million. Will the Council please share the latest calculated/estimated costs of this scheme and explain the year on year increases at a time of austerity?

As Gill Weston was not present, a written response was sent after the meeting, as follows:

In Islington, we believe that it is vitally important that as many of our residents with additional needs are able to live in Islington, close to friends and families and where they can benefit from personalised support from Social Services, who have statutory responsibilities for them wherever they may be placed in the country.

National and local best practice has for many years shown that local accommodation services, which offer alternatives to out-of-area residential care, improve outcomes by offering greater independence, more choice and control and offer better value for money through access to Housing Benefit and other entitlements. The development at Windsor Street will help us provide homes within the borough for people who need them, and I am very proud of the Council for delivering this project.

The last review of the costs of this project was undertaken in July 2017 by the quantity surveyor on the project. This was quoted in the financial appraisal, as requested by residents in 2017, despite a financial appraisal not being required for planning on this scheme.

At the time of the July 2017 cost plan review, the scheme had not yet been subject to a Design Review Panel. This took place in September 2017, and the recommendations of the Panel resulted in further changes to the design and materials used in the scheme in order to ensure a greater likelihood of planning approval.

Incorporating the recommendations of reports, such as the fire safety strategy, had also not been included in the July 2017 cost plan. All of these changes resulted in additional costs to the developing project.

Since planning permission has been achieved, further, more detailed work has been done on the design, learning disabilities commissioner requirements, and in conjunction with other services required for the project have been further specified. These changes have also contributed to the increase in costs of the project.

In addition, since July 2017, tender prices have also risen by 11 %. These factors taken together have all contributed to the increase in build costs from £3,459,000 as detailed in the July 2017 cost plan to £3,836,000 in July 2018. This figure will not include the other development costs such as additional consultant fees which would form part of the total development costs.

The proposed Windsor Street development is a key part of our strategy to improve the lives of people with learning disabilities in Islington, and to ensure we meet our duties under the Care Act to meet the needs of vulnerable people with care and support needs. It will offer much needed high quality accommodation to adults with learning disabilities who need support to live independently. As a 'supported living' scheme it will offer people security of tenure, with support and care tailored to their individual needs.

Our aim is to ensure people with learning disabilities can live fulfilling lives in our local community, and I look forward to the new homes on Windsor Street contributing to this worthy goal.

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

Will the Council please explain why, when supported living accommodation is such a scarce resource in this borough and Council budgets are said to have been slashed, did it turn down the offer by Hyde and Partnership to build several new apartments at Packington Square for adults with learning disabilities?

As Ian Fearnley was not present, a written response was sent after the meeting, as follows:

I am pleased to assure you that Islington Council has not turned down any offers from Hyde to build new apartments at Packington Square for adults with learning disabilities. The Council works with many partners to secure new properties to be used as supported living for adults with learning disabilities. New accommodation is sourced to meet identified demand and all viable options are explored on an ongoing basis.

Question (c) from Benali Hamdache to Cllr Webbe, Executive Member for Environment and Transport:

How will Islington Council be ensuring residents are fully consulted on the Islington transport strategy?

As Benali Hamdache was not present, a written response was sent after the meeting, as follows:

Islington Council is developing a new transport strategy for the next two decades until 2041. This follows the publication of the Mayor's Transport Strategy earlier this year, which sets out ambitious policies and targets, including to promote healthier

lifestyles by encouraging people to walk and cycle, to make streets safer and more secure, to increase the use of public transport and reduce car use, and to clean up the air that we breathe.

The Council's transport strategy will build on this strong foundation and will set the policy framework for streets, public spaces, neighbourhoods and transport services that will improve the lives of all in Islington, including the most vulnerable and those on lower incomes. As this strategy will affect everyone living, working or studying in Islington or visiting the borough, we will develop this strategy together with local people. I have been having conversations with the local pedestrian and cycling groups as key transport stakeholders to develop key walking and cycling principles that will underpin our aspirations and policies. However, there is an opportunity for everyone to get involved during a comprehensive two-month public consultation where we invite comments on our draft transport strategy.

The consultation will be widely publicised, including through the Council's usual media channels and on the Council website. There will be drop-in sessions, workshops and focus groups with a number of key groups and communities, including: disability groups; Somali women's group; young people through a youth centre; a Special Education Need school; and transport stakeholders (eg Living Streets and Cycle Islington). There will also be an opportunity for residents to ask questions at ward partnership meetings held during the consultation period. I will listen to the ideas, concerns, questions and suggestions from all Islington's communities so that Islington's final transport strategy represents and protects the interests of all.

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

How successful was Islington Council's bid for Young Londoners Fund?

Response:

Thanks for your question. We as a council did not directly put in a bid to the Young Londoners Fund, instead we worked with the voluntary sector in Islington to support local organisations in getting their bids together. We're really pleased; we did incredibly well out of that. Across the borough we will benefit from around £1.3million of funding from the Mayor's Young Londoners Fund that aims to stop young people getting stuck in violent and bad lifestyles. The organisations locally that will benefit from that include Abianda, who did excellent work to help girls to exit from gangs, Finsbury Park Mosque, the Ben Kinsella Trust, and there are London-wide services that benefit those in Islington as well.

Supplementary question:

That's really good to hear that you consulted people and engaged with others. Waltham Forest Council did the same, but they also put in their own direct bid as a council and managed to raise £300,000 for young people. The London Borough of

Southwark raised £150,000 for young people. The London Borough of Sutton raised £150,000 for young people. Can we make sure that we as a council do put in a bid in the next round that comes up, having consulted extensively with young people, which is one of the criteria to get the funding.

Response:

Our strategy was very much to look at the organisations in our borough who can provide the greatest benefit to the lives of young people. What we have in Islington is a really vibrant voluntary sector who have an incredible array of services, probably in excess of what any other borough can draw on. So I have to be honest with you, I feel like the strategy of prioritising those organisations has really paid off, because we are about half the size of those boroughs you mentioned in terms of population, but we are benefitting hugely from the funding that is coming through. So I think our strategy to support those organisations has really paid off. I am really happy to talk to young people and the youth councillors on if they think we should bid differently in the future.

Question (e) from Natasha Cox to Councillor Watts, Leader of the Council:

What action will you take as Leader of Islington Council following the publication of the Intergovernmental Panel on Climate Change (IPCC) Special Report on Global Warming of 1.5°C, published in October 2018, describing the enormous harm that a 2°C rise in global temperatures is likely to cause compared with a 1.5°C rise, and confirming that limiting Global Warming to 1.5°C may still be possible but only with ambitious action from national and sub-national authorities and others.

Response:

Thank you for your question. Climate change, despite what a certain politician from the other side of the Atlantic says, is a very real and present danger to all of us; I am very proud that this council takes its responsibilities seriously, and we do what we can to reduce our carbon footprint as a borough. I picked up some of your comments in the newspaper about the ground-breaking work we are now doing to decarbonise our pension fund, which I think is ahead of anyone else in the country; I think that is incredibly important.

The Council's Energy Services team will be implementing a new strategy early next year, absolutely to keep us in line with the IPCC's Special Report you mention in your question. We all understand the importance of that 1.5°C limit you refer to. Our current strategy is strongly in line with the Mayor of London's climate change action plan and what other London Boroughs are doing on this issue. We are one of the top five boroughs with the highest per capita reduction in carbon emissions over the last few years. But you are right, the IPCC's Special Report provides an excellent reference point for defining that new strategy and building on our previous performance. I know that under Cllr Webbe's outstanding leadership we will be driving forward this issue. It's also worth saying we have by far the most progressive parking charging policy; we charge the most polluting vehicles far more than cleaner

vehicles. We are also working on other initiatives, but we accept there is more to do and welcome further ideas.

Supplementary question:

Thank you for your response. Do you have plans to draw up an emergency plan with the actions specifically needed to make Islington carbon neutral by 2030?

Response:

Given we are in the process of drawing up a new plan, I don't think we need a separate emergency plan. But the plan we are already drawing up will absolutely bear in mind the findings of the IPCC report and the fundamental need for us to do what we can to keep the planet inside that 1.5°C limit. The fact that there is new unimpeachable science available will absolutely influence that new strategy we are drawing up.

As there was time remaining of the thirty minutes allocated for public questions, the Mayor accepted questions from the floor:

Question from Nafisah Graham-Brown to Councillor Comer-Schwartz, Executive Member for Community Development:

Thank you for letting me ask a question. I note that in the additional papers for the meeting it mentions that Islington Council, along with other legal support organisations are providing free advice for EU citizens resident in the borough. I just wonder how that is being advertised, what the reach is in terms of take up, and are there any restrictions on eligibility? Do you have to be under a certain income to access that?

Response:

Thank you for your interesting question. We have held three sessions so far, all here in the Chamber. They have all been completely full. They are advertised in partnership with Islington in Europe; we have a panel of immigration specialist lawyers who give practical advice on what to do around issues like settled status. It is absolutely free. There are no criteria other than signing up on the Eventbrite page, but to be honest you could just turn up on the day. This is something we are looking to expand; we want to work with our partners to really focus on helping people with certain vulnerabilities to get through the process, but if you want to give me your details I'd be happy to pass on the details of the next session.

34 QUESTIONS FROM MEMBERS OF THE COUNCIL

Question (a) from Councillor Heather to Councillor Hull, Executive Member for Finance, Performance and Community Safety:

There is a growing awareness and concern about the rise of drug related criminal activity in Finsbury Park Ward and also across Islington more generally. As a local councillor, I share local residents' and businesses concerns about this and call on the police to act urgently to address it. Can Cllr Hull provide details of what police action with regards to this serious issue the Council has been made aware of, including any more police officers, and how the Council is playing its part in tackling drug related crime?

Response:

Thanks for your question, Cllr Heather. We are certainly aware of the growing drug-related issues around the wider Finsbury Park area and recently undertook detailed analysis with the Met, Haringey and Hackney councils to understand the true nature and scale of the problem. This included collating evidence from research, councillors, residents, businesses and colleagues. The results of this analysis was presented to senior leaders from the police and councils in all three boroughs and it was agreed that the police would lead a tri-borough multi-agency partnership response with our active support.

As a result, last month, Islington Police Supt Nick Davies chaired a meeting with his equivalents from Hackney and Haringey, alongside Heads of Community Safety and Enforcement Services from each of the three boroughs. A partnership plan of action was drawn up with lead officers from all sides. The plan has two primary prongs. First, the further development of our intelligence picture around the drugs markets in question, which the police are leading. And, second, monthly Days of Action where partners from all three boroughs will carry out joint visits, inspections and patrols in the area, led by the Community Safety Team here in Islington. The first of these Days of Action was today. It has involved visits to local businesses to offer reassurance and advice, promoting our antisocial behaviour services, British Transport Police activity at Finsbury Park station, compliance work on littering and fly-tipping, support for those with substance abuse problems through Better Lives, support for street homeless people through Street Link, early morning outreach by St Mungo's, licensing visits, 13 Parkguard weapons sweeps, promotion of our Safe Havens scheme, extra CCTV coverage, visits from trading standards and environmental health (including issuing fixed penalty notices), and police enforcement activity, including 13 stop-and-searches in areas where drug-dealing has been taking place. A knife like the one in this photograph was confiscated around the back of Morrison's, an area where drug-dealing is known to take place, as we heard from a resident of the Nag's Head earlier this evening.

On top of this, the police have deployed additional officers to the area until further notice to tackle the issues you raise, day-in, day-out, such as the two extra PCs recently assigned to the Safer Neighbourhood team in Highbury West. You and other

local councillors and residents, myself included, have pushed these issues high up the agendas of three London Boroughs and the Met Police and we are now seeing concrete action in response.

Supplementary question:

Thank you for your answer Cllr Hull. I do really appreciate what is being done. A number of residents have raised this issue. It is a very worrying problem, it's really good to see that we are adopting a more strategic approach to this and a more joined up way of mapping what the problem is and doing our best to solve it. However, what we know is, from evidence received by the Policy and Performance Scrutiny Committee, there is an issue with Police resourcing. Since 2010, under the Conservative government, we have lost 300 police officers. That isn't helping the situation. We need to add to the numbers of police. I thank you for what you are doing; would you agree that we need to keep up the pressure on senior police officers to keep this a priority? There is a relationship between drug dealing and violent crime, which we know is a horrendous problem in this borough.

Response:

Thank you. I've never seen the Met more stretched. I've worked closely with the police for 15 years and, like this council, at breaking point. It cannot cover all of the bases and is running from pillar to post. However, it is important that the Met understands at the highest levels of Scotland Yard the pronounced concern felt by residents, not just in Islington but right across London, at this upturn in drug related offending. You can see it on our street corners and residents won't put up with it. You are right, that everyone in the police from the Commissioner down needs to understand that residents do not believe that this drug related offending, and the violence, by which the police are concerned, are unconnected. They are two parts of the same problem, and if we turn a blind eye to the supposedly low level drug dealing on our street corners, people in the end will get hurt. We are saying that at every available opportunity, both members and senior officers, at meeting after meeting. I think because we are speaking with one voice as colleagues across London we are starting to be heard.

Question (b) from Councillor Graham to Councillor Caluori, Executive Member for Children, Young People and Families:

I thank Cllr Caluori for his written answer to my question at the last Full Council. Since the question was asked I've been approached by several families who have been in situations where their children have been excluded despite having special educational needs. I've also been contacted by organisations who are aware of similar situations.

Can I ask Cllr Caluori what more is being done on the issue of premature exclusions for kids with special educational needs?

Response:

Thank you for your question, this is an important topic.

Islington performs better than the national picture for fixed-term exclusion of children receiving SEND Support, and far better for children with an Education Health and Care Plan, where the trend is downward. The same is also the case for permanent exclusion, where numbers are very low. There has also been a court ruling in August this year which makes it clear that schools make appropriate adjustments for children with SEND before it results in exclusion; that means that kids can't be excluded for behaviour which is a result of their disabilities, which is discriminatory.

We are confident in Islington that we challenge our schools about that where we think there is a problem, and we always want to hear from parents where there is an issue that affects their child and they feel that they are not being treated fairly. I think one thing that helps in Islington is that our parents' groups are really mobilised, we have a SEND parents network which has its own charter which sets out how they want schools to work with them, and they've delivered a session to the Headteachers' briefing last week that was very well received.

The Children's Services Scrutiny Committee will be making recommendations in March next year following a detailed review of local practice; we will have a wider picture around permanent and fixed term exclusions. But I repeat that if any parent feels their child is being treated in a discriminatory way by an Islington school because of their SEND status they should come to us and we will try to resolve it.

Supplementary question:

Thanks for that reply. Just to clarify, the court ruling you are referring to only applies to kids who are already diagnosed, so they can be permanently excluded if they haven't been diagnosed. My concern is about kids who haven't been diagnosed. You said that our schools are doing their best to identify kids with special needs, unfortunately this doesn't seem to be the experience of a lot of parents and the professionals I have spoken to. Since the last Full Council when I raised this issue, I've heard a lot of frustration from families who feel their children are being thrown on the scrapheap in schools' apparent quest for good Ofsted results.

Last week, and I am repeating this with the permission of the parents, I was given a copy of the Education Health and Care Assessment that has been written for a 17 year old in my ward who was temporarily excluded from one of our secondary schools, sent to Alternative Provision, then on returning to mainstream education very quickly permanently excluded. The Assessment says that: 'the pupil had a difficult and disruptive experience of secondary education, with time spent at alternative provision from Year 9 onwards. Reflecting on this time, it appears their needs were not understood at secondary school, and as a result staff formed an impression of them that meant they were not able to show their best self and thrive in this setting. Their experience of feeling let down and not understood by adults in school and college placements means it is much harder for them to trust adults who genuinely care and can provide support. This can put all their placements at risk of

breaking down. Their difficult and disruptive experience of education means they are underachieving greatly.'

This comes back to early intervention to prevent kids getting involved in crime. There was a recent report saying that all health care professionals should have awareness training. I would love to see that for education too.

Response:

Thank you. I would like to repeat that if parents have issues with a school that aren't being resolved in a fair way by the governing body, my door is always open. I want to hear from parents with these issues so I can directly challenge schools. I have done so in the past and will again. I think permanent exclusion for any child regardless of any disability they have is a traumatic event, it is maybe one of the defining moments of their lives, and every school should do everything they can to keep children in mainstream education. A big part of that is understanding the whole child. One thing I found interesting as we look more at permanent exclusion is the way that, without the proper understanding of what each child is bringing with them into the school, it's possible for the school to punish a child for persistent defiance, which can accumulate to the point where governors are presented with a permanent exclusion pack and they feel they have no option but to back the determination made by the Head. That can happen in any circumstance without any disability status whatsoever.

What I think is really fantastic is that our scrutiny committee are getting right under the skin of that, they are talking to Head Teachers about it and getting into the detail. A parallel scrutiny is happening in Hackney, there is also one in Lewisham and Haringey. If young people are not being treated fairly or discriminated against due to an undiagnosed disability, then we can help to remedy that. I think it's tough for the schools because they are woefully under-resourced by central government to do all of this work, but we have to make sure that the level of need is clear, and this will help to make sure that the needs are met.

Question (c) from Councillor Ismail to Councillor Comer-Schwartz, Executive Member for Community Development:

As lead member for community development, I am sure that you agree that the voluntary sector are the eyes and ears of our communities and it is important that the council continues to support the sector, particularly the smaller organisations. Many of these organisations receive funding from the council. Can you tell me what the organisations allocated funding in the last round on 1- 5 scale have done to reduce anti-social behaviour and social isolation amongst our senior citizens and how we measure the success of their work?

Response:

Islington's Voluntary and Community Sector plays an invaluable role in responding to local need across a wide range of issues, strengthening the resilience of our local communities.

The Voluntary Sector Partnership Grants programme, launched in 2016, will run until 2020. Each year we commit £1.4 million to funding independent advice and £1.3 million in core grant funding to a wide range of VCS organisations to deliver a wide range of services. 50 organisations currently receive funding.

These organisations are assessed through six-monthly cycles of monitoring visits and reports. They are assessed in terms of the quality of service, governance, finance and fundraising, safeguarding and communications, through a Funder+ model that includes advice and support to ensure that Islington's voluntary sector continues to be vibrant, dynamic and well run. The voluntary and community sector does more work on addressing social isolation than it is possible to share now, but here are some examples of the way in which the council's grant funding has impacted our local communities.

St Luke's Community Centre provides a daily lunch club for older residents and as well as a range of activities to reduce social isolation and encourage healthy and active living. St Lukes see on average 60 over 55s per day. Healthy Generations offers weekly wellbeing enrichment activities/ sessions from various locations across the borough, targeting senior citizens. This includes 653 Events, 62 groups and over 2,800 users. The Peel runs a range of activities run for older residents including trips and lunches. 185 different people attended the social club for over 55s. Islington Pensioners Forum runs a programme of informal social activities, public forums and committee meetings to give a voice to the widest possible representative group of Islington older people. IPF sees 40 older people a month. They produce a monthly newsletter that is shared with 665 recipients, I know we all receive this. This publicises lots of activities for older people.

In terms of Anti-Social Behaviour, the Voluntary Sector's work in this area is primarily focussed on creating resilient communities and promoting community cohesion, particularly through the Islington Hate Crime Forum, which is made up of organisations funded through the VCS Partnership Grants Programme. Camden LGBT Forum is actively involved in supporting victims of Hate Crime, including through direct Casework, reporting hate crime to relevant agencies, and engaging and enabling members of the LGBTQ+ community who have experienced hate crime to speak with providers.

Question (d) from Councillor Ismail to Councillor Watts, Leader of the Council:

As the Leader of a Council that advocates social reform, that changes lives by providing affordable energy and heating, by building more housing and through the Fairness Commission and the Fair Futures Commission, can you please update us on the outcomes of the Fairness Commissions over the last 6 years; what has been achieved and what haven't we manage to change yet and if there are lessons from

that commission which we are applying to the implementation of the Fair Futures Commission?

Response:

Thank you for your question. You are absolutely right, the Fairness Commission has underpinned a lot of the work we have done over the last eight years on making our borough a fairer place, which is ultimately the central reason why Islington Labour was elected in 2010 and has been re-elected twice since. The Fairness Commission set out a whole range of projects critical to core task of this administration, from paying the London Living Wage, to developing more apprenticeships, to getting more people in to work, to building new council housing. All of which are now grounded in the core business of this council, but at the time were ground-breaking and a real change of direction following ten years of lost direction under the Liberal Democrats. You are also right to say that the Fair Futures Commission is the way in which we can take on much of that work; it is fundamentally unfair that kids growing up on leafy streets have better chances in education, housing, having a good job and ultimately living longer than kids growing up on our estates. What we are fundamentally about as a borough is changing the odds and making our borough a fairer place.

The Fair Futures Commission sets out a whole range of ways that we can better engage young people in the work of this council and how we can address that structural unfairness in our borough; but I would say that all of this is made harder every week by the policies of the government. We can get as many people into work as we can, but if the government further cuts universal credit there will still be misery. If we are really going to complete the job, we need not just a Labour council but a Labour government fighting hard on our side too.

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

Please could you provide an update on the progress the council has made in upgrading front doors in council housing to ensure compliance with fire regulations?

As Councillor Ward, the Executive Member for Housing and Development, was not present, the question was answered by Councillor Watts, the Leader of the Council:

Thank you for your question. I understand that you met with Cllr Ward and the Service Director for Housing Property Services on 26th November where you were updated on the current position regarding fire doors. A table detailing progress and numbers per ward has been provided to you as well. I want to be clear that our responsibilities around fire safety and our residents' safety are absolutely central to everything we are trying to do as a council; the horrific Grenfell Tower disaster means that there can be absolutely no room for complacency. But fundamental to everything we are trying to do is get a better picture from government and national regulators about what is a safe fire door to install; I think you will appreciate that it is important for the council to ensure what it is doing is actually helping the situation; and therefore the real step that we need to take work forward is better clarity from

the government about what we should actually be doing as a council. When that clarity is provided we will be springing into action to do it.

Supplementary question:

Thank you very much. I think the point is that there are a lot of fire doors, composite fire doors, that have been installed that are not as fire compliant as anticipated when they were commissioned. It's not the council's fault, they were provided by contractors, but it seems there is a problem with the ability of these doors to withstand fire. So the question is, will you commit to publish a timetable once you have the information from the government? I understand that you cannot determine when you are due to get that clarity around the correct fire doors and their availability, but once that information comes through from the government, will you commit to a timetable to getting all these doors fire compliant?

Response:

Thank you for your very fair question on this. You are right to point out this isn't just an issue for Islington Council; it is an issue for every landlord in Britain, in fact it is an issue for every landlord in Western Europe given that it seems that there is only one manufacturer of composite fire doors in Western Europe. It turns out there are significant questions about those fire doors and what their actual fire safety value is. It's worth saying that we are following the advice of the Fire Brigade; they are saying that if doors are fitted and they last longer than what was before, then keep them on instead of doing anything else. So we are doing that over this interim period, as you would expect. But yes, I can commit that when there is some better clarity provided to us as a council over what we should do to keep our residents safe, not only will we do that, but when it's clear what the investment needs are and what the timetable is, we will make that quite clear to members of this Council and residents.

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

Do you have an update for the users of Sotheby Mews Day Centre?

As Councillor Ward, the Executive Member for Housing and Development, was not present, the question was answered by Councillor Watts, the Leader of the Council:

Thank you for your question. Let me start by reminding us where we've got to on Sotheby Mews. We have 14,000 people on our housing waiting list, we were elected and re-elected massively on a manifesto, the top priority of which was to build new council housing, and we do think that the Sotheby Mews site presents an opportunity to help families off the waiting list; families whose lives are being ruined by the housing situation they find themselves in. Clearly we need to work closely with residents. There is a genuinely brilliant facility being built at Highbury Roundhouse, I visited it last week, it's not very far away from Sotheby Mews; and there are also potential opportunities on Blackstock Road for the continuation of some community services too.

The council is in the process of developing new council housing on the Sotheby Mews site, and the Roundhouse have advised they are working towards a March 2019 completion date for the new site; at that point we will restart those conversations with residents. The thing I want to say, and I want to be clear on this, is that we are in danger of getting stuck on this issue in a zero sum game; we will work with users of Sotheby Mews, if there are other solutions other than moving services to the Roundhouse then we are very open to conversations about that. Cllr Ward has committed to a further series of meetings. We want to move this issue on, we want to get that housing built, but also we want to have those conversations with residents to make sure there is an offer of services that people are happy with. It might not be everything that people want, but I know Sotheby Mews do great work and I'm really confident that whatever happens they will be in a position to carry on doing that great work, both in the Roundhouse and possibly in other buildings as well.

Supplementary question:

Thank you for your response and thank you for the commitment to keep talking to the users of Sotheby Mews; that is the most important part of this, the people about whom decisions are being made need to be involved in those conversations. You say that March 2019 is the completion date, but I gather they are still short of around £500,000; have they suddenly found this money? From what I understand, they would be very unlikely to have services in there from March 2019. Can we give users of Sotheby Mews assurance that they are not going to be moved until at least the council has got an appropriate place for them to be happening? Because what they do at Sotheby Mews is so creating, caring and important in our community, these services prevent loneliness for older people and make sure that older people have access to a hot lunch, when people are really struggling to pay their bills and keep going; it's incredibly important. Can you at least give comfort that they are not going to find themselves without any space to be, if the Roundhouse isn't ready for them?

Response:

I know we have been criticised a couple of times about this, but I think it's a brilliant building; it'll be fantastic when it's opened and it'll be an appropriate space. If there are other appropriate spaces for some services, we will look at those as well. We gave this assurance a year ago and I am happy to repeat it now; we are not going to close the Sotheby Mews building until we've got alternatives sorted out.

You are right to mention issues about people being lonely and stuck at Christmas, obviously users of Sotheby Mews are very important in that and we will make sure there are the right services for them. The other people we should think about at Christmas are homeless families. We should think about the needs of homeless families stuck in temporary accommodation out of this borough who need an affordable council house in Islington; I think we should think about homeless families with no hope of decent affordable housing unless this council cracks on with the new housing programme that we were elected with 61% of the vote in May to deliver. I

think we should think about the homeless families who will be rehoused on that site, it will change their lives. We are going to listen to everyone and talk to everyone, but we are going to prioritise the building of life-changing new council housing to make sure that we can carry on giving our families the kind of start in life that they deserve. We know that we have to think about people who use services at the moment, as important as they are, but we also need to think about those people who have no voice in this chamber at all, as they are spending tonight in temporary accommodation in Barnet, because that's the best the council can do for them. We owe them a lot better and this council administration will provide it.

35 APPROVAL OF THE REVISED NORTH LONDON WASTE PLAN FOR PUBLICATION, CONSULTATION AND SUBMISSION

Councillor Watts moved the recommendations in the report. Councillor Burgess seconded. Councillor Russell contributed to the debate. Councillor Watts exercised his right of reply.

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

RESOLVED:

- (i) That North London Waste Plan be approved for publication and formal statutory consultation, and subsequent submission to the Government;
- (ii) That the Corporate Director of Environment and Regeneration, in consultation with the Executive Member for Housing and Development, and in conjunction with the other north London boroughs, be authorised to submit appropriate changes to the North London Waste Plan in the run up to, and during, the Independent Public Examination of the document, in response to objectors' submissions, requests from the Planning Inspector and any emerging evidence, guidance or legal advice.

36 COUNCIL TAX SUPPORT SCHEME 2019/20

Councillor Hull moved the recommendations in the report. Councillor Burgess seconded. Councillors Russell and Lukes contributed to the debate. Councillor Hull exercised his right of reply.

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

RESOLVED:

- (i) That the Council Tax Support Scheme for 2019/20, as contained in Appendix A to the report submitted, be adopted;
- (ii) To note that the Council is retaining a cap of 8.5% for council tax support – despite the unprecedented central government funding cuts both for this scheme and for the council generally – as part of our ongoing commitment to

provide support throughout the different stages of residents' lives, where it is needed;

- (iii) That the retention of the amendments to council tax agreed at full Council on 7 December 2017 be agreed. This means that from 1 April 2019, the following will continue to apply:
- 1) council tax exemption classes A and C will have a discount of 0% for all cases;
 - 2) council tax discount for second homes will be 0% in all cases;
 - 3) council tax discount for empty furnished lets will be 0% in all cases; and
 - 4) a premium will be charged at the maximum percentage allowed on the council tax of all properties that have remained empty for over 2 years in all cases.

37 QUARTERLY MONITORING REPORT

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

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

RESOLVED:

To note the decision taken on 22 November 2018 to approve receipt of funding for the Recladding of 251-253 Hungerford Road, London, N7 9LD and Braithwaite House, Bunhill Row, London, EC1Y 8NQ.

38 CONSTITUTION UPDATE

Councillor Gill moved the recommendations in the report. Councillor Hamitouche seconded.

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

RESOLVED:

- (i) That the proposed amendments to the Constitution, as set out in Appendix 1 to the report submitted, be approved;
- (ii) That the Director of Law and Governance be authorised to make any consequential amendments to the Constitution considered necessary.

39 CHIEF WHIP'S REPORT

The Mayor advised that a revised Chief Whip's Report had been circulated in the additional despatch.

Councillor Gill moved the recommendations in the report. Councillor Hamitouche seconded.

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

RESOLVED:

- (i) That Cllr Troy Gallagher be appointed to St Luke's Trustee Ltd for a four year term, or until a successor is appointed;
- (ii) That Cllr Spall be appointed to the Sadlers Wells Foundation for a three year term from February 2019, or until a successor is appointed;
- (iii) That Cllr Shaikh be appointed as the Council's substitute member on the Central London Forward Partnership Board until May 2020, or until a successor is appointed;
- (iv) That Cllr Hyde be appointed to the University College London Hospital NHS Foundation Trust for a three year term, or until a successor is appointed;
- (v) That Cllr Hamitouche be nominated to the Cloudesley Charity for a four year term, or until a successor is appointed;
- (vi) That Cllr Cutler be appointed to the Richard Reeves Foundation for a four year term, or until a successor is appointed;
- (vii) That Cllr Cutler be appointed to the Richard Reeves Foundation for a four year term, or until a successor is appointed;
- (viii) That Cllr Graham be appointed to the Children's Services Scrutiny Committee for the remainder of the 2018/19 municipal year or until a successor is appointed;
- (ix) That Cllr Ismail be appointed as a substitute member of the Health Scrutiny Committee for the remainder of the 2018/19 municipal year or until a successor is appointed.

40 NOTICES OF MOTION

MOTION 1: SCRAP UNIVERSAL CREDIT

Councillor Gallagher moved the motion. Councillor O'Halloran seconded. Councillors Hull and Russell contributed to the debate.

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

RESOLVED:

- (i) That this Council has no confidence in Universal Credit;
- (ii) To call on the Leader of the Council to make representations to the Prime Minister to urge her to scrap Universal Credit and to replace it with a social security system that supports people and ensures that nobody is worse-off, rather than driving them into poverty;
- (iii) That Council officers be authorised to commit appropriate resources from within the Council's budget to continue supporting local residents affected by Universal Credit.

MOTION 2: THE CUTS DON'T WORK

The motion was moved by Councillor Hull. Councillor Chapman seconded. Councillor Russell contributed to the debate.

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

RESOLVED:

- (i) To support calls by the Local Government Association for the Government to close the funding gap facing local councils;
- (ii) To support the Leader of the Council to continue making representations to Government that the upcoming Government Spending Review and 'Fair Funding Review' for local government must reflect genuine need;
- (iii) To ask the Leader of the Council to write to the Chancellor of the Exchequer, the Prime Minister, and the Secretary of State for Housing, Communities and Local Government setting out the funding pressures faced by our local council, and calling on the Government truly to end austerity in local government.

MOTION 3: PEOPLE'S VOTE MOTION

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

Councillor Russell moved the motion. Councillor Watts moved the amendment. Councillor Russell exercised her right of reply.

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

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

RESOLVED:

- (i) To support calls for an immediate General Election, should Parliament vote down the Prime Minister's EU exit deal;
- (ii) That, if a General Election is not called, the Council will support all options remaining on the table that best protect Islington residents, including making representations for a public vote to take place, with a specific option to remain in the EU.

The meeting closed at 9.35 pm

MAYOR



COUNCIL MEETING – 28 FEBRUARY 2019

QUESTIONS FROM MEMBERS OF THE PUBLIC

- a Sebastian Sandys to Councillor Watts, Leader of the Council

What plans do the Council have this year to shine even more light on your work and decision making and to encourage and enable resident participation in that work? For example, would you agree to a pilot scheme to live stream meetings of key committees?

This page is intentionally left blank



COUNCIL MEETING – 28 FEBRUARY 2019

QUESTIONS FROM MEMBERS OF THE COUNCIL

- a Councillor Convery to Councillor Webbe, Executive Member for Environment and Transport:

Please will your team re-consider the location of communal recycling bins on the Bemerton estate?

- b Councillor Clarke to Councillor Webbe, Executive Member for Environment and Transport:

The Biodiversity action plan is a very welcome initiative by the council and a positive move towards protecting wildlife and biodiversity in Islington. I am proud that most of our parks and many estate green spaces are maintained by our wonderful Grounds Maintenance Service and in some of our parks this is carried out by local residents. I note that Croydon Council will end the use of glyphosate in all its public parks and green spaces as of February 2019. The council plan to train staff in new techniques and explore feasible non-chemical options. Would Cllr Webbe consider meeting with the relevant councillors on Croydon council with a view to finding out how they are managing this and investigating the possibility of moving Islington Council towards being pesticide free?

- c Councillor Russell to Councillor Webbe, Executive Member for Environment and Transport:

Islington's current Local Implementation Plan 2011-2031 has a target to reduce the number of people killed and seriously injured on the road in Islington by 21.6% by 2013, and by 38.4% by 2020 compared against the 2006-2008 average baseline.

In 2016 the police reporting system was changed to tackle previous inconsistency in reporting and earlier data has been backcast to be comparable with current data. What is the back cast value for the 2006 - 2008 baseline of 89 people KSI?

- d Councillor Russell to Councillor Webbe, Executive Member for Environment and Transport:

How did Islington perform against the Local Implementation Plan target of reducing the number of people killed and seriously injured on the road by 21.6% by 2013, and will you meet the 2020 target for a 38.4% reduction against the baseline?

This page is intentionally left blank

Report of: Chief Executive

Meeting of:	Date:	Ward(s):
Council	28 February 2019	All wards

Delete as appropriate:	Exempt	Non-exempt
-------------------------------	--------	------------



**SUBJECT: Council Size Submission to The Local Government
Boundary Commission for England**

1. Synopsis

- 1.1 The Local Government Boundary Commission for England (LGBCE) is undertaking a review of the London Borough of Islington's local government electoral arrangements. The outcome of the review will be implemented for the 2022 Council elections.
- 1.2 The first part of the review determines the Council size. To help inform the LGBCE decision on Islington's Council Size, the council has produced a submission for LGBCE, which requests that the Council size is increased from the current 48 councillors to 51.
- 1.3 This recommendation has been made as it is considered that in the future, a greater council size is needed to ensure Councillors can continue to fulfil their duties in relation to community leadership, representation, governance and scrutiny, in consideration of the already high levels of case work and forecast population growth.
- 1.4 The LGBCE will consider the council's submission when making its decision on the future size of the Council. The LGBCE's final decision on the size of the council is expected 26th March 2019.

2. Recommendations

- 2.1 To approve the Council size submission to the Local Government Boundary Commission for England, to be taken into account in the Commission's review of Islington's electoral arrangements.

3. Background

3.1 Context

Islington is currently being reviewed by the Local Government Boundary Commission for England (LGBCE) to ensure that the borough has electoral equality. The review examines the proposed new electoral arrangement for the whole local authority, including;

- The total number of councillors to be elected by the council; Council size
- The names, number and boundaries of wards
- The number of councillors to be elected from each ward

- 3.2 Islington triggers the Commission's intervention criteria for a review, as there are a number of wards on the borough which have electoral inequality; one ward over 30% higher than the average electorate per Councillor, 2 wards with +10% variance and 1 ward with -10% variance.

- 3.3 The review is also considered a Periodic Electoral Review. Islington was last review in 1999, which saw the number of wards reduce from 20 to 16 and Councillors reduce from 52 to 48. The Commission is undertaking reviews of the vast majority of London boroughs as it has been a considerable amount of time since reviews were last conducted.

- 3.4 Electoral Review process happens in two distinct parts, specifically Part 1- Council Size and Part 2- Ward Arrangements.

- 3.5 To help inform LGBCE on initial part of the review on the Council Size, the council has prepared a submission which details the borough's governance arrangements, scrutiny functions and the representational role of Councillors. The council's submission recommends that the Council size should be increased from 48 elected Members to 51.

- 3.6 The factors outlined in the Boundary Commission's guidance document were carefully considered in preparing the submission to the Commission in terms of the number of the Councillors and the resulting electoral ratio. The council's submission is informed by reviewing Councillors meeting and decision-making commitments, casework loads, community engagement work, forecast population growth and comparisons to other local authorities. The views of all Councillors were sought via a Member survey.

- 3.7 The council's submission recommends that Islington should increase the existing number of Councillors from the current 48 elected Members to 51. This will equate to an electoral ratio of 3,301 electors for each Councillor by 2024, based on GLA population forecasts and considering planned housing activity and electoral registrations. In terms of the total population, this will equate to 4,848 residents per Councillor. The high levels of deprivation and the acute shortage of affordable housing in the borough create disproportionate demands on services and Councillors and makes it more challenging for Councillors to fulfil

their community and representative roles alongside their other duties in relation to governance and scrutiny.

- 3.8 The report concludes that 51 Councillors is the optimum number of Councillors required to ensure effective governance and scrutiny. Maintaining a council size of 48 in the face of rising demand for services, population growth, challenging budget cuts, growing levels of complex casework, the increasing ease in which residents can contact Councillors and their expectations of an immediate response, would likely result in progressively unsustainable workloads for elected Members. This would be detrimental to the effectiveness of the local authority. Increasing the number of Councillors by 3 will help ensure Councillor resilience and representativeness, and lead to more manageable workloads.
- 3.9 Other Council sizes have been considered and it is believed that maintaining or reducing councillor numbers from the current 48 would put significant further pressure on Councillor workloads. It would become challenging for Councillors to effectively represent their communities and governance arrangements would be negatively impacted.
- 3.10 LGBCE will consider the council's submission and will subsequently publish their final decision on the future size of the Council. This is expected to be on 26th March 2019. Once LGBCE decision on Council size has been published, the second part of the review will commence which will focus on the ward arrangements of the borough.

4. Implications

4.1 Financial implications:

If the submission made to LGBCE for an increase in the number of Councillors from 48 to 51 is accepted and therefore implemented for the 2022 Council elections, there would be financial implications, with each Councillor currently receiving an annual basic allowance including on cost of £11,736 per year. There are also financial implications associated with providing support services to an additional three elected members that would need to be considered as part of the budget setting process for the 2022/23 financial year.

4.2 Legal Implications:

The LGBCE has functions under the Local Democracy, Economic Development and Construction Act 2009. It may at any time conduct a review of the area of the council, and recommend whether a change should be made to the electoral arrangements.

The Council is required to co-operate with the Commission, and must provide any information that it may reasonably require in connection with its functions (Section 56). As part of the review, the Council and others may make submissions proposing electoral arrangements considered appropriate.

Schedule 2 requires the LGBCE to have regard to:

The need to secure equality of representation;

The need to reflect the identities and interests of local communities; and

The need to secure effective and convenient local government.

The LGBCE must:

- (a) prepare and publish draft recommendations,
- (b) take such steps as it considers sufficient to secure that persons who may be interested in the recommendations are informed of them and of the period for making representations, and
- (c) take into consideration any representations made within that period.

As soon as practicable after conducting a review, the LGBCE must:

- (a) publish a report stating its recommendations, and
- (b) take such steps as it considers sufficient to secure that persons who may be interested in the recommendations are informed of them.

The LGBCE may by order give effect to all or any of its final recommendations. These recommendations are put before Parliament in the form of a draft order. A draft of the instrument is laid before each House of Parliament for a period of forty days and, unless either House resolves that the instrument be not made, the order then gives effect to the LGBCE's final recommendations

4.3 Environmental Implications

There are no environmental implications resulting from the recommendation included in the LGBCE Council Size report submission

4.4 Resident Impact Assessment:

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

A resident impact assessment isn't required in this instance. The LGBCE's review of Islington's council size and ward boundaries is a statutory process; the Council is asked to approve its council-size submission to LGBCE, who will determine the council size and ward pattern arrangements for the borough. This decision does not have a direct impact on services for residents, however the LGBCE's final decisions on council size and ward boundaries will have implications for how all residents engage in local democracy. The LGBCE will take into account the impacts on residents when reaching their final decision

5. Reason for recommendations

- 5.1 The council's submission is informed by reviewing Councillors meeting and decision-making commitments, casework loads, community engagement work, forecast population growth, engagement with Councillors and comparisons to other local authorities. The full reasoning for the submission is set out in the appended submission document. The Council is asked to approve the document for submission to the LGBCE.

Appendices

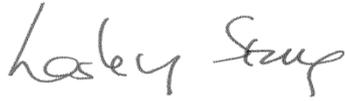
A. Islington Electoral Review – Council Size Submission

Background Papers

None

Final report clearance:

Signed by:



Chief Executive

20 February 2019

Date

Report Author: Sinead Hayden
Tel: 020 7527 3895
Email: Sinead.hayden@islington.gov.uk

Financial Implications Author: Steve Abbott
Tel: 020 7527 2369
Email: Steve.abbott@islington.gov.uk

Legal Implications Author: Uma Mehta CBE
Tel: 020 7527 3127
Email: uma.mehta@islington.gov.uk

This page is intentionally left blank



ISLINGTON

Islington Electoral Review

Council Size

February 2019



Contents Page

		Page
1	Introduction	3
2	Summary and Recommendations	3
3	Borough Profile	7
4	Challenges to the borough	10
5	Priorities for the Council	15
6	Electoral registration and projection	16
7	Governance and decision making	19
8	Scrutiny functions	28
9	Representational Role	32
10	The Future	37
11	Conclusion	41
12	Appendices	43

1. Introduction

- 1.1. The Local Government Boundary Commission for England (LGBCE) is undertaking a review of the London Borough of Islington's local government electoral arrangements. The outcome of the review will be implemented for the 2022 Council elections.
- 1.2. This report has been produced to help inform the first part of the review on Council Size. The Commission will form its view regarding the correct Council size for Islington by considering the following three areas:
 - The governance arrangements of the Council
 - The Council's scrutiny functions
 - The representational role of Councillors in the local community
- 1.3. This report is the output of the Council's officer working group. The working group comprised of officers from across the Council including; Democratic Services, Electoral Service, Geographic Information Systems (GIS), Planning, Public Health Intelligence, and Strategy and Change.
- 1.4. The report was approved by Full Council on the 28 February 2019.

2. Summary and Recommendation

- 2.1. The Council has carefully considered the factors outlined in the Boundary Commission's guidance document to determine its recommendation to the Commission in terms of the number of the Councillors and the resulting electoral ratio.
- 2.2. The Council recommends that Islington should increase the existing number of Councillors from the current 48 elected Members to 51. This will equate to an electoral ratio of 3,301 electors for each Councillor by 2024, based on GLA population forecasts and considering planned housing activity and electoral registrations. In terms of the total population, this will equate to 4,848 residents per Councillor. The high levels of deprivation and the acute shortage of affordable housing in the borough create disproportionate demands on services and Councillors in comparison with more affluent areas of London and makes it more challenging for Councillors to fulfil their other duties in relation to governance and scrutiny.
- 2.3. The Council considers 51 Councillors to be the optimum number of Councillors required to ensure effective governance and scrutiny. Maintaining a council size of 48 in the face of rising demand for services, population growth, challenging budget cuts, growing levels of complex casework, the increasing ease in which residents can contact Councillors and their expectations of an immediate response, would likely result in progressively unsustainable workloads for elected Members. This would be detrimental to the effectiveness of the local authority. Increasing the number of Councillors by 3 will help ensure Councillor resilience and representativeness, and lead to more manageable workloads.

- 2.4. It is acknowledged that there is a relatively small financial implication for the Council as a result of any increase, with each Councillor currently receiving an annual allowance of £10,312 per year.
- 2.5. We have considered other council sizes in making our request for an increase and believe that maintaining or reducing councillor numbers from the current 48 would put significant further pressure on Councillor workloads. It would become challenging for Councillors to effectively represent their communities and governance arrangements would be negatively impacted.
- 2.6. In addition to reviewing Councillor's meeting and decision-making commitments, casework loads, community engagement work and forecast population growth, the views of Councillors have been considered, obtained via a Member Survey conducted specifically for the review. The survey was completed by 70% of current elected Members.
- 2.7. The following summarises the main factors that have led to the Council's recommendation;
- 2.7.1. The number of Councillors in Islington is low in comparison with the boroughs 15 nearest neighbours, as determined by CIPFA. In comparison with the boroughs three geographic neighbours, Islington's current 48 Councillors is notably fewer; Camden has 54 Councillors, Hackney has 55 Councillors and Haringey has 57 Councillors.
- 2.7.2. The population of Islington has grown significantly since 1999, impacting on the density of the borough and therefore increasing demands on public services. This coupled with the deep social challenges within communities in Islington, as a result of deprivation and inequality, has significantly increased the volume of complex casework undertaken by Councillors. On average Members are spending nearly 65% of their time as a Councillor dealing with more complex or long-term issues. If the council size remains at 48, further population growth will increase the amount of time that Members spend on casework; reducing their overall effectiveness and making it increasingly challenging to consider meeting papers fully, undertake in depth scrutiny reviews and undertake proactive community engagement.
- 2.7.3. Members have high workloads and demands on their time. Results from the Member survey found that on average Councillors are attending 27 meetings per month, taking an average of 50.4 hours. Use of email and social media has also significantly increased Councillors' workloads and created a pressure to respond very quickly; residents now expect responses in hours, as opposed to days. Members on average spend 36 hours a month communicating by email in addition to 20 hours a month on telephone calls.

- 2.7.4. All Councillors actively participate in community engagement. Each Councillor holds one surgery per month, with the exception of August, totalling over 500 surgeries across the borough each year.
- 2.7.5. Members have limited support; backbench Members must be self-sufficient, personally managing most of the casework and their diaries of local meetings, events and Council commitments themselves.
- 2.7.6. The Member questionnaire strongly suggested that Councillors are working beyond capacity. Long-standing Councillors report that their workload is increasing, and newly elected Councillors advise that workloads exceed what they had anticipated. The demands of council work have led some Councillors to reduce other commitments. Some of those Councillors whose working life is consultancy based, have advised they are taking on less work. One Councillor has given up work completely. Reducing or maintaining the current council size would result in unsustainable workloads. Councillors would find it impossible to balance their council responsibilities alongside their home lives and/or full-time employment. Increasing the council size by three would assist in addressing this imbalance and enable councillors to spend more time proactively engaging with their communities.
- 2.7.7. Islington is a diverse borough that is led by people who represent a range of backgrounds. Increasing workloads would mean that those Councillors who have other responsibilities (i.e. child / carer's responsibilities and full-time work) may not be able to continue in the role, making Councillors less representative of the borough's population. Several Councillors advised that they already find it challenging or impossible to balance the demands on their time, one councillor advised that they would not stand for reselection if the number of councillors were reduced. Maintaining a council size of 48 would not address the current challenges that members face. To ensure that the Islington continues to have Councillors that represent the borough social demographic, Member numbers need to be increased so that representativeness can be retained and there is no detrimental impact to the governance and scrutiny of the council.
- 2.7.8. Ward Members make finance decisions regarding the Local Initiative Fund (LIF), Community Infrastructure Levy (CIL) and Section 106 fund. To ensure that the process of allocating this spend is transparent the Islington constitution sets out that at least 2 of the 3 ward Members must agree to the use of any funds before it can be allocated. Reductions in ward Member would impact this process.
- 2.8. Members are under considerable pressure, with increasing and complex caseloads. To ensure that Islington continues to have Councillors who effectively represent the community, and who are able to fulfil the council's governance and scrutiny functions effectively, it is requested that councillor numbers are increased by 3 to 51. This would help improve the levels of representation for electors and residents as the population

grows, result in more manageable caseloads and ensure governance and scrutiny functions are fulfilled.

3. Borough Profile

- 3.1. Islington is an inner London borough situated towards the north of Central London and bounded by Camden, Hackney, Haringey and the City. Excluding the City, Islington is the second smallest London borough covering an area of approximately 1,485 hectares. The borough is well serviced by transport links, with 10 underground stations, several over-ground and mainline stations, as well as the main arterial routes of the A1 and A501.

Population

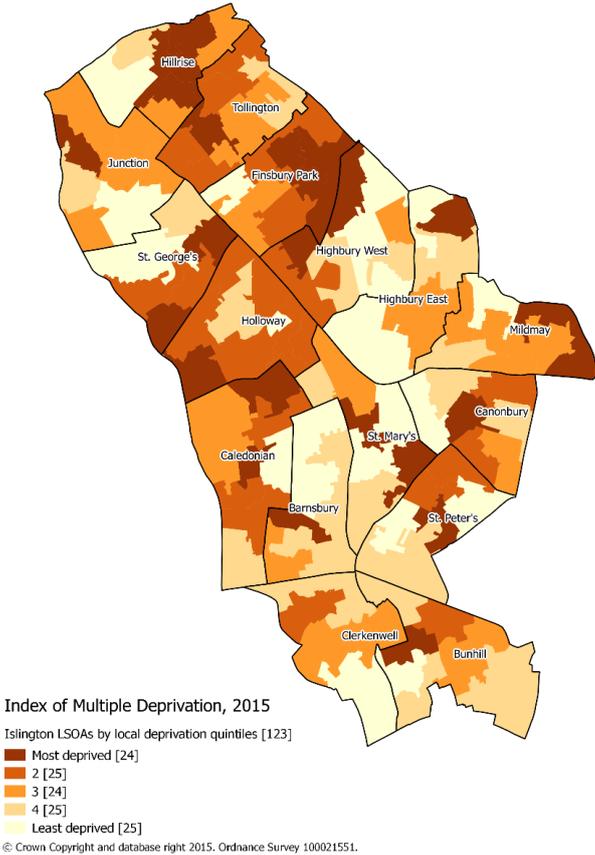
- 3.2. The GLA estimates that Islington's current population stands at about 238,300 people, an increase of 15% since the census in 2011 and nearly 35% increase since the last review in 1999. By 2024 Islington's population is expected to rise a further 4% to approximately 247,800 residents.
- 3.3. Islington's population is comparatively young compared to national figures, with the borough's population age structure dominated by those of working age, 75% of the total population. In the future it is anticipated that the older population will grow faster compared to younger groups, with people at or over the pension age increasing by 28% (5,900 people) by 2028.
- 3.4. Islington has an ethnically diverse population, with Black and other minority ethnic (BME) groups accounting for 32% of the whole population. This diversity is generally more pronounced in those aged under 25 years, where nearly half of the population is from non-white ethnic groups. In 2016, it was estimated that 46% of Islington Secondary school pupils were known or believed to have another language other than English as their first language.
- 3.5. Overall, about 3% (6,600) of residents do not speak English well or at all. Older age groups tend to have lower levels of English proficiency than younger residents, and a higher proportion of women than men cannot speak English well or at all.
- 3.6. Being one of London's smallest boroughs, the rising population has resulted in Islington being the most densely populated borough in England with 155.6 residents per hectare, notably above the Greater London average of 56.2. The high population density means that there is a limited amount of available open space, with Islington having the lowest ratio of open space to built-up area of any London borough.
- 3.7. Islington's population is highly mobile with the 6th highest turnover rate in London (256 per 1,000 population) in 2016-17. The international and internal migrations accounted for approximately two thirds of the population growth over the last decade. Although there are still more people moving in to the borough than those moving out, the gap has recently decreased due to a sudden increase in number of people moving out in 2016-17. It is anticipated that there will be more people moving out from the borough than those moving in for the next decade, slowing the population growth. High levels

of population churn results in higher demand for information and support from councillors as new residents are unfamiliar with the services available or may seek support from a councillor to help them access services.

Deprivation in Islington

- 3.8. Islington is the 5th most deprived local authority in London, and 24th in England out of 326 local authorities. Islington is a borough of extremes, with very wealthy residents living adjacent to those who are suffering from deprivation. These statistics are based on averages across the whole population and to some extent mask the extent of deprivation in some communities. They suggest the whole borough is deprived in general, but levels of deprivation vary considerably across Islington (Map 1).
- 3.9. Finsbury Park is more deprived than other wards in Islington, followed by Holloway, Caledonian and Tollington. On the other hand, Highbury East is the least deprived area in the borough, followed by Highbury West, Clerkenwell and Barnsbury. The ward-level ranking has generally stayed similar to 2010, with the exception of Canonbury which has moved from the second most deprived ward in 2010 to the seventh most deprived.

Map 1: Local deprivation quintile, Islington LSOAs, 2015



Source: 2015 IMD, Department for Communities and Local Government

- 3.10. A 2017 study by Trust for London and the New Policy Institute found that a third of Islington residents live in poverty, notably more than the London average of 27%.
- 3.11. Islington has England's third highest level of income deprivation affecting children (IDACI) and fifth highest in England for income deprivation affecting older people (IDAOPI). More than one third of children (35%) and older people (36%) in the borough are living in income deprived households. The level of income deprivation affecting children varies between wards, ranging from 45% in Bunhill to 23% in Highbury East. The level of income deprivation affecting older people ranges from 47% in Finsbury Park to 28% in Highbury East.

4. Challenges for Islington

- 4.1. The high population growth, density and deprivation have meant that Islington has seen increased demands on public services such as housing, education, children's services, adult services and health. Communities in the borough face deep social challenges driven by deprivation and inequality. A report by the Cripplegate Foundation indicated that people on low incomes in Islington were under more pressure than ever, feeling insecure, with no control over their lives¹. Many residents face both complex and multiple challenges, including social isolation, mental ill health, domestic violence, substance abuse, housing and employment and so have repeated contact with Islington services and Councillors.

Housing

- 4.2. The good transport links and proximity to inner London locations has resulted in Islington being an increasingly desirable place to live. This has increased house prices well above the national average, making it increasingly difficult for local people to buy properties in the borough.
- 4.3. Over 40,000 households are residing in social housing in Islington, accounting for 42% of all households in the borough, significantly higher than the London average of 22%². The Council manages approximately 26,000 of these households (secured tenancy), with Registered Social Landlords (RSLs) managing a further 16,000 properties on the borough. High property prices coupled with the borough having some of the most deprived wards in the UK, has resulted in a shortage of genuinely affordable housing in Islington and therefore unmet housing needs. Forty per cent of Council owned homes are small homes with only one bedroom, resulting in a need for more larger family-sized homes; in the 2011 Census 11% of households in Islington were defined as overcrowded. Overcrowding commonly has significant negative impacts, including children having nowhere to do homework, which affects their educational attainment and damp caused by drying washing, which can have negative consequences for health.
- 4.4. There is significant housing need in Islington with 18,000 residents on the housing waiting list. Nearly 10,000 of these are in considered as being in the 'reasonable preference category' (e.g. statutory homeless, owed housing duty, overcrowded/unsanitary housing or need to move on medical/welfare grounds). Survey data of elected Members has indicated that they are frequently spending significant amounts of time trying to help resolve the complex housing issues that residents have.

¹ <https://www.cripplegate.org/our-work/research/distant-neighbours-poverty-and-inequality-islington>
[2011 11 29]

² <https://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-7706>

- 4.5. The Council has committed to deliver decent and genuinely affordable homes on the borough over the next 4 years with ambitious building programmes and cracking down on rogue landlords. Achieving these goals will be challenging with the already high population density, the demand for space and the impact on existing residents.
- 4.6. Councillors are actively involved in looking for potential sites for development, liaising with neighbouring residents to ensure that they fully appreciate the level of need. Councillors play a role in protecting sites as soon as the potential for development is identified, by ensuring that Supplementary Planning Briefs are developed and adopted, specifying the levels of genuinely affordable housing provision required.

Health

- 4.7. Many residents have multiple health and social care needs. There are an estimated 14,300 working age adults with moderate or serious physical disability in Islington and around 1,080 with a moderate or severe learning disability, and therefore likely to be in receipt of services.
- 4.8. The prevalence of long-term conditions is set to rise in Islington, with an increasingly ageing population and risk factors such as increasing prevalence of obesity. Approximately 28,000 adults, or one in six adults between 18 – 74 years has a diagnosed long-term condition, with a further 5,800 children and young people living with long term conditions. It is thought that a third of residents with at least one long term condition have more than one condition. People in the most deprived areas are more likely to have two or more long term conditions than people in the least deprived areas; about 8% compared to 6%.
- 4.9. Islington has the second highest prevalence of diagnosed serious mental illness in England, approximately 1.5% of the adult population. Additionally, there is a higher need for care for children's mental wellbeing also. The rate of hospital admissions for mental health conditions in under 18s is almost double in Islington (140 per 100,000 people) compared to London (77 per 100,000). Islington also has a higher prevalence of depression or anxiety (15%), compared to the London average of 12%.
- 4.10. In the current economic climate, protecting high cost services for vulnerable residents is extremely challenging and every decision made by the Executive that impacts on service provision is subject to considerable levels of scrutiny by residents and the local press and involves Councillors in a considerable amount of related casework.

Employment

- 4.11. Islington has one of the highest proportions of out-of-work benefit claimants in London (approximately 10%; 17,400 people [2016]). Around 6,400 people (4%) in Islington are on sickness / disability benefits due mental illness, meaning more than one in three out-of-work benefit claims are as a result of mental illness. The employment rate among

those with a severe mental health problem is 65 percentage points lower than the overall working age population.

- 4.12. Islington has higher levels of workless households than both London (12.9%) and national averages (14.5%), with nearly 15,000 workless households on the borough (15.9%).
- 4.13. Additionally, Islington has a higher than average rate of unemployment, with 5% of working age adults unemployed (7,500 people).

Crime

- 4.14. The Council is a lead authority in the Safer Islington Partnership, which also includes the police, fire brigade, health sector, probation services and representatives from the voluntary, community, faith and business sectors. The current priorities for the partnership include youth crime, hate crime, violence against women and girls, and anti-social behaviour, with significant work happening under each area.
- 4.15. The impact of crime on children as victims or perpetrators can have a disproportionate impact on feelings of safety among young people, families and communities. Over the years Islington has seen higher than average levels of serious youth violence, knife crime and snatch offences. Gang issues across the borough have impacted communities, with 'county lines' (organised drug supply) operations spreading across the UK. Islington Councillors have lead calls for a national strategy to tackle county lines, with huge efforts made by the Council and police in partnership to reduce the issue. The Executive Member for Children, Young People and Families, is involved in a considerable amount work directed at reducing the risk of young people becoming involved in gangs, including involvement in projects at regional and national levels.
- 4.16. Islington is committed to tackling hate crime in any form, recognising that there is significant under-reporting. The Islington Hate Crime Pledge has been led by and supported by elected Members. The Pledge enables individuals and organisations in the borough to support and participate in ongoing efforts to reduce hate crime in the area.
- 4.17. Following the Finsbury Park terrorist attack, Islington hosted a series of events to commemorate the victims, paying tribute to those affected and celebrate the strength of the borough's community. Members were amongst the first people to respond on the evening of the attack and played a key role in supporting the local community, both during that night, in the immediate aftermath and in organising subsequent commemorative events.
- 4.18. Ward councillors are on a daily basis working in their communities to improve people's quality of life and ensure community cohesion. This positive work was highlighted in the Residents' Survey 2018, where 92% of people indicated that they thought that people from different background got on well together in Islington. The work that Councillors

conduct to achieve this helps to provide a sound base for us to deal with traumatic and tragic events, such as the Finsbury Park attack.

- 4.19. There have been improvements in the levels of some crime types over the last year, most notably theft snatch offences, which has fallen by 50%. Despite improvements, tackling crime and antisocial behaviour is still a priority issue for residents. The 2018 Islington Residents' survey found that reducing crime and anti-social behaviour was one of the main issue's respondents wanted the Council to focus on to improve the quality of life for residents.

Child poverty

- 4.20. It is estimated that 35% of children aged under 16 in Islington are living in low income households, the third highest nationally.
- 4.21. In 2016/17, 53% of primary school pupils Islington were eligible for the deprivation Pupil Premium. The proportion was even higher for secondary school pupils where nearly 70% of pupils were eligible³. Sadly, attainment levels for those pupils who are eligible for any form of pupil premium is lower compared to all other children in Islington, with 59.4% achieving 5 A*-C grades opposed to 74.8%⁴.
- 4.22. The Fair Futures Commission examined what can be done to ensure equality of opportunity for all children in the borough and made a series of recommendations to the Council. In the Council's response, every Executive Member has been allocated a recommendation and they will actively champion these and lead on the work to deliver them.

The Financial Challenge

- 4.23. Since 2010 Islington has experienced a 70% reduction in the Councils core funding, which combined with an increase in demand for services and other inflationary pressures has required total savings of over £200million. Members made protecting front line services from cuts a key priority and despite the cuts, the borough has retained services with only a limited impact, delivering key manifesto commitments and corporate priorities.
- 4.24. Members play a significant role in budget setting; scrutinising proposals made by officers, selecting those to be developed, providing challenge to ensure they can be delivered and finally agreeing which savings to take forward. As savings become harder

³ Department of Education - Pupil premium national LA final allocation tables (2016/17)

⁴ https://www.islington.gov.uk/~media/sharepoint-lists/public-records/communications/information/adviceandinformation/20172018/20180130stateofequalitiesreport2018_1.pdf

to achieve, the proposals to deliver them are becoming more complex and challenging and involve more partnership working and greater risk, which in turn is increasing Member involvement and the demands made on Member's time. Members also take an active role in budget monitoring and regularly challenge forecast overspend, which has helped to ensure that Islington is one of the small number of boroughs which is delivering its savings without recourse to using reserves.

- 4.25. The financial challenges that the Council faces are set to continue. At the same time, demand for many local services will continue to rise. Councillors have worked with the Council's senior management team on Outcome Based Budgeting to restructure service delivery around people, to make sure services are working collaboratively, that residents can get what they need more quickly and efficiently and foster a culture of innovation and early intervention.

5. Priorities

- 5.1. The Islington Fairness Commission was conceived by Councillors and set up in 2010 to gather evidence and consider how to make the borough a fairer place. The Commission articulated one clear vision for the borough; to make Islington fairer and to create a place where everyone, whatever their background, has the same opportunity to reach their potential and enjoy good quality of life. Despite national government cut Islington has made significant progress tackling inequality and poverty.
- 5.2. Since the Fairness Commission, Islington has further developed its vision towards making the borough fairer. The Council has adopted a consistent overriding approach to work with people, families and communities and to build resilience through prevention and early intervention. Councillors set out seven clear objectives within the Corporate Strategy to;
- Homes - Deliver decent and genuinely affordable homes to all
 - Jobs and Money - Delivering an inclusive economy, supporting people into work and helping them with the cost of living
 - Safety - Creating a safe and cohesive borough
 - Children and Young People - Making Islington the best place for all young people to grow up
 - Place and environment - Making Islington a welcoming and attractive borough creating a healthier environment for all
 - Health and independence - Ensuring our residents can lead health and independent lives
 - Well run Council - Continuing to be a well-run Council and making a difference despite reduced resource.
- 5.3. Members and the council know that these objectives cannot be achieved working in isolation. There are already strong partnerships working across the public and the voluntary sector and members are leading on harnessing this commitment, to find ways of working with partners and the voluntary sector that are collaborative, empowering and efficient.

6. Electoral Registration and Future Projections

- 6.1. Islington's electorate has increased by 30,000 electors over the last 10 years. As at December 2018, 150,778 of the borough's residents were registered to vote which equates to 63% of the total population. There are an additional 12,324 pending electors who have not completed their registration which could increase the electorate to 163,102.
- 6.2. Electorate numbers peaked in 2016 to a high of 161,871 as a result of the European Union (EU) referendum. During the 6 months leading up to referendum our electorate spiked by 6.1%. This is consistent with other London boroughs.
- 6.3. The impact of the referendum in 2016 was significant. Islington added 40,585 people to the register and deleted 34,261. When a parliamentary election is called there is normally an increase of around 7,000-7500 electors which represents a 4% to 5% increase in the overall electorate. Similar experiences are received by other London boroughs.
- 6.4. Generally, Islington has a significant churn of electorate, around 30% each year. On average we add and delete between 50,000-60,000 electors annually half of which are identified through our annual canvass.
- 6.5. Outreach work is ongoing to encourage registration rates to grow further to increase democratic engagement. Our current and future programmes will include:
 - Ongoing student registrations; partnership agreements with the 2 major universities within the borough to provide student information. Future campaigns include attending freshers' week events and fresher fayres.
 - Young people aged 16-18; Countrywide there has been a drop in the number of attainer electors. In the UK you can go on the electoral roll as an 'attainer' at 16; by registering in advance it means that you are already on the electoral roll when you turn 18. A fall in the number of attainers means that the flow of young voters into democracy is slowing down. To raise awareness of the democratic process we at Islington hold bi-annual youth Council elections to encourage young people to engage in democracy from the ages of 11-17. Islington needs to increase its share of attainers. All the evidence shows that voting is habitual – if you start young, you'll vote for life. Campaigns within local schools will target this demographic.
 - Underrepresented groups: Since the introduction of Individual Electoral Registration (IER) in 2014, there has been a fall-in citizens from BAME groups registering to vote especially young people where parents/guardians stopped signing them up. Thirty-two per cent of Islington residents are from non-white backgrounds. Work will be carried out through our locality working programme and through engagement with voluntary and community sector development programme with community groups to encourage registration.
 - Resident care homes: Islington has 16 care homes. Annual site visits are to be adopted to increase the number of residents who are registered to vote. Training of

the homes staff will be essential so that when new residents move in part of the induction process includes registering the new person to vote.

- Declaration of local connection: A campaign to increase awareness of people with no fixed abode on their right to vote. This will involve attending homeless forum meetings, visits to patients in a mental health hospital, traveller communities, people living on boats or people remanded in custody. The outreach work will also engage with local charities supporting homeless people.

- 6.6. Turnout for elections fluctuates according to the type of election. General elections consistently see the highest turnout. Numbers have been steadily increasing in recent years from 66% in 2010 to 73% in 2017. The 2016 EU referendum similarly saw a high turnout in the borough at 70.39%.
- 6.7. Borough Council elections do not historically see as high a turnout. The May 2018 elections saw a turnout of 38.4%. Turnout fluctuated amongst the wards, with three having notably higher rates than the borough average; Highbury East achieved 48.9%, St Georges 44.7% and Hillrise achieved 43.3%. Conversely, Bunhill achieved a turnout of 32.7%.

Future Electorate Projections

- 6.8. LGBCE forecast tool has been considered and upon reviewing the data we have prepared alternative forecasts. We have taken this approach because there are numerous housing developments planned across Islington between 2018 and 2024, and we feel that the forecast generated by the LGBCE's method does not accurately represent the changes that we expect to see in Islington between now and 2024.
- 6.9. Our Alternative Forecasts are based on the 2016-based Demographic Projections, London Ward population projections Housing-led Model, published by the Greater London Authority (GLA). We have used these forecasts because we believe that the GLA's Housing-Led model is a better representation of the changes expected in the Islington population. This is consistent with other London boroughs, most of whom also use the GLA Housing-led projections as their source for population estimates. Our choice to use the GLA's ward-level population estimates was informed by the level of detail they provide, as they reflect the expected growth in each ward, and the relative ease of mapping these to the polling districts.
- 6.10. We have supplemented these forecasts with information from the Council's Planning department on the number of housing units expected to be completed in each polling district by 2024. It is anticipated that 4,889 new housing units will be developed and inhabited by 2024.
- 6.11. Finally, we have also used the local electoral registers, to inform the number of people in each polling district that are expected to be registered in 2024.

6.12. Our forecast has led us to believe that the Islington electorate will stand at 168,366 in 2024. Please refer to appendix 1 for more detail on the methodology.

6.13. The forecast data suggests that by 2024 there will be 3,508 electorate per Councillor if the numbers of Councillors are maintained. Taking into consideration the significant levels of complex case work that Councillors have in Islington, as a result of the borough’s social and economic inequalities, this increase in Councillor to electorate ratio will make workloads increasingly unsustainable. Members have indicated that they are already working at capacity. Increasing the number of elected Member by 3 to 51, will help to mitigate unmanageable workloads in the future and ensuring Councillor resilience.

6.14. Councillor to elector ration is set out in the below table, showing 2018 figures compared to the projections for 2024, including our proposed Council size option.

Number of Councillors	Electorate Per Councillor (2018)	Electorate Per Councillor (2024)	
45	3351	3741	
46	3278	3660	
47	3208	3582	
48	3141	3508	Current
49	3077	3436	
50	3016	3367	
51	2956	3301	Proposed

Table 1: Councillors per electorate 2018 / 2024

7. Governance and Decision Making

- 7.1. Islington is made up of 16 wards, with 48 elected Councillors leading the Council, with a ratio of 3 Councillors per ward. Councillors are elected every four years, with the most recent election being in May 2018. Currently, the political balance of the Council is 47 Labour and 1 Green party Member.
- 7.2. The number of Councillors in Islington is low by comparison with our 15 nearest neighbour boroughs, as determined by CIPFA. Only two Councils, within our 15 nearest neighbours, have fewer Councillors than Islington and one of these, Hammersmith and Fulham, has a significantly lower population, with almost 100,000 fewer electors. In comparison with our three geographic neighbours, Islington also has notably fewer Councillors; Camden has 54 Councillors, Hackney has 55 Councillors and Haringey has 57 Councillors.
- 7.3. The most recent data for the number of electors in Islington stands at 150,778 (December 2018). Available comparative data (2016) finds that Islington has a higher ratio of electors (3,139) to Councillors compared to geographic neighbours Camden and Haringey, who had 2,823 and 3,401 electorate respectively.

Borough	Number of Councillors	Number of electors (2016)	Electors per Councillor	Percentage of population claiming out of work benefits ⁵	Population in local authority housing
Islington	48	151,613	3,159	2.3%	25,290 (24.7%)
Camden	54	152,464	2,823	1.6%	23,080 (22.2%)
Haringey	57	173,359	3,041	2.4%	15,420 (14.3%)
Hammersmith and Fulham	46	128,131	2,785	3.5%	12,300 (14.2%)

Table 2: Councillor / elector comparison (2016 data)

- 7.4. The high population density, significant pockets of deprivation in the borough and the comparatively high number of out of work benefit claimants, mean that the demand for services is high and the volume and complexity of casework that Councillors manage is significant. Of our 15 CIPFA nearest neighbours, only Tower Hamlets and Hackney have higher levels of deprivation than Islington, based on the 2015 English Indices of Deprivation.
- 7.5. Islington also has a large proportion of its residents in local authority housing compared to its nearest neighbours. This generates a significant amount of casework for

⁵ https://www.nomisweb.co.uk/reports/lmp/la/1946157251/subreports/cc_compared/report.aspx [October 2018]

Councillors, particularly on housing shortages, overcrowding and repair issues. Residents in local authority housing will escalate housing management issues to their local Councillors if they are not satisfied with the service they have received.

- 7.6. If the number of Councillors in Islington were to increase to 51, Islington would still have fewer Councillors than 11 of our CIPFA 15 nearest neighbours and the ratio of electors to each Councillor would be 3,301 (taking projections into account). If the number of Councillors remains at 48, Islington will remain out of step with its nearest neighbours and geographic neighbours, despite facing similar, if not greater, challenges.

Leadership

- 7.7. Islington operates an Executive system with a Strong Leader model. The Leader's and Executive Members positions are full-time roles. The Leader provides political and strategic leadership and works together with Executive Members to set out a vision for Islington and the strategic plans that will help the Council to achieve it.

Within the role, the Leader has specific duties including:

- Political leadership: chairing the Executive and sharing collective responsibility for Executive decisions; acting as the principal political spokesperson for the Council; supporting, developing and managing members of the Executive.
 - Corporate leadership: giving political direction to the Chief Executive, Directors and other officers; providing political leadership to the development and implementation of the Council's Corporate Plan and Budget; working with officers to formulate and implement policy proposals.
 - Partnership and community leadership: acting as an advocate for the local community and a spokesperson for residents; promoting Council priorities; building cross-borough links that progress the Council's objectives; representing the Council and contributing to London-wide, national and international bodies/forums to promote Islington's interests.
 - Reporting and accountability: reporting to full Council, Executive, scrutiny, regulatory bodies and stakeholders as appropriate.
 - Governance, ethical standards and relationships: promoting and supporting good governance of the Council, open and transparent government, respectful and effective relationships with officers, and adhering to the code of conduct.
- 7.8. In addition to expected duties of a Local Government Council Leader, in Islington the Leader is responsible for several other areas, including;
- Resilience and civil emergencies
 - Communication and Consultation
 - Devolution

- Prevent

7.9. In addition to the Leader, there is one Deputy leader.

The Executive

7.10. Islington has 7 full-time Executive Members, in addition to the Leader the Council, which is the smallest number of any of our CIPFA 15 nearest neighbours.

7.11. Members of the Executive have responsibility for setting the direction and are publicly accountable for the operation of services comprised within their respective portfolios and for bring forward proposals to the Executive in respect of them. The Fairness Commission, the Employment Commission and the Fair Futures Commission and the adoption of the London Living Wage and Hate Crime campaign were all conceived and strongly supported by Members of the Executive.

7.12. Each Member of the Executive holds a portfolio, which they are expected to provide political direction, leadership and development over. Portfolio responsibilities are determined by the Leader. Current portfolios include;



Health & Social Care	<ul style="list-style-type: none"> Adult Social Services Public Health Integration of Health and Social Care Sport and Leisure
Children, Young People & Families	<ul style="list-style-type: none"> Early Years and Children's Centres Schools Play and Youth Services Children's Social Service and Child Protection Tackling Child Poverty Youth Offending Service and Youth Crime
Finance, Performance and Community safety	<ul style="list-style-type: none"> Community Safety and policing Hate crime Tackling Domestic Violence & Abuse, & supporting survivors Public Protection Finance, Property, Revenues & Benefits and Pensions Performance, Contract Management and Risk Management Contact Islington and Complaints ICT, Procurement, Legal and Human Resources Democratic Services, Registrars & Electoral Registration Council Transformation
Community Development	<ul style="list-style-type: none"> Community development and Resilience Voluntary and Community Sector Ward Partnerships and local Initiative Funding Arts and Culture Equalities and Community Cohesion No Recourse to Public Funds (NRPF) Support Services Licensing Tackling Social Isolation and Loneliness

Inclusive Economy and Jobs	<ul style="list-style-type: none"> Employment and Employment Service Lifelong Learning, Skills and Libraries Apprenticeships Economic Regeneration and Inclusive Economy Small Business support and business relationships Heritage
Housing and Development	<ul style="list-style-type: none"> Housing management and Maintenance Delivering new genuinely affordable homes Private Sector Housing Strategic Planning and Development Control Tenant and Resident engagement and representation Tenant Management Organisations Homelessness
Environment and Transport	<ul style="list-style-type: none"> Energy, fuel poverty and climate change Refuse, waste reduction and recycling Street scene, roads and highways Sustainability Parks, open spaces and cemeteries Traffic and parking Major transport infrastructure, road safety and transportation Improved Air Quality Promoting Liveable Neighbourhoods – promoting walking and cycling



7.13. The 8 Executive Members are also responsible for:

- Setting strategic direction of the Council, including the 7 objectives in the Corporate Plan
- budget setting and monitoring; providing challenge to officers on savings, budget management and income generation
- leading on culture change and
- supporting transformation projects.

7.14. In addition to leadership within the Council, the Executive Members also have a very important role in community leadership and have led on work to:

- Promote community cohesion
- Ensure wide support amongst local organisations for the Hate Crime campaign
- Respond to the Finsbury Park terror attack
- Encourage a more inclusive economy
- Achieve and if possible, exceed the Mayor of London's affordable housing targets
- Support private renters and victims of rogue landlords
- Prevent Knife crime and to divert young people away from gangs

7.15. The Executive meets on average 9 times a year and they make the majority of the authority's Key Decisions and all the Key Decisions above certain financial thresholds, in public, at these meetings.

7.16. The Executive made in excess of 80 formal decisions in the 2017/18 municipal year. There are no Key Decisions made by individual Executive Members, although Corporate Directors do have delegated authority to make Key Decisions up to certain financial thresholds. Islington's Key Decision criteria includes financial thresholds, which are on a par with the majority of London Local Authorities that use financial thresholds as a determining factor.

7.17. Part 3 of the Council's constitution sets out in detail matters reserved for Executive decision⁶.

7.18. In addition to meetings of the Executive and Council and attending the scrutiny committee meetings relevant to their portfolios, the Executive Members are members of over 100 other boards, including, for example, Safeguarding boards, Health Trusts, Town Centre Management Boards, Grants Committees, Prevent bodies, the Safer Islington Partnership Board, Affordable Energy Board and the New Homes Board. Each Executive Member is, on average, a member of at least 14 boards of this nature, where they bring together health organisations, other public bodies, charities and businesses to work in partnership with the Council and each other.

⁶ <https://www.islington.gov.uk/-/media/sharepoint-lists/public-records/democracy/democraticdecisionmaking/constitution/20182019/20181023constitutionpart3october2018.pdf>

7.19. There is an active voluntary sector in the borough, which the Council works in partnership with, distributing funding through the Voluntary and Community Sector Committee, a Sub-Committee of the Executive, and the Islington Community Chest partnership with the Cripplegate Foundation.

Full Council

7.20. Full Council, the meeting of all the 48 Members of the Council, meets approximately 6 times per year. It is chaired by the Mayor and is held in public meeting.

7.21. In addition to determining those decisions which are reserved for full Council in legislation, such as setting the Council's budget, at ordinary meetings of the Council there is always an opportunity for members of the public and backbench Councillors, to ask questions of the Members of the Executive and to present Petitions. At every other meeting of full Council, the Members of the Executive also answer a range of questions from the Islington Youth Council.

7.22. Full Council also considers Motions, the majority of which are proposed and seconded by backbench Councillors.

Non-Executive Councillors

7.23. There are 40 non-executive Councillors. They are all expected to attend full Council and in addition sit on the various committees of the Council in accordance with the Council's constitution which sets out details of the role of a Councillor.

7.24. In addition to the Executive and full Council, Islington has established committees in order to discharge its functions. In total Islington has 24 Committees and Sub-Committees. Membership of these committees is predominantly comprised of the 40 backbench Councillors who attend approximately 140 committee meetings in total each year.

7.25. In addition to full Council, every Councillor sits on at least one committee. Over half the Councillors sit on three or more committees, over a quarter of Councillors sit on four or more committees and seven Councillors sit on more than five committees. On average every backbench Councillor is expected to attend 26 Council and committee meetings each year. One Councillor attended 31 meetings in the last municipal year. Fifteen backbench Councillors chair one or more committees.

Planning Committees

7.26. The Council has one planning committee and two planning sub-committees. The main planning committee is made up of ten locally elected Councillors who make decisions on major planning applications across the borough. The remaining applications are either

determined by one of the two sub-committees, each of which is comprised of five members from the main planning committee.

7.27. The main Planning Committee met 11 times during 2017 and determined 35 'major' applications. The two sub-committees combined met a total of 12 times during 2017 and determined 89 applications. This means that, on average, each of the ten Members that the planning committees are comprised of attended 17 planning related committee meetings and participated in determining approximately 80 applications.

Licensing Committees

7.28. The licensing committee deals with all matters under the Licensing Act 2003, making decisions on the sale of alcohol, public entertainment, cinemas, theatres, late night refreshment houses and night cafes.

7.29. Licensing the sale of alcohol is a new responsibility, following the 2003 Licensing Act; it was not part of local authorities' responsibilities when the last Boundary Commission Review was undertaken in 1999.

7.30. Islington has one main Licensing Committee, made up of 15 elected Members and a further 4 sub-committees, each consisting of 3 elected Members from the main licensing committee. The main Licensing Committee meets occasionally to make decisions on Licensing and Gambling policies and recommend these to Council for adoption. In 2017 the main committee met three times. The four sub-committees determine Licensing Applications and met in total 23 times during 2017 and determined 69 applications.

7.31. In addition, there is the Licensing Regulatory Committee, which considers special licenses, such as licenses for special treatments and met twice in 2017.

7.32. Islington is a very densely populated borough, which has a very vibrant night time economy. In the south of the borough particularly, there is a high density of drinking venues, including some relatively famous night clubs. Balancing the negative impact this can have on residents, whilst supporting the contribution these venues make to the local economy can be challenging and some licensing applications and reviews can be very controversial and have to be determined in the public eye. Occasionally, Licensing reviews have attracted sufficient public interest to be covered by television news stations in London. The documentation that Councillors must consider for some applications, particularly those with numerous representations, can run into hundreds of pages each.

7.33. The borough has a cumulative impact policy and the majority of applicants are accompanied by legal representation. The risk that applicants will appeal decisions, at significant cost to the Council, is relatively high. Membership of Licensing Committee therefore carries with it a considerable burden of work and responsibility.

Joint Committees

- 7.34. Councillors are also members of a number of Joint Committees whose role is to consider service provision in a larger geographic area. These include the Joint Overview and Scrutiny Committee on Health and the Haringey and Islington Health and Wellbeing Boards Joint Sub-Committee.
- 7.35. Since the last boundary commission review in 1999, local authorities now have the additional responsibility for Public Health, which has created significant additional work for some elected Members. Following the Health and Social Care Act 2012 and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013, we have established both a Health and Wellbeing Board in Islington to facilitate joint working with the CCG, the NHS, the voluntary sector and the Camden and Islington joint Public Health service and a Joint Health and Wellbeing Board with Haringey Council to encourage wider partnership working.
- 7.36. The Islington Health and Wellbeing Board has 14 members, three of which are elected Members and it met six times during 2017. The Joint Haringey and Islington Health and Wellbeing Board was only established recently, it has 25 members, three of whom are elected Members.

Other Committees of the Council and Panels

- 7.37. In addition, 18 Councillors are members of the Audit Committee, Audit Advisory Committee, Pensions Sub-Committee, Pensions Board, Personnel Sub-Committee and Standards Committee and the members of these committees also receive special training to undertake their duties.
- 7.38. The Audit Committee and its sub-committees deal with a range of matters including Council accounts and audit functions, managing the pension scheme, personnel functions including agreeing significant policies and senior officer recruitment, hearing complaints about elected Councillors and electoral functions.
- 7.39. The Audit and Pensions-Sub Committee meet regularly throughout the year, the Standards and Personnel-Sub Committees are only convened when there is relevant business to determine. In total these committees met 16 times during 2017.
- 7.40. Refer to appendix 2 for the Islington Committee Structure.

Outside Bodies

- 7.41. In addition to membership of the Council's committees, many Councillors are also members of approximately 40 Outside Bodies, which include other authorities, such as the North London Waste Authority and London Council's Committees and more local

organisations, such as the Angel Business Improvement District and charitable trusts and foundations.

Summary of Governance Arrangements

- 7.42. The number of Councillors in Islington is low in comparison with the boroughs 15 nearest neighbours, as determined by CIPFA. In comparison with the boroughs three geographic neighbours, Islington's current 48 Councillors is notably lower: Camden has 54 Councillors, Hackney has 55 Councillors and Haringey has 57 Councillors.
- 7.43. Islington Council is strongly Member lead, with the Executive having responsibility for setting the direction of the Council and being publicly accountable for the operation of services within their portfolios.
- 7.44. Every Councillor sits on at least one committee of the Council, with over half of Councillors sitting on 3 or more. This is a significant time contribution for Councillors; who attend an average of 26 Council and committee meetings a year.
- 7.45. Islington has 24 Committees and Sub-Committees. Membership of these committees is predominantly comprised of the 40 backbench Councillors who attend approximately 140 committee meetings in total each year. Thirty-five of the Councillors (73%) have a special responsibility or other role.
- 7.46. Members are sometimes required to attend two meetings on the same evening or may have personal or professional responsibilities which means that they are absent from committee meetings. For this reason, it is occasionally challenging to achieve a quorum at committee meetings. Increasing the council size to 51 would help to ensure that member responsibilities are more evenly balanced and would improve the resilience of the council's committees.
- 7.47. Islington has a high number of planning and licensing decisions due to its central London location, vibrant night time economy and the borough's commitment to build more homes and protect local employment. This results in a high workload and level of responsibility for members on the Planning and Licensing committees. The papers for these meetings are comprehensive and it is essential that committee members can thoroughly read and digest the papers prior to each meeting and membership of these committees is therefore a considerable time commitment.
- 7.48. Islington would struggle to meet its governance standards with fewer Members. Although currently Islington is fulfilling requirements with 48 Councillors, an increase in 3 Members, to a total of 51, would ensure standards continue to be met in the future.

8. Scrutiny Functions

- 8.1. The overview and scrutiny function are a statutory power and duty. The Policy and Performance Scrutiny committee is the Council's statutory and primary scrutiny committee. This committee is responsible for the oversight of key decision making and budget monitoring, as well as supporting the work of the Executive and Council considering and making recommendations on policy.
- 8.2. In addition to the Policy and Performance Scrutiny committee, there are four other scrutiny committees. These are responsible for reviewing and making proposals on their area of focus, contributing to policy development, as well as monitoring and challenging service performance:
 - Health and Care Scrutiny Committee [also a statutory committee]
 - Environment and Regeneration Scrutiny Committee
 - Housing Scrutiny Committee
 - Children's Services Scrutiny Committee
- 8.3. The Council also participates in the North Central London Joint Health Overview and Scrutiny Committee, a joint committee between five London boroughs, and in occasional Joint Committee meetings with Camden Council, where proposals only affect two of the boroughs, but are sufficiently significant for the Health Service to require formal consultation.

Refer to appendix 2 for the committee structure

- 8.4. Each scrutiny committee meets at least seven times a year. In addition to committee meetings, Members are expected to participate in evidence gathering sessions. This may be a visit to a particular service or facility or may take the form of a focus group with service users or staff. The number and frequency of additional sessions will depend on the particular topic being scrutinised and the capacity of committee Members to attend such sessions. Evidence gathering sessions are important as they allow members to experience first-hand the challenges that service users and council staff face. It is sometimes challenging for members to make time to attend these sessions, in addition to managing casework and other meeting commitments. An increase in the council size would ensure that there continues to be sufficient councillors with the capacity to fully engage with scrutiny.
- 8.5. Since the last boundary review was undertaken, local authorities have been given responsibility for public health and health scrutiny, which has led to an increase in work for both the Executive Members and backbench Councillors, through the creation of addition committees and in increased partnership working both with the health sector organisations and with neighbouring boroughs.

- 8.6. Thirty Councillors sit on at least one scrutiny committee. For this reason, no two scrutiny committees are able to meet on the same evening as there is often an overlap in membership. This places pressure on the annual Programme of Meetings, and it can be very challenging to arrange additional meetings at a time that members are free to attend. Increasing the council size would assist in meeting this challenge.
- 8.7. Committees are expected to undertake at least one scrutiny review per year, with a total of six reviews completed in 2017/18. Scrutiny reviews are lengthy, detailed pieces of work, with work carried out both during and outside of committee meetings.

A list of the scrutiny reviews being undertaken in 2018/19 is set out below:

SCRUTINY REVIEW	COMMITTEE
Responsive Repairs	Housing Scrutiny Committee
Homelessness	Housing Scrutiny Committee
GP Surgeries	Health and Care Scrutiny Committee
Volunteers and Resident engagement with Parks and Open Spaces	Environment and Regeneration
Permanent and fixed period exclusions from school	Children's Services
Universal Credit	Policy and Performance

- 8.8. Recent reviews have included the review a review of fire safety in RSL properties and a review of Thames Water's response to burst water mains, which led a significant number of additional meetings as a result of joint working with neighbouring boroughs and the Greater London Authority and ultimately to improvements in Thames Water's response to burst mains.
- 8.9. Once the committee has decided on a review topic, a scrutiny initialisation document will be drawn up through discussion with the relevant officers. The scrutiny initialisation document will clarify the purpose and objectives of the review and outline what evidence will be sought. The committee clerk will organise a work programme for the scrutiny committee that year, including any witness evidence submissions at meetings and site visits. Following completion of evidence gathering the committee clerk will draft a report summarising the evidence received and, in consultation with the committee members, will draft a series of recommendations, which will be formally agreed by the committee

in the final review report. Undertaking scrutiny reviews can therefore involve Members in a number of additional informal meetings to discuss progress and site visits.

- 8.10. In addition to carrying out reviews, the scrutiny committees also scrutinise other matters throughout the year which relate to their area of focus. The Children's Services Scrutiny Committee also considers annual reports on educational attainment, child protection, the Council's response to the government's Prevent strategy, and the work of the Islington Safeguarding Children Board. The Housing Scrutiny Committee regularly invites housing associations operating in the borough to present on their performance. The Health and Care Scrutiny Committee receives annual performance updates from five NHS bodies serving the borough, as well as the Ambulance Service and the Adult Safeguarding Board. The Policy and Performance Scrutiny Committee scrutinises the Council's financial position and considers annual reports on crime and disorder, budget proposals, and the performance of the Council's commercial trading company. The Committee also receives twice-yearly reports on procurement, staff sickness, and the use of agency workers
- 8.11. Each committee also receives annual presentations from the Executive Members relevant to their area of focus and monitors overall service performance on a quarterly basis.
- 8.12. The resource available to support the scrutiny committee reviews within democratic services is limited and Scrutiny Committee Chairs playing an active role in engaging with officers in the services and service users during the development of each review.
- 8.13. The scrutiny committees have a demanding work programme, but also require capacity to scrutinise new issues as they arise. Following the Grenfell Tower Fire, the Housing Scrutiny Committee considered an urgent item on the safety of Islington Council's housing stock and Islington Council's response to the fire.
- 8.14. A reduction in the number of Councillors would impact Members' ability to thoroughly and successfully scrutinise Council services and the performance of partner organisations. One questionnaire response, from a Scrutiny Committee Chair, commented on how a reduction in the number of Councillors would impact on scrutiny:
- 'It would mean more meetings (and preparation). I would find this difficult to fit in but also more tiring. I believe it would also lead to less scrutiny of Council and other decisions as I, and the other Councillors, would have less time available to do this. In such a diverse borough as Islington it is important to have Councillors from diverse backgrounds to reflect the experiences to the residents and to scrutinise Council decisions and policies. A reduction in numbers would have a detrimental impact on that.'*
- 8.15. Increasing the number of Councillors would help to absorb the increase in casework likely to arise from an increase in the population and meet the rising demand for immediate responses, ensuring that councillors can continue to be members of numerous committees and continue to play an active role in governance and scrutiny, thereby ensuring the continuing effectiveness of the Council's scrutiny arrangements.

- 8.16. Scrutiny Reviews have led to improvements in individual services and made recommendations that have unpinned developments in Council policy, such as the early intervention agenda. The Committees also have an important role in holding other organisations and public sector bodies to account.
- 8.17. Councillors and members of the public value the role of scrutiny; meetings are attended by members of the public who regularly ask questions at meetings. Members of the public are able to ask questions without prior notice, which allows them to participate in local democracy and hold council services and others to account inside of a formal meeting. Meetings of the Housing Scrutiny Committee are particularly well attended when the Committee is scrutinising the performance of local housing providers.

Summary Scrutiny Arrangements

- 8.18. Thirty Members out of the 40 councillors who are eligible to do so, sit on at least one scrutiny committee.
- 8.19. The Policy and Performance Scrutiny committee is the Council's primary scrutiny committee. This committee is responsible for the oversight of key decision making and budget monitoring. In addition, there are four other scrutiny committees, each responsible for reviewing and making proposals on areas of Council work.
- 8.20. Committees are expected to undertake at least one scrutiny review per year, with a total of six reviews completed in 2017/18. Formal committee meetings are supplemented by informal evidence gathering sessions which are very valuable and enhance the quality of the scrutiny review. However, it is already challenging for members to commit to attend these sessions.
- 8.21. An increase in the number of councillors will allow the council to continue to have non-statutory scrutiny committees, that provide a real platform for active resident engagement, scrutinise the performance of partners and council departments and undertake in depth reviews that have a proven record of encouraging improved performance and innovation in service delivery and therefore have very positive outcomes for residents.
- 8.22. Maintaining the current number of councillors, or a reduction in the number of Councillors is likely to detrimentally impact the number of scrutiny committees in future years and the ability of the Council to maintain good standards of governance and engagement in scrutiny.

9. Representational Role

- 9.1. Members' role is set out within the Council's constitution and all Members are required to adhere to the Members' code of conduct. General principles require that Members should be selfless and have integrity and objectivity. They should also be accountable to the public and be open and honest. Lastly, Members should promote and support the general principles by leadership and example.⁷
- 9.2. Following each election all newly appointed Members undertake a weekend induction, which leads into a comprehensive induction and development programme, that is run throughout the year. This ensures that the councillors understand their statutory duties and responsibilities, in respect of declaring interests, safeguarding, data management and equalities. It also covers themes such as financial management, budget setting, case management, the housing allocation policy, universal credit and section 106, Community Infrastructure Levy (CIL) and Ward Improvement Plan (WIP) funding to ensure that councillors are equipped to undertake their duties.
- 9.3. There is also a limited budget for external training and each year a number of members attend LGA development courses, conferences and other training to assist them in their roles.
- 9.4. Members who sit on the planning, licensing and audit committees attend specific training so that they have an understanding on legal requirements of those committees and the meeting procedures.
- 9.5. The current pressure on Members' time and the lack of evenings when there are not already committee meetings or ward surgeries makes it very challenging to schedule member development briefings. If, in response to the increase in demands on councillor's time from increased volumes of casework, they are unable to attend these briefings, the risk that members will fail to undertake a statutory duty properly will increase and members will be less able to undertake their roles effectively. An increase in the number of councillors will reduce the impact on their workloads of rising demand and rising volumes of casework, allowing us to continue to ensure that they are adequately equipped to undertake their roles.

Representation Role

- 9.6. Islington Councillors are spending extended periods of time working with the local community attending a range of meetings / community events or responding to communications such as emails and social media.

⁷ <https://www.islington.gov.uk/-/media/sharepoint-lists/public-records/democracy/democraticdecisionmaking/constitution/20182019/20181029constitutionpart6october2018.pdf>

- 9.7. Several backbench Councillors also act as Champions, encouraging colleagues across the Council and the wider community to actively engage with their area of special responsibility. Backbench Councillors are currently acting as Champions for;
- equalities,
 - reading,
 - recycling,
 - carers,
 - private renters,
 - migrants,
 - women and girls,
 - the armed forces,
 - social enterprise and
 - mental health.
- 9.8. All Councillors manage high levels of casework, some as a result of surgeries, but more frequently resulting from emails from residents requesting assistance. The Member Support team at the Council is very small, so the backbench Members must be self-sufficient, personally managing most of the casework and their diaries of local meetings, events and Council commitments themselves.
- 9.9. All Councillors actively participate in community engagement. Councillors hold regular surgeries in their wards, where local residents can speak to one of the ward Councillors and raise their concerns in person. Each Councillor holds one surgery per month, with the exception of August, totalling over 500 surgeries across the borough each year.
- 9.10. Every Councillor is also a member of a Ward Partnership. Most Ward Partnerships meet regularly throughout the year to engage with and consult local residents and businesses about issues affecting their local area.
- 9.11. In addition to Council and committee meetings, Ward Surgeries, Ward Partnership meetings and Outside Body meetings, on average Councillors attend approximately five further events and meetings in their wards each month, including:
- Safer Neighbourhood meetings
 - Police Ward Panel meetings
 - Residents and Tenants Association meetings
 - Action Group meetings
 - Gardening group meetings
 - Events at Community Centres, parks, libraries and in schools
 - Community events, fun days and festivals
- 9.12. Backbench Councillors advise that they spend on average 43 hours per month in Council and community meetings.
- 9.13. The Leader of the Council also holds regular public Leader's Question Time events, in local community venues, where members of the public can attend and ask questions.

Political responsibilities

9.14. In addition to their roles on Council committees, external bodies and other positions, Labour Group Councillors, who total 47 or the 48 Councillors, also participate in a large number of additional internal meetings relating to the Council. The Labour Group holds approximately 8 Labour Group Meetings each Council year, and also organises further non-compulsory private meetings for Members on policy matters throughout the year. In order to effectively participate as a Member of the Labour Group, a Labour Councillor will be expected to attend approximately one additional meeting a week, which are usually around two hours long and take place in the evenings.

Ward Improvement Plans

9.15. Islington ward Members take a lead and key role in ensuring valuable new projects are being implemented in their wards from developer funding. Ward Members take the lead in keeping Ward Improvement Plans (WIPs) up to date which set out a range of projects they would like to support with developer contribution funding. This is the main tool they use for allocating S106 and local (15%) Community Infrastructure Levy (CIL) funding collected from developments. The ward Councillor's responsibilities around Ward Improvement Plans and allocation of S106 and CIL funding include:

- Engaging with their Ward Partnership, constituents and other stakeholders on the priorities for their wards and what schemes should be included within the WIPs.
- Having the final decision on what projects are included on the WIPs.
- Agreeing what projects will be allocated funding (Our constitution sets out that at least 2 of the 3 ward members must agree to the allocation before it can be confirmed).
- Working with officers in keeping the WIPs up-to-date and monitoring the implementation of projects including withdrawing allocations where reasonable progress on a project is not being demonstrated.

9.16. Executive Members and senior officers are currently producing a new Borough Investment Plan which will set out a range of projects of a more strategic nature including cross ward boundary schemes. Local ward Members from April 2019 will be asked to allocate a further 35% of CIL funding to schemes on the Borough Investment Plan. Whilst the process of allocating funding to Borough Investment Panel schemes should remain similar to the current mechanism, there will likely be more requirements for meetings between neighbouring ward Members to agree on cross boundary priorities.

Civic Mayor

9.17. One of the backbench Members is elected to be Mayor each year. The role includes chairing full Council meetings but is largely ceremonial. The Mayor plays an important

role in the civic life of the borough, raising money for local charities and attending approximately 400 civic and community events each year.

9.18. Islington also has a Deputy Mayor. This role supports the current Mayor and undertakes some of the roles of the Mayor, who may not be able to attend all functions and events.

Time Commitment

9.19. Councillors were surveyed as part of the electoral review process to better understand the demands on their time, how they communicate with residents and the impact of changes over time for those Members who have been Councillors for a number of years.

9.20. According to the survey findings, the average Councillor is attending around 27 meetings per month, taking up to an average of 50.4 hours. This includes borough wide meetings, ward partnership and community meetings, tenant and resident meetings and ward surgeries

9.21. Members indicated that they were also spending extended periods of time communicating with residents, each spending on average 36 hours a month communicating by email and 20 hours a month on telephone calls. Letters and social media also featured frequently as methods Members and residents used to communicate with each other, both averaging around 5 hours a month per Councillor.

9.22. The increased use of email and social media has significantly increased Councillors' workloads and pressure for immediate action, with residents now expecting responses in hours opposed to days. Email has resulted in multiple exchanges taking place which may have previously been resolved by a single reply by letter. Additionally, social media and email can be sent 24 / 7 creating greater and greater accessibility to Councillors for residents and making it more challenging for councillors to manage the demand effectively.

9.23. The huge amount of time that Councillors are spending communicating with residents is in part a result of the need to deal with complex issues that affect the community. Many Councillors indicated that they were spending significant proportions of their time as a Councillor on complex issues opposed to dealing with straight forward issues. Seventy-four per cent of Members who responded to the survey, stated that they spent more time on Council business than they had expected.

9.24. Excluding full Council, there are 136 committee positions, plus a further 153 substitute positions, that Islington's 48 Councillors need to fill.

Summary of Representational Role

9.25. Thirty-five Councillors (73%) have a special responsibility or other role. Many Councillors are also members of external bodies.

- 9.26. On average Councillors are attending 27 meetings per month, taking up to an average of 2.5 hours per meeting. This includes borough wide meetings, ward partnership and community meetings, tenant and resident meetings and ward surgeries.
- 9.27. Councillors manage high levels of casework, some as a result of surgeries, but more frequently resulting from emails from residents requesting assistance. Case work is frequently complex, with Councillor dealing with residents with multiple needs.
- 9.28. All Councillors actively participate in community engagement. Each Councillor holds one surgery per month, with the exception of August, totalling over 500 surgeries across the borough each year.
- 9.29. Members have limited support; backbench Members must be self-sufficient, personally managing most of the casework and their diaries of local meetings, events and Council commitments themselves
- 9.30. Use of email and social media has significantly increased Councillors' workloads and pressure for immediate responses, with residents now expecting responses in hours opposed to days. Members on average spend 36 hours a month communicating by email.
- 9.31. Islington is a diverse borough that is led by people who represent a range of backgrounds. Any reduction in the number of Councillors from the current 48 would increase workloads and potentially reduce the numbers of quality candidates, particularly those who would find the role harder as a result of other responsibilities (i.e. child / carer's responsibilities and full-time work), which would lead to the elected members becoming less representative of the borough's population.
- 9.32. Ward Members take a lead and key role in ensuring valuable new projects are being implemented in their wards from developer funding. This Islington constitution sets out that at least 2 of the 3 ward Members must agree to the allocation before it can be confirmed.
- 9.33. The complex issues that Councillors face in Islington means that many Members are spending a lot more time on Council business than they had anticipated. An increase in the number of Councillors from 48 to 51 would enable Councillors to better fulfil different aspects of their role. Maintaining a council size of 48 would likely result in councillors having an unsustainable workload as population size and demand for services continues to grow.

10. Future Sustainability

- 10.1. The Council has experienced unprecedented cuts over the last few years, with £200 million savings made from the Council's budget since 2010. Over the next three years the Council will have to continue to make savings, closing a funding gap in the region of a further £50 million. In response, the Council has refocused its efforts around prevention and early intervention with the aim of making Islington a fair place for all. Members played a key role in establishing that vision and are working to ensure that the vision is realised, including provision of more affordable homes, whilst achieving saving and safeguarding the services that support vulnerable children, young people and adults. Not only does budget setting become more challenging each year, but many Councillors have reported that the impacts of austerity are driving an increasing volume of casework from residents in increasingly desperate circumstances.
- 10.2. It is likely that the Council will have to take increasingly challenging and ambitious measures to deliver savings and protect front line services in future and that the process for agreeing the budget will become more complex and demanding of Member's time. It is also likely, if the current trends continue, that the necessity of achieving savings will lead to changes in service provision that will result in an increase in enquiries and casework addressed to Members. This increased Member workload is likely to be exacerbated by the impacts of Brexit and the roll out of Universal Credit and further savings from Public Health budgets.
- 10.3. The Localities programme is an ambitious shared transformation programme to make Islington the best place in the country for prevention and early intervention on key social issues, through joined-up locality working. It will involve integrated, multi-disciplinary teams between the NHS and local government, joint working across services, a new partnership with the voluntary sector and a broader public sector locality partnership embracing all the public agencies working in Islington. The Council and Members believes that this will help to improve some of the deeper challenges that are found in Islington and improving local people's lives in the face of reduced budgets, although there is a lot of work to do.
- 10.4. It anticipated that both the numbers of electorate and residential population will grow over the next few years, with the total population of the borough rising to 247,800 by 2024. Members in Islington not only work for the voting electorate, they consider the whole residential population. This means that if 48 members are retained by 2024 Islington will have 5,163 residents per Councillor (4,859 with 51 Members) consequentially resulting in further increased workloads. If Member numbers were reduced to 45, this would result in 5,507 residents per Councillor, workloads would become extremely difficult to manage.
- 10.5. The survey of Members for this review found that Councillors reported that they have concerns about their current workloads and future sustainability if workloads continue to grow, as casework levels increase due to continuing cuts to services and Councillors become increasingly accessible via new technology. Sixty-two per cent of Councillors

who responded to the survey stated that they found it challenging or very challenging to balance demands on their time, with a further 6% stating they found it impossible.

- 10.6. Councillors expressed real concern that any reduction in the current number of elected Members would result in workloads becoming unmanageable and therefore making it increasingly hard to represent their constituents. Additionally, reaching decisions around matters such as budget setting, the Local Initiatives Fund and S106/CIF would prove difficult. Councillors indicated that the number of members needed to increase, rather than decrease, to ensure that committee meetings are quorate and that they have the capacity to properly engage with residents with complex issues and be of real assistance to people in need.

'It would be devastating to cope with the further increased pressure [if cllr number were reduced], casework, official duties and demands on the time. Because of government cuts, it is going to get worse and the demands will increase. We need to increase Councillors.'

- 10.7. Questionnaire responses made it clear that the high demand and the complex and diverse needs of constituents already meant that Councillors are at capacity, to the extent that one Councillor indicated that they had given up their job since becoming a Councillor, with others changing to part time hours in order to cope with the work load. There is a sense that for some Councillors personal lives have been put on hold.

'I currently feel that I work at capacity as a Councillor. I would end up having less time to prepare for meetings, and ultimately would do a poorer job at scrutinising the Council / making informed decisions.'

'There is a real danger that a point will be reached where the ever-increasing work-load will make it impossible for those with mortgages to pay and / or families to support to remain as councillors.'

- 10.8. Looking forward, Councillors anticipate that more time will be required responding to email and social media enquiries. As the use and reliance on technology is increasing and so too has residents' expectations regarding response. The most recent Islington Residents' survey (2018) highlighted that 9 in 10 Islington adults had access to online services through a home computer or use a smart device. Islington Council is utilising its digital infrastructure to make itself more accessible for its residents. However, the repercussions of this are that residents can now contact their Councillor 24 hours a day every day and expect prompt responses.

'People expect instant answers and something that used to take several days now usually has to be dealt with in a day'

- 10.9. Councillors have already seen an early indication that residents are facing problems following the introduction of Universal Credit (UC). By 2023, approximately 20,000

of Islington residents will be on UC. As a result of already raised issues, Councillors have begun a scrutiny review of UC. They have already spent in excess of 10 hours outside normal working hours, collecting evidence and witness information. It is anticipated that Councillors will see increasing issues relating to UC over the next few years.

10.10. The Localism Act 2011 poses opportunities for change as it redefines the relationship between central and local government. The Community Right to Challenge gives local community groups the chance to run local public services where they believe they can do so better. On-going budget cuts may result in unwelcomed changes to service delivery, which may encourage the communities right to challenge that would require us to work differently. Use of the Act in Islington could lead to a change in the role of Councillors in how they work and increasing the expectations of residents for getting their views heard even further.

10.11. It is not known yet what impact Brexit could have on the electorate in Islington. Currently the borough has 17,583 European electors (8,776 Islington North and 8606 Islington South and Finsbury). It is possible that Brexit will lead to a change in the number of electors from EU member states in Islington, affecting some wards more than others where there are greater numbers of Europeans. Many Councillors have acknowledged that the impact of Brexit will influence Islington communities and their workloads going forward, with the expectation that case work will increase.

'Brexit will have an impact on most, if not all of our residents, either directly or tangentially because we are a very diverse community. The impact will be on individuals and on private enterprise and the public sector as a whole as so many EU nationals live and work and contribute to the life and economy of our borough.'

Summary the Future

10.12. Over the years the Council has seen substantial cuts to funding whilst retaining services. In the next three years the Council will have to continue to make savings, closing a funding gap in the region of a further £50 million.

10.13. Projections of both population and electorate data indicate growth in both areas, putting further strain on high demand services.

10.14. Councillors anticipate that more time will be required responding to email and social media enquiries.

10.15. Councillors have concerns about their current workloads and future sustainability if workloads continue to grow. Levels of casework have continued to increase due to cuts to services and Councillors become increasingly accessible via new

technology. Any decrease in member numbers would have detrimental impact on their workloads.

10.16. Changes to the electorate as a result of Brexit cannot be anticipated, although it is believed that Islington communities will be affected.

10.17. Reducing or maintaining the council size would make it more difficult for the Council to meet all these challenges and sustain an appropriate level of engagement in governance and scrutiny. An increase in council size would support members in meeting the new demands associated with an increased workload and enable them to continue to fulfil their roles in relation to decision making, governance and scrutiny.

11. Conclusion and Recommendation

- 11.1. Taking into consideration all the above, it is recommended that the number of Councillors in Islington is increased from 48 to 51. This is to ensure that Islington can continue to meet its governance standards and meet scrutiny requirements and that Councillors can continue to play a full and active role as representatives of the local communities.
- 11.2. We have considered other council sizes in making this recommendation and believe that reducing councillor numbers would put intolerable pressure on Councillor workloads and it would become challenging for Councillors to effectively represent their communities. Reducing Councillor numbers to 45, would result in Members representing 3,741 electorate / 5,507 residents. Councillors already have high levels of complex case work, a reduction in Councillor numbers would make workloads very difficult to sustain.
- 11.3. The Councillor questionnaire strongly suggested that Members are already working to capacity, with returned councillors advising workloads are increasing and newly elected councillors advising that the demands on their time exceeding their expectations. Some Members have changed their working hours to accommodate this and many indicated that balancing duties with home life is difficult. To ensure that the borough continues to have a representative Council, which continues to fulfil its duties an increase in Member numbers is requested
- 11.4. The population of Islington has grown significantly since 1999, impacting on the density of the borough and therefore increasing demands on public services. This coupled with the deep social challenges within communities in Islington, as a result of deprivation and inequality, has significantly increased the volume of Councillor casework. Any reduction in the number of Councillor would not support good representation and would undermine councillor engagement in governance and scrutiny.
- 11.5. Many residents face both complex and multiple challenges, including social isolation, mental ill health, domestic violence, substance abuse, housing and employment and so have repeated contact with Islington services. Councillors spend significant amounts of their time working on more complex cases as a result of residents' complex and multiple needs
- 11.6. The dramatic increase in email and social media over the last 20 years, means that residents can contact their Councillors at ease anytime of the day. This has significantly impacted on workloads.
- 11.7. The new responsibilities for Public Health and Licensing have increased the responsibilities of elected members and caused an increase in councillors decision making role and increased the number of committees and meetings the councillors must attend.
- 11.8. The number of Councillors in Islington is low in comparison with the boroughs 15 nearest neighbours, as determined by CIPFA. An increase in 3 more Councillors to 51 will still

mean there are few Members than neighbouring boroughs Camden, Hackney and Haringey.

- 11.9. Members are under considerable pressure, with increasing and complex caseloads. It is currently challenging to programme committee meetings due to the number of councillors who are members of multiple committees and there is a concern regarding future sustainability. To ensure that Islington continues to have Councillors who effectively represent the community and a sufficient number of councillors to manage casework demand and serve on committees and play an active role in governance and scrutiny it is requested that councillor numbers are increased by 3 to 51.

12. Appendices

		Page
1	Electorate Projections Methodology	43
2	Committee structure chart	45
3	Outside bodies Councillors are members of	46
4	Councillor questionnaire results summary	48

Appendix 1

Islington Council's Alternative Electorate Forecasts

We have prepared alternative forecasts to those provided by the LGBCE. We have taken this approach because there are numerous housing developments planned across Islington between 2018 and 2024, and we feel that the forecast generated by the LGBCE's method does not accurately represent the changes that we expect to see in Islington between now and 2024.

Data sources

Our Alternative Forecasts are based on the 2016-based Demographic Projections, London Ward population projections Housing-led Model, published by the Greater London Authority (GLA). We have used these forecasts because we believe that the GLA's Housing-Led model is a better representation of the changes in the Islington population. This is consistent with other London boroughs, most of whom also use the GLA Housing-led projections as their source for population estimates. Our choice to use the GLA's ward-level population estimates was informed by the level of detail they provide, as they reflect the expected growth in each ward, and the relative ease of mapping these to the polling districts.

We have supplemented these forecasts with information from the Council's Planning department on the number of housing units expected to be completed in each polling district by 2024.

Finally, we have also used the local electoral registers, to inform the number of people in each polling district that are expected to be registered in 2024.

Methodology: Population change in polling districts

Our estimates have been calculated based on the GLA's housing-led population estimates, by ward. We have calculated 2018 polling district populations by keeping the same distribution as the 2018 electoral register, assuming that enrolment on the electoral register is uniform across the borough.

We have then created estimates of the number of adults per household in the new housing developments that will be completed by 2024. The estimated household sizes have been developed through an iterative process, and are different for each ward, so as to create a balance in the population growth in wards with housing developments and those without.

Two wards are expected to see more housing units built than their expected population increase. In these instances, we have assumed one-person households for the new properties, and have predicted a population decrease in the other polling districts in the ward.

The remainder of the forecast population increases in each ward have been shared proportionally across the polling districts. This part of the approach is similar to the LGBCE's

original approach – where a polling district has 2% of the borough’s 2018 population, we have assigned it 2% of the remaining forecast increase.

Methodology: Forecast electors

Our forecast of the number of residents who will be enrolled as electors have also been changed from the LGBCE model. This is because we feel that taking the average proportion of resident adults on the electoral roll is unrepresentative given the past three years in national politics.

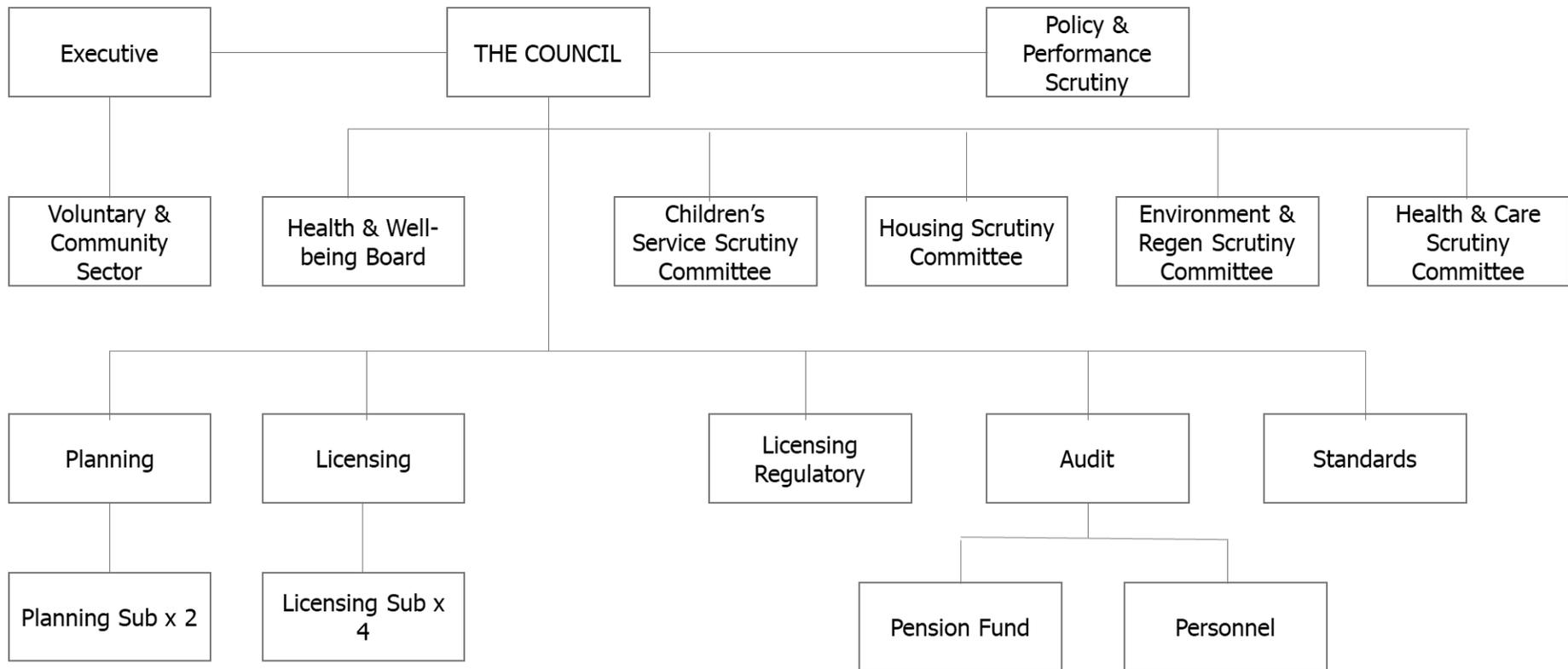
In 2016, 83.9% of the Islington population were on the electoral roll, and in 2017 81.3%, this dropped in 2018 to 75.4% which brings the average of the past three years down to 80.2%. However, given that there was a referendum and a national election in 2016 and 2017 we feel that these two years are a better model for the proportion of adults that will register as electors in 2024. Therefore, we have used the average of these two years, 82.6%, to determine the final estimate of the number of electors in 2024.

Conclusion

This has led us to our final calculations, which have been submitted to LGBCE using their workbook template as requested. We believe that these represent a better forecast of the changes that will happen in Islington over the next six years than the standard model.

Appendix 2

Committee Structure Chart





Appendix 3 – Councillor Appointments to Outside Bodies

- London Council Committee
 - Leader’s Committee (1 x Councillor, 2 x deputies)
 - London Councils – Transport and Environment Committee (1 x Councillor, 2 x deputies)
 - London Councils – Grant Committee (1 x Councillor, 4 x deputies)
- London Councils Forums
 - Greater London Employment Forum
 - Pensions CIV Joint Committee (1 x Councillor, 1 x deputy)
- Local Government Association
 - LGA General Assembly (4 x Councillors)
- Other
 - Angel Business District Board (1 x Councillor)
 - Archway Town Centre Management Board (2 x Councillors)
 - Armed Forces Community Covenant Grant Schemes Panel (2 x Councillors)
 - Crossrail High Level Forum (1 x Councillor, 1 x deputy)
 - Cross River Partnership (1 x Councillor)
 - Finsbury Park Town Centre Management Group (1 x Councillor)
 - Groundwork London’s Local Authority Strategic Board (1 x Councillor)
 - Islington Community Chest Panel (3 x Councillors, 1 x deputy)
 - London Road Safety Council (1 x Councillor)
 - Nags Head Town Management Group (2 x Councillors)
 - Newable – previously known as Greater London Enterprise (1 x Councillor)
 - North London Waste Authority (2 x Councillors)
 - Reserve Forces and Cadets (1 x Councillor)
 - SACRE (2 x Councillors)
 - Safer Neighbourhoods Boards (2 x Councillors)
 - Shared Digital Joint Committee (2 x Councillors, 1 x substitute)
 - Camden and Islington NHS Foundation Trust (1 x Councillor)
 - Central London Forward (1 x Councillor, 1x substitute)
 - City of London Academy (1 x Councillor)
 - City YMCA London (1 x Councillor)
 - Clerkenwell Charities (2 x Councillors)
 - Cloudesley Charity (4 x Councillors)
 - Cripplegate Foundation (2 x Councillors)
 - Dame Alice Owens School Foundation Advisory Committee (2 x Councillors)
 - Finsbury Park Trust (1 x Councillor, 1 x deputy)
 - Islington United Charities (4 x Councillors)
 - Joint Health, Overview and Scrutiny Committee (2 x Councillors)
 - Lee Valley Regional Park Authority (1 x Councillor)
 - LHC (2 x Councillors)
 - Moorfields Eye Hospital NHS Foundation Trust (1 x Councillor)
 - Pensions Board (1 x Councillor)
 - Richard Reeves Foundation (1 x Councillor)
 - Sadlers Wells Foundation (2 x Councillors)
 - Schools Forum (1 x Councillor)
 - St Luke’s Trustee Ltd (previously St Luke’s Parochial Trust) (3 x Councillors)
 - St Sepulchre United Charities (2 x Councillors)

- University College Hospital NHS Foundation Trust (1 x Councillor)

Appendix 4 Member Questionnaire Results Summary

A questionnaire was conducted with Councillors to help inform first part of the Islington Electoral Arrangements and Boundary review on Council Size.

The questionnaire asked Councillors to focus on their own personal experience as a Councillor and respond to questions regarding their workload commitments and casework that they currently undertake.

Summary

In total 34 Councillors of 48 completed the questionnaire (71% response rate).

On average Councillors indicated that they had been elected members for 5.5 years. This ranged considerably; between 6 months – 17 years.

Councillors that responded covered all 16 wards of the borough.

1) Meeting and Events

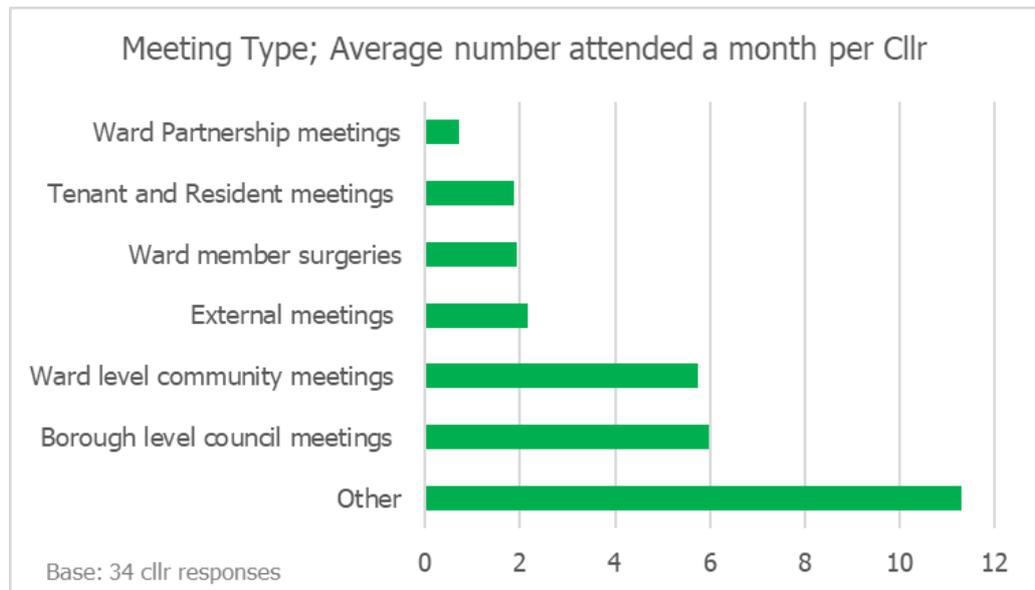
Qu - Which of the following meetings do you attend in your capacity as an Islington Councillor?

Councillors indicated that they attended the below meetings from a selected list. Many Councillors attended all.

Meeting	Responses
Borough level council meetings	34
Ward Partnership meetings	34
Ward level community meetings	34
Tenant and Resident meetings	32
Ward member surgeries	33
External meetings	27
Other	14

Responses where 'Other' was indicated included; Finance Policy Forum, Party meetings, portfolio and council officer meetings, Stop and Search, Reference groups, Voluntary and Community Sector and young people meetings.

On average Councillors attended 27 meetings per month, taking up to an average of 50.4 hours a month.



2) Events in the community

Qu - Do you attend events in your community? Approximately, how many events like these do you attend in a year?

All respondents indicated that they attended events in their community, with Councillors recording that they had attended over 800 events in the community over the last year.

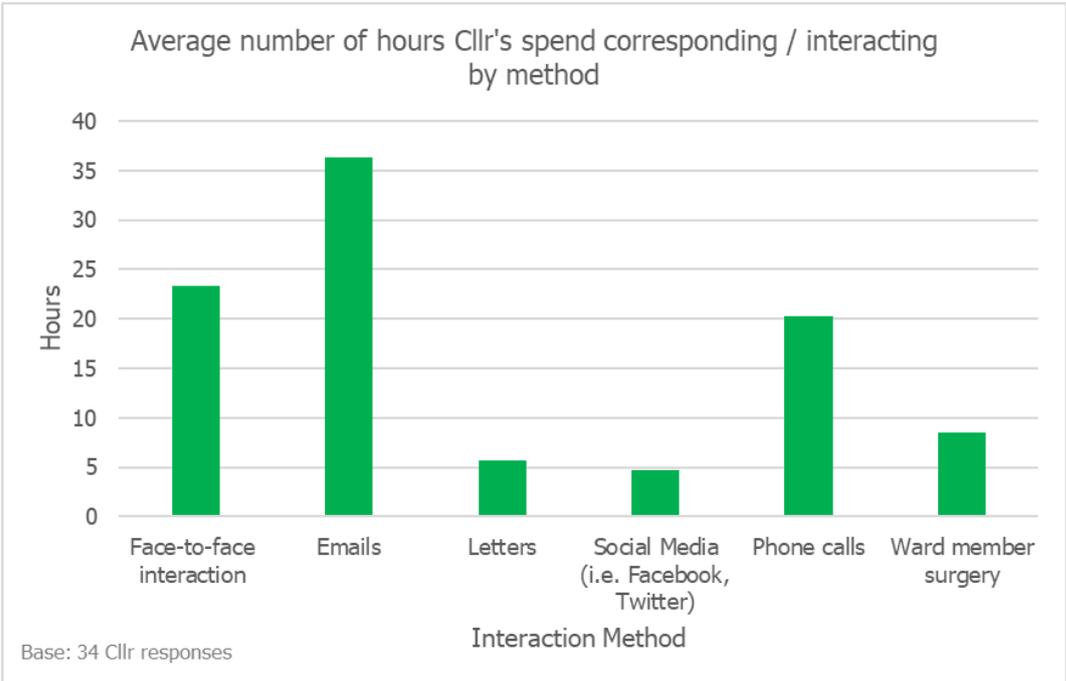
The range of community events that Councillors attended is significant, with examples including; Community Centre events, local area festivals, Tenant and Residents Association events, Schools, community sporting events, youth projects, library projects, church projects etc.

3) Communicating and interacting with local residents.

Qu - How much time do you spend corresponding / interacting with Islington residents on council business and dealing with casework? (please answer all that apply) [Hours spent on each activity a month noted]

Councillors indicated that they were spending significant amounts of time corresponding and interacting with Islington residents of council business and dealing with casework.

Most notably, Councillor responses found that on average they are spending 36 hours a month writing and responding to emails; 23 hours conducting face to face interactions with residents and 20 hours a month making or receiving phone calls.

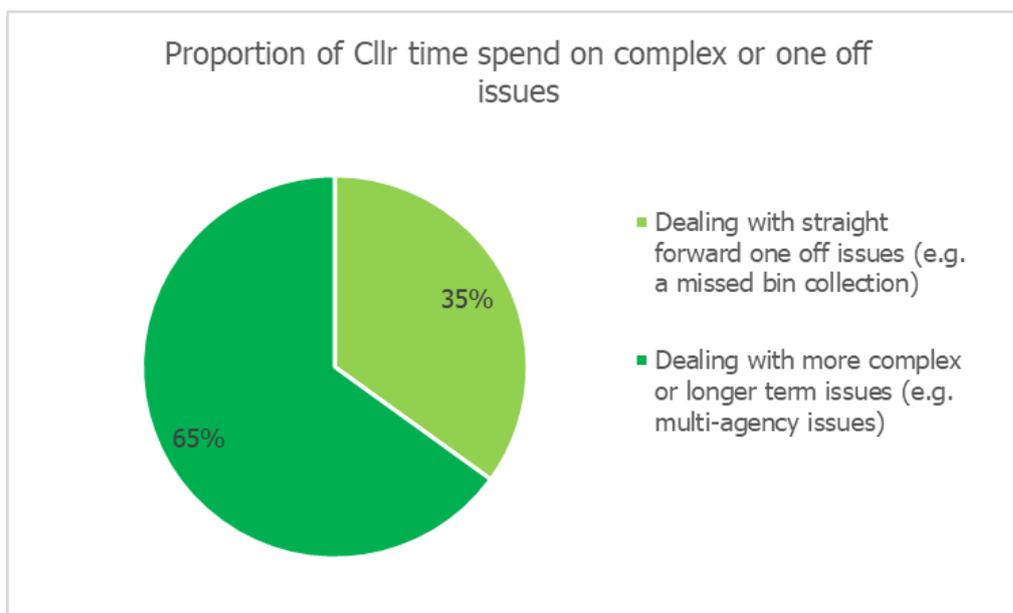


4) Proportion of time as a council spent on complex or one-off issues

Qu - What proportion of your time as a councillor do you spend on the following;

- *Dealing with straight forward one-off issues (e.g. a missed bin collection)*
- *Dealing with more complex or longer-term issues (e.g. multi-agency issues)*

Councillors indicated that they were spending significant amounts of time dealing with more complex issues that Islington residents have. On average, 65% of Cllr time is being spent on more long-term issues.



5) Time spend on council business

Qu - Is the amount of time you spend on council business what you expected?

- *No, it is more than I expected*
- *Yes, it is what I expected*

Seventy-five per cent of councillors who responded to the questionnaire indicated that the time commitment as a councillor was more than they had anticipated.

Many new councillors indicated that the volume of casework relating to complex issues was unexpected, with longer serving councillors indicating that as a result of austerity casework had increased.

Councillors who sit on planning and licensing committees indicated that the thorough nature of these committees, requires reading a significant amount of reports and conducting site visits. Likewise, those who sit on the Policy and Performance Committee highlighted that conducting reviews took substantial time, collecting evidence, including interviewing key people to ensure they conduct their investigation.

Several councillors indicated that as a result of funding cuts and austerity measures, they were spending more time on matters to do with the financial planning and budget status of the council, whilst trying to also ensure that local projects that support the vulnerable and disadvantaged are funded.

6) Changes in time commitments and work required

Qu - If you have been a councillor for a number of years, has the time commitment / work required of you increased or decreased over time? If it has changed, in your experience what change has been the most significant and has this been positive or negative?

Twenty-three of the 34 councillors (68%) that responded indicated that they had been a Councillor for a number of years. All of these respondents indicated that there had been an increase in their time commitment / workload.

The use of email was mentioned on multiple occasions by Councillors as one of the reasons their time commitment and workload had increased. Some saw the use of email as a positive medium for communicating with residents, highlighting that it was valuable that residents could contact their local Councillor with ease. However, this has resulted in a significant amount of time being committed to responding to queries and requests, with the expectation of a fast or immediate response.

Councillors also indicated that there had been an increase in the amount of complex casework over the years, with demand for support increasing. Respondents indicated that the need for housing had increased enormously, with residents requesting assistance with access to housing, private rentals and overcrowding. Councillors indicated that welfare issues were also increasing, with issues concerning Universal Credit noted.

Councillors are now required to make finance decisions regarding the Local Initiative Fund (LIF) and Community Infrastructure Levy (CIL). This is a change from the way the Council operated at the time of the boundary review which has led to improved decision making and accountability, but it takes more elected member time.

Councillors are conducting significant amounts of work with partners on Anti-Social Behaviour, youth crime and public reassurance. This work has resulted in some Members having to respond to critical incidents and any time of the day (such as the Finsbury Park terror attack).

7) Expectations

Qu - To what extent do you feel the experience of being a councillor has matched your expectations? Please explain.

Councillors indicated that they found their role rewarding and fulfilling. Many indicated that they felt they were actively helping their communities and individuals and that casework could be enormously gratifying.

Respondents also indicated that the role as a Councillor was also challenging, with significant demands. Some indicated that they hadn't anticipated some of the more extreme situations that they had encountered, which left them feeling ill prepared.

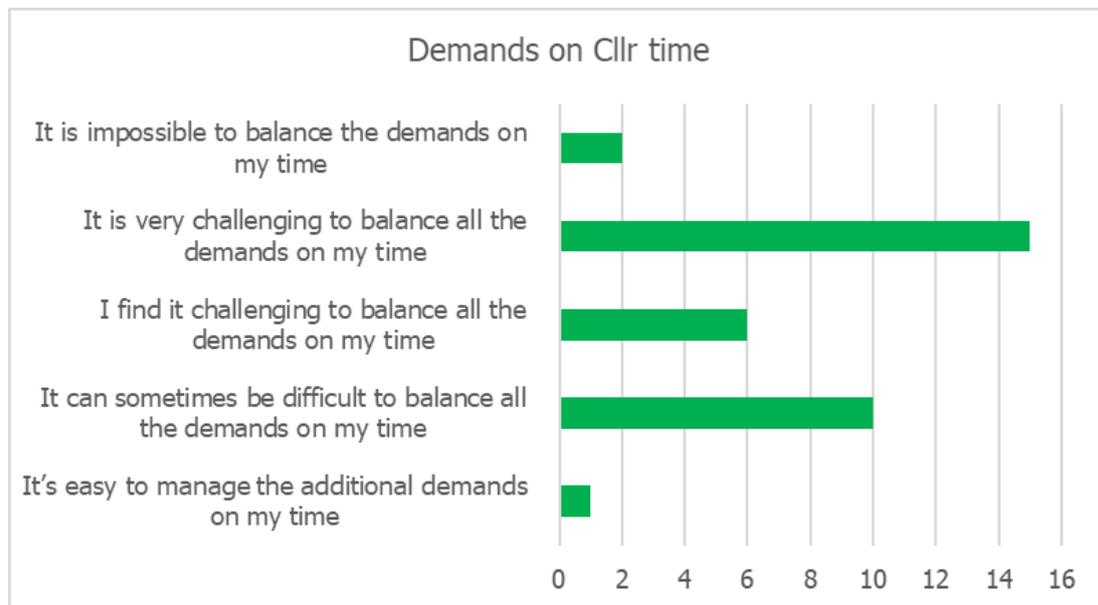
Councillors indicated that they were often helping people with complex issues who were stressed, frustrated, with poor mental or physical health which required significantly more time commitment that they had expected.

Many acknowledged that they were aware of the inequalities within Islington communities but not the extent and how negative the impact is on residents and their standard of living. With welfare changes and the continuing squeeze on public services, work is increasingly complex.

8) Managing demands on time

Qu – We know that many councillors have other commitments and that it can be a demanding role. Please select the sentence below which best describes how being a councillor has impacted on you:

Sixty-eight per cent of respondents indicated that they found the demands on their time as a Councillor challenging, with half of all respondents indicated that they found it very difficult or impossible to manage the demands on their time.



9) View on the changes of Cllr numbers

Qu - number of Councillors on the borough may change as a result of the Local Government Boundary Commission's review.

What impact would a decrease in the number of councillors have on your role as a councillor?

Councillors indicated that a reduction in the number of councillors would negatively impact the borough making it more difficult to adequately resource and deal with issues arising out of ward partnerships.

Reduction in councillor numbers would result in even greater workloads for Members, many of which already felt they were already at capacity. It would be harder to represent residents and support the levels of casework that Councillors currently undertake. A reduction would mean that cover of maternity leave, sickness or unforeseen absence would not be possible.

Members indicated that a reduction in Councillor numbers would result in less transparency, which is essential in decisions such as those related to the spend of the LIF and CIF funds.

It would be harder to achieve diversity of representation in wards based upon gender, race etc. and making it more difficult for those with other responsibilities/challenges to put themselves forward

There was an indication that it would be more beneficial to increase councillor numbers. This would greatly help with council business, council meetings and would provide more support for Islington's residents.

10) Future; changing role of Islington Councillors

Qu - looking to the future, how do you think your roles as a councillor is likely to change?

Councillors reported that they have concerns about their current workloads and future sustainability if workloads continue to grow, as casework levels increase due to continuing cuts to services and Councillors become increasingly accessible via new technology

Councillors anticipate that more time will be required responding to email and social media enquiries. As the use and reliance on technology is increasing and so too has residents' expectations regarding response.

Councillors indicated that they believed that workloads will increase with more complex issues as a result of ongoing austerity measures and cuts to funding. Issues concerning housing and social care are expected to increase.

This page is intentionally left blank

Report of Executive Member for Community Development

Meeting of:	Date:	Ward(s):
Council	28 February 2019	All wards

Delete as appropriate:		Non-exempt
-------------------------------	--	------------



SUBJECT: Gambling Policy 2019-2022

1. Synopsis

- 1.1 Under the Gambling Act 2005, the Council is required to publish a gambling policy setting out how it will regulate gambling premises in the borough every three years.
- 1.2 Our current gambling policy expires in 2019 and we need to publish a new three-year policy. The current policy has been reviewed and updated with greater emphasis being placed on using local area profiles to influence decisions about licence applications. The proposed draft three-year policy is attached as appendix A.
- 1.3 The draft policy was subject to public consultation starting on 20th November 2018 and completing on 18th January 2019.
- 1.4 At the same time as adopting the Gambling Policy the Council will need to renew its resolution, first made in 2007, to not issue any casino licences in the next three years.

2. Recommendations

- 2.1 To approve the draft Gambling Policy 2019-2022 as at appendix A.
- 2.2 To agree that the council will not issue any casino licences in the period 2019 – 2022

3. Background

3.1 Context

The number of licenced gambling premises in Islington has remained relatively static over the last 5 years. The borough currently hosts 55 betting shops, 5 adult gaming centres, 30 pubs providing gaming machines, 2 members clubs licenced to provide gambling activities and track betting at Emirates Stadium.

3.2 The last new gambling premises licence application submitted to the Council was in 2015 but the premises did not have planning permission to operate. The last gambling premises to open in Islington was a betting shop in 2013.

3.3 Regulation of gambling activities is shared with the Gambling Commission, with Local Authorities being responsible for licensing premises used for licenced gambling activities and small scale lotteries, and the Gambling Commission taking responsibility for all other matters including licensing gambling operators, setting maximum stakes and providing statutory guidance and standards.

3.4 Gambling Policy

The purpose of the Gambling Policy is intended to explain to businesses and residents how we intend to regulate premises using for gambling and our approach to dealing with applications for new gambling premises licences.

3.5 As a Licensing Authority we are required to review and publish our Gambling Policy every three years. Previous statutory guidance issued by the Gambling Commission to Local Authorities on Licensing Policies have expressly stated that the aim should be to permit licenced gambling premises however there is now widespread recognition that gambling can be harmful to some people and some communities. As a result, the statutory guidance has been amended and we are now able to consider local area profiles and local area risk assessments when making decisions about new applications.

3.6 The proposed draft policy summarises local area profile data and maps out areas of the borough where there is a higher risk of gambling related health harms, risks and crime.

3.7 Operators applying for a new premises licence are expected to

- undertake a local risk assessment
- consider the local area profile
- propose appropriate controls

3.8 When making decisions about new gambling premises applications the Licensing Authority will now be able to consider

- The applicant's local risk assessment
- The local area profiles
- Any additional mitigation measures proposed by the operator to minimise the risk of gambling related harm

3.9 These new considerations will provide the Licensing Committee with a more comprehensive framework for deciding new gambling premises applications.

3.10 The draft policy has been subject to consultation from 20th November 2018 to 18th January 2019. Three responses were received, from Gambleaware, Gamcare and Popplestone Allan on behalf of Power Leisure Bookmakers Limited t/a Paddy Power, and are attached as appendix B. The observations of the Licensing Committee are attached as appendix C. One change has been made to the policy in response to the consultation and that is to amend paragraph 8 relating to Development Planning to read that applicants are recommended to have the relevant planning consent when making their application as opposed to expecting it to be in place. We believe that the other points made in the representations are already addressed in the draft policy.

The Council has simultaneously consulted on the continuance of not accepting applications for casino licences for the life of the policy and received no responses. The resolution to not accept casino application for the life of the policy is therefore recommended for approval.

4. Implications

4.1 Financial Implications

The cost associated with policy development and consultation will be met from existing budgets.

4.2 Legal Implications:

Section 349 of the Gambling Act 2005 requires licensing authorities to prepare and publish a gambling policy every three years. The licensing authority may review and alter their statement of policy at any time during the three-year timeframe.

The gambling policy must be produced following consultation and where the policy is reviewed and changes proposed, licensing authorities must consult on any revision.

The Gambling Act 2005 requires that any resolution not to issue casino licences must be published in the licensing authority's gambling policy. The policy should state how the authority has taken this decision.

The approval of the gambling policy can only be exercised by full Council.

4.3 Environmental Implications

There are no negative environmental impacts arising from the adoption of a Gambling Policy and the 'no casino' resolution.

4.4 Resident Impact Assessment:

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

A Resident Impact Assessment was completed on 8th November 2018 and attached as Appendix D. This is a summary of the findings:

- a) There are positive equality impacts arising from the policy
 - The new policy will enable the Licensing Committee to consider the gambling risk index for the local area when making decisions about new application
 - This approach should reduce inequalities associated with socio-economic disadvantage.
- b) There are no safeguarding risks arising from policy
- c) There are no potential Human Rights breaches arising from the policy
- d) There are no key actions to be taken as a result of the Residents Impact Assessment

5. Reason for recommendations

- 5.1 The draft Gambling Policy presented will ensure that the Council as the licensing authority is able to make decisions that fully reflect the locality.

Appendices

- A. Draft Gambling Policy 2019-2022
- B. Consultation responses received from Gambleaware and Gamcare
- C. Licensing Committee minutes
- D. Resident Impact Assessment

Final report clearance:

Signed by:



13 February 2019

Executive Member for Community
Development

Date

Report Author: Janice Gibbons
Tel: 020 7527 3212
Email: Janice.gibbons@islington.gov.uk

Financial Implications Author: Steve Abbott
Tel: 020 7527 2369
Email: Steve.abbott@islington.gov.uk

Legal Implications Author: Marina Lipscomb
Tel: 020 7527 3314
Email: Marina.lipscomb@islington.gov.uk

GAMBLING POLICY: 2019-2022



Gambling Act 2005

Contents

- **Part 1 - Background**
 - Islington in context
 - Local Risk Assessments

- **Part 2 - Gambling In Islington**
 - Development Planning
 - Casino Resolution
 - The Licensing Objectives
 - Responsible Authorities
 - Interested Parties
 - Exchange of Information
 - Enforcement
 - Illegal Gaming Machines
 - Standards of Management
 - Split Premises
 - Premises licences
 - Crime and disorder
 - Protecting children and vulnerable persons
 - Betting Premises

Part 3 - Polices relating to gaming machine permits

- Family entertainment centres
 - Club Gaming Machine and Club Machine Permits
 - Alcohol licensed premises gaming machine permits
 - Prize gaming permits
-
- **Contact**

 - **Appendices**
 - Appendix 1. Local Area Profile Health and Policing and Crime Implications
 - Appendix 2. Best Practice
 - Appendix 3. Responsible authority contact details

PART 1 - Background

Islington in context

1. Islington is one of London's most distinctive areas, offering arts, crafts, entertainment, good eating and drinking, a huge variety of specialist shops, lively street markets and a rich and fascinating history. The community feel around Islington is one of the things that make this relatively small London borough unique.
2. Islington is in the process of rapid change and is likely to continue to change over the coming years. The latest GLA Mid 2016 Housing Led Population Projection for Islington shows that 233,200 people were living in the borough, which is an increase of 23,000 from the 2011 census. Islington is a youthful population with a very large number of young adults. There are more 25-29s than any other five-year age group and fewer than one in ten residents is over 65.
3. Islington is London's smallest borough, covering just over six square miles. It is the twenty-fourth most deprived borough in the Country, and fifth most deprived in London. Islington also ranks the third highest authority in the country for the proportion of children living in household's dependent on benefits and 35% of children under the age of 16 live in low income households. The general unemployment rate and the proportion of Islington residents on out-of-work benefits is significantly higher than the national average.
4. Housing demand has been, and is being met by fast paced redevelopment of old factories and business premises for residential use. This has turned many parts of the borough, which were previously exclusively commercial into mixed-use hubs, incorporating commercial and residential premises in very close proximity.

Local Area Profile – Saturation and Gambling Related Harm

1. Islington is London's smallest Borough with multiple factors of deprivation.
2. As reported by the Responsible Gambling Strategy Board, there is evidence that some groups in the population may be more vulnerable to gambling-related harm. This includes some BME groups as well as people with low incomes. Children and young people may be particularly susceptible, as their youth and limited life experience may make them more inclined to risk-taking behaviour and less able to manage the consequences of these decisions.

3. Recent report by the Gambling Commission indicates that gambling is more prevalent amongst children and young people than under-age drinking, smoking and use of illegal drugs.
4. In Islington the main opportunities to gamble in licensed premises arise from betting shops, Adult Gaming Centres (Amusement Arcades) and gaming machines in pubs and clubs.
5. Islington has serious concerns around the impact a further increase in the opportunity to gamble in the Borough will have on its most vulnerable residents. Islington has significant numbers of residents with substance misuse problems, poor mental health or who are living in deprivation and these groups are more vulnerable to gambling-related harm. Islington recognises that the relationship between health and low income exists across almost all health indicators.
6. As a consequence, the Licensing Authority will seek to limit facilities for gambling in areas where it feels its vulnerable residents will be put at potential risk of harm. Operators will be expected to take into consideration the **health and crime concerns in Appendix 1**. However, each case will be decided on its merits and applicants will be given the opportunity to demonstrate how they might overcome Licensing Authority concerns prior to determination of their application.

Local Risk Assessments

1. It is a requirement of the Gambling Commission's Licence Conditions and Codes of Practice (LCCP), under Section 10, for licensees to assess the local risks to the licensing objectives posed by the provisions of gambling facilities at each of their premises, and have policies, procedures and control measure to mitigate those risks. In undertaking their risk assessments, they must take into account relevant matters identified in this policy statement.

The LCCP say that licensees must undertake a local risk assessment when applying for a new premises license and review their local risk assessments:

- to take account of significant changes in local circumstances, including those identified in this policy statement
- when there are significant changes at a licensee's premises that may affect their mitigation of local risks
- when applying for a variation of a premises licence; and

The Licensing Authority expect the local risk assessment to consider as a minimum:

- the Local Area Profile
- the location of services for children

- leisure/community centers and other areas where children will gather;
- the demographics of the area in relation to vulnerable groups;
- whether the premises are in an area subject to high levels of crime and/or disorder.

Local risk assessments should show how vulnerable people, including people with gambling dependencies are protected.

This policy does not preclude any application being made and each application will be decided on its merits, with the onus upon the applicant showing how potential concerns can be overcome.

More advice on Local Risk Assessments can be found at www.gamblingcommission.gov.uk/for-gambling-businesses/Compliance/General-compliance/Social-responsibility/Local-area-risk-assessments

Part 2 - Gambling in Islington

1. The Gambling Policy sets out how Islington Council, acting as the Licensing Authority for gambling, intends to exercise its functions under the Gambling Act 2005 for the next three years. The policy, which incorporates the 'statement of principles' as required by the Act, has been prepared having regard to the licensing objectives of the Gambling Act 2005, the guidance issued by the Gambling Commission and stakeholders' comments.
2. The ability of the council to regulate gambling activities in the borough provides an opportunity for the council and its partners to have more direct influence on the determination of licence applications. Residents who are, or who could be, affected by the premises providing gambling will have an opportunity to influence decisions and the council will be able to work with others to protect children and vulnerable people from being harmed or exploited by gambling activities.
3. Gambling is defined in the Act as either gaming, betting or taking part in a lottery:
 - 'Gaming' means playing a game for the chance to win a prize.
 - 'Betting' means making or accepting a bet on:
 - the outcome of a race, competition or other event
 - the likelihood of anything occurring or not occurring
 - whether anything is true or not.
 - A 'Lottery' is where participants are involved in an arrangement where prizes are allocated wholly by a process of chance.

4. The responsibility for regulating gambling is shared between the Gambling Commission and local authorities. The Gambling Commission is responsible for issuing operating licences to organisations and individuals who provide facilities for gambling and personal licences to persons working in the gambling industry. The Commission takes the lead role on ensuring that gambling is conducted in a fair and open way through the administration and enforcement of operating and personal licence requirements. The Commission is also responsible for remote gambling activities such as facilities provided via the Internet, television or radio.
5. The main functions covered by licensing authorities are:
 - ensuring compliance with gambling authorisations issued by the authority
 - licensing premises for gambling activities
 - considering notices for the temporary use of premises for gambling
 - granting permits for gaming and gaming machines in clubs
 - regulating gaming and gaming machines in alcohol licensed premises
 - granting permits for family entertainment centres with lower stake gaming machines
 - granting permits for prize gaming
 - considering occasional use notices for betting at tracks
 - registering small lotteries
 - tackling illegal gambling activity
 - taking enforcement action when required
6. There are currently 56 licensed betting offices in Islington, there is one track betting licence held by Arsenal FC for match day betting, 2 premises with Club gaming machine permits and 5 Adult Gaming centres (amusement arcades) and 22 pubs that have permits to provide more than 2 gaming machines. There are clusters of premises in Archway, Caledonian Road, Holloway Road / Nags Head and Finsbury Park. These are all areas with high levels of multiple deprivation.

Development Planning

7. Concerns have been expressed about Islington as the local planning authorities' ability to control the number of betting shops. The rules on permitted development were changed in April 2015, as a range of high street uses could be changed to a betting shop without planning permission. Change of use to a betting shop now requires planning permission. Concerns remain that clusters of betting shops particularly in deprived areas, affect high street vitality.
8. The Licensing Authority recommends applicants for a new gambling premises licence to have been granted planning permission for the intended use, before making an application for a premises licence.

9. A licence to use premises for gambling will only be issued in relation to premises that the licensing authority can be satisfied are going to be ready to be used for gambling in the reasonably near future.
10. When dealing with a premises licence application, the licensing authority will not take into account whether the applicant has to comply with the necessary planning or building consents. These matters will be dealt with under relevant planning control and building regulations, and will not form part of the consideration for the premises licence.
11. The grant of a gambling premises licence does not prejudice or prevent any action that may be appropriate under the law relating to planning or building.

Casino Resolution

12. The Gambling Act allows licensing authorities to resolve not to issue casino premises licences. The licensing authority has consulted with residents and businesses to seek their views before deciding whether to make such a resolution. As a result of the consultation the council has resolved not to issue casino premises licences.

The Licensing Objectives

13. The gambling policy aims to promote the following three licensing objectives:
 - Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime.
 - Ensuring that gambling is conducted in a fair and open way.
 - Protecting children and other vulnerable persons from being harmed or exploited by gambling.
14. The Gambling Act defines 'children' as those persons under 16 years of age and 'young persons' as those persons aged 16 or 17 years of age. The term 'vulnerable persons' is not defined; however, the Gambling Commission does offer some guidance:
 - People who gamble more than they want to.
 - People who gamble beyond their means.
 - People who may not be able to make informed or balanced decisions about gambling due to a mental impairment, alcohol or drugs.
15. Islington believes that 'vulnerable persons' include the above persons but this list is not exhaustive and we will consider what constitutes vulnerable persons on a case-by-case basis. Similarly, we will consider what constitutes 'harmed or exploited' on a case-by-case basis.

16. The licensing authority aims to permit the use of premises for gambling in accordance with the requirements of the Act.
17. In making decisions about gambling matters the licensing authority shall take into account:
 - the licensing objectives
 - any relevant code of practice or guidance issued by the Gambling Commission
 - the authority's statement of licensing principles
 - the need to avoid duplicating other regulatory regimes
 - the right of any person to make an application under the Act
 - the Local Area Profile
 - the premises own Local Risk Assessment
 - Each application will be decided on its own merits and will depend upon the type of gambling that is proposed and the applicant's ability to demonstrate the highest standards of management.

Responsible Authorities

18. The following public bodies are identified in the Gambling Act as responsible authorities who have to be notified when applications are made, can make representations about the application and can call for a review of existing licences:
 - the Licensing Authority
 - the Gambling Commission
 - the Metropolitan Police
 - the London Fire and Emergency and Planning Authority
 - the council's Planning Service
 - the council's Environmental Health Service
 - Islington's Safeguarding Children Board
 - HM Revenue and Customs
 - a neighbouring authority if a premises straddles their borough boundary
19. The licensing authority has designated the Safeguarding Children Board as the body that is competent to advise it about the protection of children from harm. The principles that have been used in making this designation is that the board is:
 - responsible for the whole of the licensing authority's area
 - answerable to democratically elected persons

Interested Parties

20. Residents, businesses and other organisations or groups are entitled to make representations about premises licence applications and to apply for reviews of existing licences. To be an 'interested party' you must meet one of the following criteria:
- live close to the premises and likely to be affected by the gambling activities
 - have business interests that might be affected by the gambling activities
 - represent persons in either of these two groups for example residents' and tenants' associations, trade unions and trade associations, partnerships, charities, faith groups, medical practices, Assembly Members, Ward Councillors, MPs or MEPs. Our Licensing Service will be able to provide further advice on this matter.
21. When considering whether a person lives close to the premises, the licensing authority will take into account:
- the size
 - the nature
 - the distance of the premises from the location of the person making the representation
 - the potential impact of the premises, for example the number of customers and routes likely to be taken by those visiting the establishment
 - the circumstances of the complainant
22. Having a 'business interest' will be given the widest possible interpretation and include community and voluntary groups, schools, charities, faith groups and medical practices. The licensing authority will consider the following factors relevant when determining whether a person's business interests may be affected:
- the size
 - the catchment area of the premises, for example how far people travel to visit the premises
 - whether the person making the representation has business interests in the affected catchment area
23. The licensing authority will not take into account representations that are:
- repetitive, vexatious or frivolous
 - from a rival gambling business where the basis of the representation is unwanted competition
 - moral objections to gambling
 - concerned with expected demand for gambling
 - anonymous

24. Details of applications and representations referred to a licensing sub-Committee for determination will be published in reports that are made publicly available and placed on the council's website in accordance with the Local Government Act 1972 and the Freedom of Information Act 2000. Personal details will however be removed from representations in the final website version of reports
25. Names and addresses of people making representations will be disclosed to applicants and only be withheld from publication on the grounds of personal safety where the licensing authority is specifically asked to do so.

Exchange of Information

26. The licensing authority will act in accordance with the provisions of the Act in its exchange of information with the Gambling Commission, which includes the provision that the Data Protection Act 2018 and the General Data Protection Regulation (GDPR) will not be contravened.
27. The licensing authority will exchange relevant information with other persons and bodies, having regard to guidance issued by the Gambling Commission and in accordance with any relevant regulations issued by the Secretary of State.
28. The licensing authority's approach to data protection and freedom of information is set out in Islington Council's Access to information Policy. The objectives of this policy are to promote greater openness and increased transparency of decision-making, build the trust and confidence of the public and stakeholders; and provide clarity on the way in which the Council will meet its duties under access to information legislation, guidance and best practice. Copies of the policy are available via www.islington.gov.uk.

Enforcement

29. The main enforcement and compliance role for the licensing authority in terms of the Gambling Act 2005 is to ensure compliance with premises licences and other permissions that it authorises. The Gambling Commission is the enforcement body for operating and personal licences and issues relating to the manufacture, supply or repair of gaming machines.
30. Enforcing the requirements of the Gambling Act 2005 is shared between the Police and the Licensing Authority with both organisations employing dedicated Licensing Officers who are co-located in Islington Council's offices in Upper St. The Police and Local Authority Licensing Officers are charged with the responsibility of ensuring compliance with licensing requirements and working with the gambling industry, other responsible authorities and council

services to promote the licensing objectives.

31. The licensing authority has regard to the Regulatory Code which applies to a range of regulatory functions and promotes proportionate, consistent and targeted regulatory activity, which includes taking appropriate action where non-compliance is identified. Enforcement action will be taken in accordance with these principles and the Enforcement Policy for Public Protection.
32. The Police and Council Licensing Officers will take a robust approach to enforcement by:
 - Sharing information and intelligence
 - targeting inspection and monitoring resources toward agreed problem areas and high risk premises,
 - joint problem solving and taskings
 - follow up enforcement action.
33. Police Licensing Officers lead on significant crime and disorder issues associated with licensed premises and activities that involve other specialist officers within the Metropolitan Police.
34. Licensing Authority Licensing Officers lead on general non-compliance with licence conditions, residents' complaints, issues that may involve other teams within the council associated with public safety, protecting children and vulnerable people from harm and public nuisance.
35. Where there is evidence of a premises failing to comply with licence conditions or undermining the licensing objectives, the premises licence holder may be invited to attend an Officer Panel to agree an action plan to prevent recurrence or be reviewed by the Licensing Sub-Committee. The Officer Panel, organised by the Licensing Authority, involves both the Police and Licensing Authority with representatives from other responsible authorities attending as and when required.
36. Where appropriate, the licensing authority will work with other responsible authorities to promote the licensing objectives through enforcement. It will adopt a risk-based approach to inspections targeting high-risk premises for more frequent inspections and providing a light touch inspection regime for low risk premises.
37. The criteria that will be used to determine the frequency of inspection will include:
 - the type and location of premises
 - the local risk assessments
 - the confidence in management
 - the track record of the premises operator

- intelligence from responsible authorities
- history of complaints
- the arrangements in place to prevent children and vulnerable people from being harmed or exploited
- the arrangements in place to prevent the premises from being a source of crime and disorder or being used to support crime

Illegal Gaming Machines

38. The Licensing Authority has particular concerns about illegally sited 'gaming machines'. The provision of these machines may be illegal because they are:
- provided in prohibited places such as takeaways and minicab offices
 - provided without an appropriate permit
 - the gaming machines provided are uncategorised.
39. There are a variety of reasons why the provision of gaming machines may be illegal and operators are advised to seek the advice of either the Licensing Authority or the Gambling Commission before making gaming machines available.
40. In circumstances where illegal machines are being provided the Licensing Authority will use its full range of enforcement powers.

Standards of Management

41. The Licensing Authority seeks to encourage the highest standards of management in premises which provide facilities for gambling in Islington and to demonstrate they have taken steps to prevent gambling from being a source of crime and disorder and to protect children and vulnerable persons from harm, particularly where premises are near to schools. The Licensing Authority has produced a "Gambling Best Practice" document as a guide to assist both new applicants and current operators. (See Appendix 2).
42. The list of measures in the document is not exhaustive but it does give an indication of some of the suitable measures and procedures that we expect to see in well managed premises.
43. Staff in licensed gambling premises are recognised as being subject to risk in the workplace from violence and verbal abuse, especially if working alone. In addition, lone workers may not be able to sufficiently serve and supervise the customers, identify and prevent young people from gambling, protect vulnerable persons, deal with customers who may be consuming alcohol and prevent the premises being used as a source of crime or supporting crime.

44. We expect premises management to recognise and address this as part of their management arrangements, especially at times where it has been identified that there is a spike in crimes around betting shops.
45. We expect there to be an adequate number of staff and managers on the premises to cover key points throughout the day, especially where premises are close to schools/colleges/universities, pubs, bars, shopping centres and the Emirates Stadium.

Split Premises

46. The Licensing Authority will always give the closest consideration to whether a sub-division has created separate premises meriting a separate machine entitlement. The Authority will not automatically grant a licence for sub-divided premises even if the mandatory conditions are met, particularly where the Authority considers that this has been done in order to sidestep controls on the number of machines which can be provided in a single premise. The Authority will consider if the sub-division has harmed the licensing objective of protecting the vulnerable. The Authority may also take into account other relevant factors as they arise on a case-by-case basis.

Premises Licences

47. In considering applications for new gambling licences, variations to existing licences and licence reviews the licensing authority will take into account the following matters:
 - the location of the premises
 - the Local Area Profile
 - the Local Risk Assessment (LRA)
 - the views of responsible authorities
 - the views of interested parties
 - compliance history of current management
 - the hours of operation
 - the type of premises
 - whether the applicant is able to demonstrate high levels of management (see appendix 3 'Best Practice')
 - the physical suitability of the premises
 - the levels of crime and disorder in the area
 - the level of deprivation and ill health in the area

The Licensing Authority believes that this list is not exhaustive and there may be other factors which may arise that could be considered relevant. The Licensing Authority will consider the relevance of any additional factors raised on a case-by-case basis.

48. The location of the premises will be an important factor as it can impact on all three of the licensing objectives. The licensing authority will consider very carefully applications for premises licences that are located in close proximity to sensitive premises such as:

- schools
- parks
- stations, other transport hubs and places where large numbers of school children might be expected
- other premises licensed for gambling
- premises licensed for alcohol
- children's and vulnerable persons' centres and accommodation
- youth and community centres
- health and treatment centres
- leisure centres used for sporting and similar activities by young persons and/or vulnerable persons
- religious centres and public places of worship

The Licensing Authority expects each premises to produce and keep on the premises a local risk assessment, covering the areas set out in this policy.

The following paragraphs indicate the physical and management factors that the licensing authority may take into account when considering applications for new, varied licence applications and reviews. These are not mandatory requirements but should be used as a guide to applicants and licensees as to the sort of arrangements that it should have in place. Where an applicant or licensee can demonstrate that these factors are not relevant, or alternative arrangements are more appropriate, the licensing authority will take these into account.

Crime and Disorder

49. Licensees and applicants will be expected to demonstrate that they have given careful consideration to preventing gambling from being a source of crime and disorder, being associated with crime or disorder or being used to support crime.

50. No ATM machines shall be allowed on the premises.

51. The measures to be considered should include:

- the arrangements in place to control access
- the opening hours
- the provision of registered door supervisors
- the provision of CCTV
- the number of staff on duty and effective staff training, especially in relation to lone working

- the provision of toilet facilities
- prevention of antisocial behaviour associated with the premises, such as street drinking, litter, activity outside the premises including the management of clients leaving the premises

Protecting Children and Vulnerable Persons

52. Licensees and applicants will be expected to demonstrate that they have given careful consideration to protecting children and vulnerable persons from harm and have adequate arrangements for preventing underage gambling on their premises.
53. The measures that should be considered where appropriate are:
- the provision of CCTV
 - location of entrances
 - supervision of entrances
 - controlled access to the premises by children under the age of 18
 - dealing with pupils who are truanting
 - design layout/lighting/fit out to not attract children or vulnerable persons
 - having a nationally recognised proof of age scheme – Think 21
 - the provision of registered door supervisors
 - clear segregation between gaming and non-gaming areas in premises frequented by children
 - the provision of adequate signage and notices
 - supervision of machine areas in premises to which children are admitted
 - controlled opening hours
 - effective self-barring schemes
 - the provision of materials for GamCare, Betknowmore UK or similar, Citizens Advice Bureau information, local public and mental health and housing/homeless associations, printed in languages appropriate to the customer base.
 - an effective staff training policy covering safeguarding
54. For multi-occupied premises consideration should be also be given to the arrangements for controlling access to children and the compatibility of the activities of the occupants. In many cases separate and identifiable entrances may be required so that people do not drift inadvertently into a gambling area.
55. Children are not permitted to use Category C or above machines and in premises where these machines are available and children are permitted on the premises the licensing authority will require:
- all Category C and above machines to be located in an area of the premises which is separated from the remainder of the premises by a

physical barrier to prevent access other than through a designated entrance

- adults only admitted to the area where these machines are located
- adequate supervised access to the area where the machines are located
- the area where these machines are located is arranged so that it can be observed by the staff or the licence holder
- prominent notices displayed at the entrance to, and inside, any such areas there indicating that access to the area is prohibited to persons under 18

Betting Premises

56. Licensed betting premises are only permitted to offer gambling facilities between 7am and 10pm, unless the licensing authority has granted a variation application to extend these hours. The licensing authority is concerned that later opening hours will attract the more vulnerable, such as those who are intoxicated or who have gambling addictions. The licensing authority also has concerns that licensed betting premises operators may seek to extend the permitted hours for the primary purpose of making gaming machines available to customers for longer. As a consequence, the licensing authority is unlikely to grant variation of hours' applications unless applicants can demonstrate that robust measures will be in place to protect the vulnerable and the additional hours are not being sought to take advantage of the gaming machine entitlement.
57. The licensing authority will use their power to restrict the number of betting machines (bet receipt terminals), their nature and the circumstances in which they are available for use when appropriate by way of conditions. When considering imposing conditions, the licensing authority will take into account, among other factors:
- the size and physical layout of the premises
 - the number of counter positions and staff on the premises
 - the ability of staff to monitor the use of machines by children, young persons under the age of 18 or vulnerable people

PART 3 - Policies Relating to Gaming Machine Permits

58. The licensing authority can issue the following types of permits:
- family entertainment centre gaming machine permits – none in Islington
 - club gaming machine permits and club machine permits
 - alcohol licensed premises gaming machine permits
 - prize gaming permits

Permits cannot be obtained for other types of businesses such as take away food shops, taxi offices and guest houses. The provision of gaming machines in these premises is not allowed.

Alcohol Licensed Premises Gaming Machine Permits

59. Premises licensed to sell alcohol that have a bar and the alcohol is not ancillary to food for consumption on the premises, having more than two gaming machines, will need to apply for a permit and must also notify the Licensing Authority if they have one or two machines. In considering whether to grant a permit, the licensing authority will have regard to the licensing objectives, guidance issued by the Gambling Commission and any other relevant matters. Permits will not be granted to licensees who have failed to demonstrate compliance with the Gambling Commission's Code of Practice.
60. In addition to the mandatory and proposed requirements of the Gambling Commission's Code of Practice, the Licensing Authority expects applicants to:
- display adequate notices and signs, advertising the relevant age restrictions
 - position machines within view of the bar in order for staff to be able to monitor the machines for use by under age or misuse of the machines
 - Challenge anyone suspected of being under age and refuse access
 - provide information leaflets and / or help-line numbers for organisations such as GamCare and Betknowmore UK.

Prize Gaming Machine Permits

61. The licensing authority expects applicants to set out the types of gaming machines that they intend to offer and be able to demonstrate that:
- they understand the limits to stakes and prizes that are set out in regulations
 - that the gaming offered is within the law

The Gambling Commission website gives advice on types of permits, conditions, stakes and prizes. See <https://www.gamblingcommission.gov.uk>

Contact

If you want to discuss this policy or if you want any further advice about regulating gambling in Islington please contact:

Licensing Service

Public Protection Division

Islington Council

222 Upper Street

London N1 1XR

Tel: 020 7527 3031

Web: www.islington.gov.uk

Email: licensing@islington.gov.uk

Local Area Profile

1. Public Health Implications

2. The Licensing Authority recognises that when gambling becomes harmful it becomes a public health issue. Whilst gambling is a leisure activity enjoyed harmlessly by many, some individuals experience significant harm as a result of their gambling. Problem gambling is defined as gambling that disrupts or damages personal, family or recreational pursuits. About 9 people in every 1,000 experience problem gambling, however, a further 70 people out of every 1,000 gamble at risky levels that can become a problem in the future. Certain people are more vulnerable to gambling-related harm, including those with substance misuse problems, poor mental health, those living in deprived areas, and children and young people. Problem gamblers are more likely than other people to experience the following harms:
3. **Financial harms:** overdue utility bills; borrowing from family friends and loan sharks; debts; pawning or selling possessions; eviction or repossession; defaults; committing illegal acts like fraud, theft, embezzlement to finance gambling; bankruptcy; etc.
4. **Family harms:** preoccupied with gambling so normal family life becomes difficult; increased arguments over money and debts; emotional and physical abuse, neglect and violence towards spouse/partner and/or children; relationship problems and separation/divorce.
5. **Health harms:** low self-esteem; stress-related disorders; anxious, worried or mood swings; poor sleep and appetite; substance misuse; depression, suicidal ideas and attempts; etc.
6. **School/college/work harms:** poor school, college or work performance; increased absenteeism; expulsion or dismissal.
7. The risk of harm from gambling varies across Islington. The Gambling Risk Index is a model that includes local data on evidence-based risk factors for problem gambling. The model includes the numbers of young people, those from minority ethnic groups, the unemployed, residents with certain mental health diagnoses, the location of substance misuse treatment centres, food banks, homelessness shelters, educational establishments and payday loan shops. The model was created by Heather Wardle and colleagues at Geofutures.

- The map below shows the Gambling risk index for Islington and the location of betting shops and adult gaming centres.

2. Local Area Profile - Policing and crime and disorder implications:

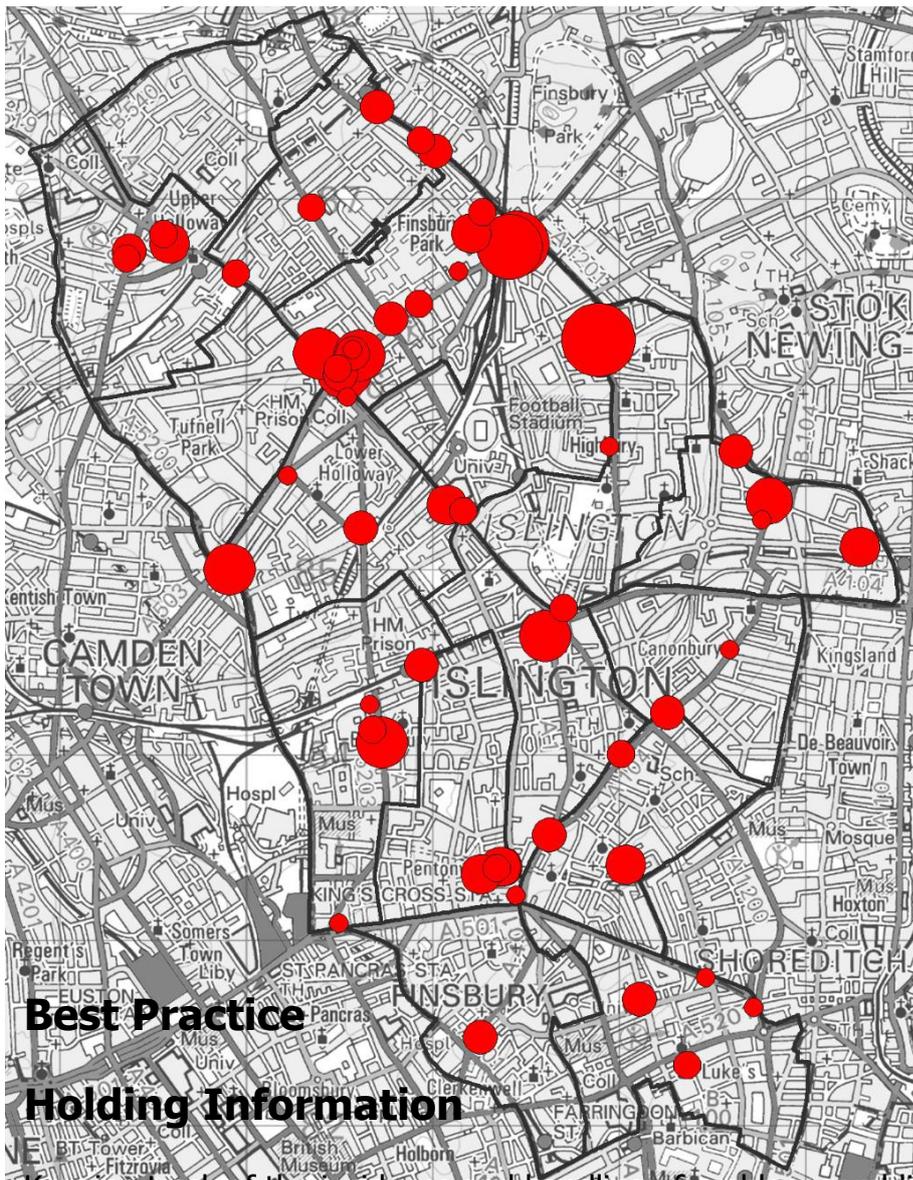
- The Police crime data in the table below was taken from CRIS.Search using location type as 'betting shop' or amusement arcade' and Council ASB data
- Analysis is based on a 24-month period between 1 October 2016 and 30 September 2018 and Council ASB data (1 October 2017 –30 September 2018).
- Based on a borough comparison of total betting shop crime over a 24-month period, Islington was ranked 11th out of 32 London Boroughs, with a total of 186 crimes. Crimes peaked between 1800 and 2100 hours at 33% and have remained static.
- This is comparable with figures produced for the 2016-2019 policy where there were a total of 184 crimes between 1 April 2014 and 31 March 2016. Islington was ranked 9th out of 32 London Boroughs.
- The most common crime type was 'other criminal damage' mostly related to customers damaging equipment, followed by 'harassment' and 'other theft'. In 2017/18 there was 16 offences classified as 'other accepted crime'. These offences related to 'dyed stained money'.

Crime Category	Betting Shop Crime	Betting Shop Crime	Total Betting Shop Crime
	1 Oct 2016 - 30 Sep 2017	1 Oct 2017 - 30 Sep 2018	1 Oct 2016 - 30 Sep 2018
Other Criminal Damage	26	28	54
Harassment	20	13	33
Other Theft	15	12	27
Others - Other Accepted	0	16	16
Common Assault	7	7	14
Criminal Damage To Other	8	3	11

Business Property	4	2	6
Burglary in Other Buildings	4	2	6
All Other Offences	10	9	19
Total Betting Shop Crime	94	92	186

Betting Shop Area Crime Map

The map below shows all betting shops across the Borough, with the circle size representing total crime over two years (larger dots mean more crime). The areas with the highest proportion of crime are Blackstock Road, Finsbury Park and Nags Head. Finsbury Park Ward has the most betting shops.



Appendix 2

Best Practice
Holding Information

Keeping track of the incidence and handling of problem gambling in Islington is a key part of promoting the licensing objectives. We expect all Islington-based

gambling premises to maintain a log and share this and other information with the Licensing service upon request.

Data that we consider should be recorded and shared includes (but is not exclusive to):

- number of interventions in a calendar month along with a short description of the cause and effect
- number of cases in a calendar month where persons who have decided to voluntarily exclude themselves from the premises have tried to gain entry
- number of mandatory exclusions needing enforcement in a calendar month along with a short description of the cause and effect
- attempts to enter by those under age in a calendar month along with short description of incident and action
- attempts to enter by those under age in the company of adults in a calendar month along with short description of incident and action
- attempts to enter by those under age with complicit adults in a calendar month along with short description of incident and action
- incidents of 'at risk behaviour' in a calendar month along with short description of incident and action
- Incidents of 'behaviour requiring immediate intervention' in a calendar month along with short description of incident and action.

Informed Businesses

We expect all customer-facing and management staff in premises licensed under the Gambling Act 2005 to have sufficient knowledge and training to tackle risks associated with gambling and know how to promote responsible gambling. Amongst other elements, staff knowledge should include (where appropriate):

- the importance of social responsibility (Premises may wish to seek an audit from GamCare in order to obtain a certificate of Social Responsibility)
- Betknowmore UK, www.betknowmoreuk.org providing advice to businesses and support and mentoring to customers who self-refer
- causes and consequences of problem gambling
- identifying and communicating with vulnerable persons: primary intervention and escalation
- dealing with problem gamblers: exclusion (mandatory and voluntary) and escalating for advice/treatment
- refusal of entry (alcohol and drugs)
- age verification procedures and need to return stakes/withdraw winnings if under age persons found gambling
- **consider in house test purchasing and forming a local partnership scheme such as Betwatch**
- importance and enforcement of time/spend limits
- the conditions of the licence
- to have knowledge of the Local Area Profile
- have access to and understand the local risk assessment

- maintaining an incident log
- offences under the Gambling Act
- categories of gaming machines and the stakes and odds associated with each machine
- types of gaming and the stakes and odds associated with each
- staff exclusion from gambling at the premises where they are employed and reasons for restriction
- the 'no tipping' rule
- staff safety procedures
- ability to signpost customers to support services with respect to problem gambling, financial management, debt advice etc.
- safe cash-handling/payment of winnings
- identify forged ID and bar those using forged ID from the premises
- knowledge of a problem gambling helpline number (for their own use as well as that of customers)
- the importance of not encouraging customers to:
 - increase the amount of money they have decided to gamble
 - enter into continuous gambling for a prolonged period
 - continue gambling when they have expressed a wish to stop
 - regamble winnings
 - chase losses.

Above and beyond this we expect managers to have an in-depth knowledge of all of the above and be able to support staff in ensuring the highest standards with regard to protecting children and other vulnerable persons from being harmed or exploited by gambling and not expect staff to work alone, as they themselves could be vulnerable and possibly unable to meet the highest standards of supervision and customer care.

Managing Clients

We expect all premises to operate a voluntary exclusion scheme. This means that wherever customers request to be excluded from the premises, they are excluded for an agreed time. A self-exclusion process should be in place and supported by a written agreement drawn up in accordance with the relevant code of practice and trade association advice. The premises must take responsibility for ensuring the person who requests voluntary exclusion is not readmitted during the agreed period.

Managing crime and risk of harm

Applicants will be expected to have consulted a local Crime Reduction Officer and to have regular security reviews.

The licensing authority will have specific regard for the need to protect children and vulnerable persons from harm, or being exploited, by gambling and will expect the applicant to satisfy the authority. This will include implementing monitoring

measures to ensure that under-18s do not have access to adult-only gaming machine areas.

The Council will expect applicants to offer their own measures to meet the licensing objectives. However appropriate measures / licence conditions may cover issues such as:

- CCTV
- supervision of entrances / machine areas
- physical separation of areas
- location of entry
- notices / signage
- specific opening hours
- self-barring schemes
- measures / training for staff on how to deal with suspected truant school children on the premises.
- provision of information leaflets/helpline numbers for organisations such as GamCare and Betknowmore UK

Additional recommendations

Where Fixed Odds Betting Terminals (FOBT's) are provided, these gaming machines shall be in direct sight of the supervised counter. Leaflets and posters aimed at customers and their families/friends, which will include how to identify signs of problem gambling and pathways to advice and assistance e.g. helpline number and online counseling facility, shall be provided in close proximity to the location of any FOBT's.

The Authority has the power to restrict the number of betting machines, their nature and the circumstances in which they are made available (as per S181). This may be done by attaching a licence condition to a betting premises licence.

Prize gaming premises will appeal to children and young persons and weight will be given to child protection issues. Therefore, the licensing authority will expect the applicant to demonstrate that they are suitable to hold a permit (i.e. if the applicant has any convictions which would make them unsuitable to operate prize gaming) and the suitability of the premises.

Appendix 3

Responsible Authority's Contact Details

Chief Officer of Police	Metropolitan Police Islington Licensing Police C/O Public Protection Division 222 Upper Street London N1 1RE Email: LicensingPolice@islington.gov.uk
--------------------------------	---

Gambling Commission	Gambling Commission Victoria Square House Victoria Square Birmingham B2 4BP Tel: 0121 230 6666 Email: info@gamblingcommission.gov.uk
London Fire Brigade	Fire Safety Regulation: North East Area 2 London Fire Brigade 169 Union Street London SE1 0LL Tel: 020 8555 1200 Email: FSR-AdminSupport@london-fire.gov.uk
Planning and Development Islington Council	Town Hall Upper Street London N1 2UD Tel: 020 7527 2000 Email: Planning@islington.gov.uk
Licensing Service Public Protection Division, Islington Council	222 Upper Street London, N1 1XR Tel: 020 7527 3031 Email: licensing@islington.gov.uk
Islington Safeguarding Children Board	Children Services (CSPU Team) 222 Upper Street London N1 1XR Tel: 020 7527 2000 Email: CSPUteam@islington.gov.uk
HM Revenues & Customs	Alexander House 21 Victoria Avenue Southend-On-Sea Essex SS99 1BD Tel: 0845010 9000 Email enquiries.est@gmrc.gsi.gov.uk

This page is intentionally left blank

Appendix B

Response from GambleAware

Thank you for consulting us on your draft Statement of Principles under the Gambling Act 2005.

GambleAware is an independent charity tasked to fund research, education and treatment services to help to reduce gambling-related harms in Great Britain. We work in partnership with the Gambling Commission and its independent advisors, the Responsible Gambling Strategy Board, to deliver many aspects of the National Responsible Gambling Strategy.

Due to the resource constraints on a small charity, we are not able to offer specific feedback on your policy. However, we do strongly commend two recent publications by the Local Government Association which set out the range of options available to local authorities to deal with gambling-related harms using existing powers.

<https://www.local.gov.uk/tackling-gambling-related-harm-whole-council-approach>
<https://www.local.gov.uk/gambling-regulation-councillor-handbook-england-and-wales>

We fully support local authorities which conduct an analysis to identify areas with increased levels of risk for any reason, but particularly where there are higher than average resident or visiting populations from groups we know to be vulnerable to gambling related harm – children, the unemployed, the homeless, certain ethnic-minorities, lower socio-economic groups, those attending mental health (including gambling disorders) or substance addiction treatment services – and include additional licence requirements to mitigate this increased level of risk.

Response from Gamcare

Thank you for your email, we appreciate your interest in our work.

While we do not have the resources available to allow us to personally respond to each Local Authority which contacts us regarding their refreshed Statement of Principles, we have compiled a list of the issues or factors which we think it would be helpful to consider below, more information is available via the [Gambling Commission](#).

The function of the Statement is to reflect locally specific gambling concerns and to reflect the Council's wider strategic objectives. The active use of the Statement is one means by which you can make clear your expectations of gambling operators who have premises in your area. This allows operators to respond to locally specific requirements and adjust their own policies and procedures as required.

- A helpful first step is to develop a risk map of your local area so that you are aware of both potential and actual risks around gambling venues. A useful

explanation of area-based risk-mapping has been developed with Westminster and Manchester City Councils, which gives some guidance on those who may be most vulnerable or at-risk of gambling-related harm. For more information please see www.geofutures.com/research-2/gambling-related-harm-how-local-space-shapes-our-understanding-of-risk/

- Consider that proposals for new gambling premises which are near hostels or other accommodation or centres catering for vulnerable people, including those with learning difficulties, and those with gambling / alcohol / drug abuse problems, as likely to adversely affect the licensing objectives set out by the Gambling Commission. This is also relevant regarding the proximity to schools, colleges and universities.
- A detailed local risk assessment at each gambling venue – pertinent to the environment immediately surrounding the premises as well as the wider local area – is a good way to gauge whether the operator and staff teams are fully aware of the challenges present in the local area and can help reassure the Local Licensing Authority that appropriate mitigations are in place.
- Does the operator have a specific training programme for staff to ensure that they are able to identify children and other vulnerable people, and take appropriate action to ensure they are not able to access the premises or are supported appropriately?
- Does the operator ensure that there is an adequate number of staff and managers are on the premises at key points throughout the day? This may be particularly relevant for premises situated nearby schools / colleges / universities, and/or pubs, bars and clubs.
- Consider whether the layout, lighting and fitting out of the premises have been designed so as not to attract children and other vulnerable persons who might be harmed or exploited by gambling.
- Consider whether any promotional material associated with the premises could encourage the use of the premises by children or young people if they are not legally allowed to do so.

We would suggest that the Local Licensing Authority primarily consider applications from [GamCare Certified operators](#). GamCare Certification is a voluntary process comprising an independent audit assessment of an operator's player protection measures and social responsibility standards, policy and practice. Standards are measured in accordance with the GamCare Player Protection Code of Practice. If you would like more information on how our audit can support Local Licensing Authorities, please contact mike.kenward@gamcare.org.uk

For more information on GamCare training and other services available to local authorities, as well as recommended training for gambling operators, please see the attached brochures.

Response from Popplestone Allan on behalf of Power Leisure Bookmakers Ltd t/a Paddy Power

To: Licensing <Licensing@islington.gov.uk>

Subject: Islington - Gambling Policy Consultation Response

Dear Sirs,

We act for Power Leisure Bookmakers Limited t/a Paddy Power and have been asked to submit the following response to the Council's consultation on its proposed Statement of Gambling Policy.

Part 1 Local Area Profile Paragraph 6:

The Council has stated that the Licensing Authority will seek to limit facilities for gambling in areas where it feels its vulnerable residents will be put at potential risk from harm.

Statements of Licensing Policy should set out the factors that the Council will consider when determining applications under the Gambling Act 2005, which may include the Authority's local area profile. However, the Gambling Commission's Guidance to Licensing Authorities is clear at paragraph 6.34 that when identifying relevant factors it should be clear that each application will be decided on its merits and "*importantly, if an applicant for a premises licence can show how risks to the licensing objectives can be mitigated, the licensing authority will need to take that into account in its decision making*".

All responsible operators should understand the requirement to complete local area risk assessments and implement appropriate policies and procedures to control and mitigate all risks identified.

The draft statement of policy as currently worded suggests that in areas of heightened risk facilities will be limited and we suggest that it should be clear that the overarching duty imposed by section 153 of the Gambling Act 2005 applies.

We therefore suggest that the current wording is amended in line with the following statement:

This Authority considers that it is necessary to seek to control the number of facilities for gambling in areas where its most vulnerable residents may be placed at increasing risk of harm associated with gambling albeit in line with the duty to aim to permit gambling insofar as it is reasonably consistent with the pursuit of the licensing objectives. Operators are asked to consider very carefully whether seeking to locate new premises or relocating existing premises within these areas would be consistent with the licensing objectives. Wherever facilities are proposed, operators should consider the health and crime concerns in Appendix 1 and risk assessments should recognise those concerns and provide appropriate proactive mitigation or control measures. Each case will be decided on its merits and applicants will be given the opportunity to demonstrate how they might overcome Licensing Authority concerns prior to determination of their application.

Part 2 Development Planning Paragraph 8,

We note the Council's expectation that applicants for a new gambling premises licence to have been granted planning permission for the intended use, before making an

application for a premises licence.

The Gambling Act 2005 and the Gambling Commission's Guidance to Licensing Authorities (GLA) are both explicit with regard to the factors that Licensing Authorities may not consider when determining a premises licence application.

Section 210 (1) of the Gambling Act 2005 states that "*In making a decision in respect of an application under this Part a licensing authority shall not have regard to whether or not a proposal by the applicant is likely to be permitted in accordance with the law relating to planning or building*".

Paragraph 7.58 of the GLA states that "*In determining applications, the licensing authority should not take into consideration matters that are not related to gambling and the licensing objectives. One example would be the likelihood of the applicant obtaining planning permission or building regulations approval for their proposal*".

Paragraph 7.65 of the GLA goes on to state that "*When dealing with a premises licence application for finished buildings, the licensing authority should not take into account whether those buildings have to comply with the necessary planning or building consents. Those matters should be dealt with under relevant planning control, building and other regulations, and must not form part of the consideration for the premises licence*".

The governing legislation therefore prevents licensing authorities from taking into account the likelihood of any proposal obtaining planning or building consent when considering a premises licence application under the Gambling Act 2005. Planning and licensing regimes must be addressed independently and the grant of a gambling premises licence does not prejudice or prevent any action that may be appropriate under the law relating to planning or building control.

Islington Council's draft statement of Gambling Policy directly conflicts with the governing legislation and the offending paragraph should be removed.

We strongly suggest that the above paragraphs be amended to reflect the legal requirements and obligations provided by the Gambling Act 2005 and subordinate legislation.

Our client is committed to working in partnership with the Gambling Commission and local authorities to continue to promote best practice and compliance in support of the Licensing Objectives.

Should you require any further information or if you would like to discuss our comments further, please contact us.

Poppleston Allen

Nottingham Office: 37 Stoney Street, The Lace Market, Nottingham, NG1 1LS

London Borough of Islington

Licensing Committee - 20 November 2018

Minutes of the meeting of the Licensing Committee held at Committee Room 4, Town Hall, Upper Street, N1 2UD - Islington Town Hall on 20 November 2018 at 6.30 pm.

Present: **Councillors:** Flora Williamson (Chair), Nick Wayne (Vice-Chair),
Sheila Chapman, Paul Convery, Vivien Cutler, Phil
Graham, Matt Nathan, Gary Poole and Michelline
Ngongo.

Councillor Flora Williamson in the Chair

5 APOLOGIES FOR ABSENCE (Item 1)

Apologies were received from Councillors Spall and Woodbyrne

6 DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

7 MINUTES OF PREVIOUS MEETING (Item 3)

RESOLVED:

- 1) That the minutes of the meeting held on 5 June 2018 be confirmed as an accurate record of proceedings, subject to the deletion of Councillor Chapman in the apologies and the inclusion of Councillor Champion, and the Chair be authorised to sign them.

- 2) That Councillor Paul Convery replace Councillor Kadeema Woodbyrne on Licensing Sub D with effect from the 7 December 2018.

8 DRAFT GAMBLING POLICY 2019-2022 (Item 1)

The licensing manager reported that the Gambling Policy was reviewed every three years. There had not been many changes from the previous policy although local area profiles had now been introduced. The last application for a betting premises had been approved in 2013 and a few betting shops had closed.

In the discussion the following points were made:-

- Paragraph 41. Concern was raised regarding staff working alone and it was requested that this paragraph be strengthened. It was further noted that the spike in crime at certain times of the day be referenced in this paragraph in relation to standards of management.
- There was some inconsistency with terms in the report ie. the Gambling Act may be referred to as The Act, Islington Council may be referred to as the Local Authority or the Authority and these needed to be made more consistent.
- The wording in paragraph 3 needed further explanation where possible.

Licensing Committee - 20 November 2018

- Concern was expressed regarding the data provided on page 24, particularly in relation to St Peter's ward. The licensing manager stated that she would refer back to officers in Public Health to ensure that the crime data provided was accurate.
- Noted the typing error on page 24, Gambling 'Riak' Index.
- Noted that there should be a robust approach to enforcement. The wording in paragraph 33 be amended to 'may be invited to an officer panel or reviewed immediately by the Sub-Committee'.
- It was considered that a paragraph be included, unless prohibited, stating that planning permission was expected to be obtained prior to the submission of a licensing application.
- Regarding paragraphs 45 and 47, applicants would need to show they had taken steps to prevent gambling from being a source of crime and disorder and to protect children and vulnerable persons from harm, particularly where premises were near to schools.
- It was noted that if a betting premises wished to become an adult gaming centre they would need to make a new application.

RESOLVED that the report be noted and the comments outlined above included in the draft policy.

The meeting ended at 7.05 pm

CHAIR

Resident Impact Assessment

Gambling Policy

Service Area: Public Protection

1. What are the intended outcomes of this policy, function etc.?

Under the Gambling Act 2005, the Council is required to publish a gambling policy setting out how it will regulate gambling premises in the borough every three years.

The purpose of the Gambling Policy is to explain to businesses and residents how the Licensing Authority intends to regulate premises using for gambling and its approach to dealing with applications for new gambling premises licences.

2. Resident Profile

The Policy has a direct implication for businesses that wish to apply for a new gambling premises licence. The majority of premises providing licensable gambling activities in the UK are operated by one of the four large national companies. The service user profile is not relevant in this situation

The policy has an indirect implication for residents however it is not possible to predict the location of any potential new application for a gambling premises therefore the resident profile reflects the borough profile.

		Borough profile
		Total: 206,285
Gender	Female	51%
	Male	49%
Age	Under 16	32,825
	16-24	29,418
	25-44	87,177
	45-64	38,669
	65+	18,036
Disability	Disabled	16%
	Non-disabled	84%
Sexual orientatio	LGBT	No data
	Heterosexual/straig	No data
Race	BME	52%
	White	48%
Religion or belief	Christian	40%
	Muslim	10%
	Other	4.5%
	No religion	30%
	Religion not stated	17%

3. Equality impacts

Whilst gambling is a leisure activity enjoyed harmlessly by many, some individuals experience significant harm as a result of their gambling. Problem gambling is defined as gambling that disrupts or damages personal, family or recreational pursuits. About 9 people in every 1,000 experience problem gambling, however, a further 70 people out of every 1,000 gamble at risky levels that can become a problem in the future. Certain people are more vulnerable to gambling-related harm, including those with substance misuse problems, poor mental health, those living in deprived areas, and children and young people.

The risk of harm from gambling varies across Islington. The proposed 2019 -2022 Gambling Policy uses the Gambling Risk Index, which is a model developed by Geofuture, to map local data on evidence-based risk factors for problem gambling. The model includes the numbers of young people, those from minority ethnic groups, the unemployed, residents with certain mental health diagnoses, the location of substance misuse treatment centres, food banks, homelessness shelters, educational establishments and payday loan shops.

As reported by the Responsible Gambling Strategy Board, there is evidence that some groups in the population may be more vulnerable to gambling-related harm. This includes some BME groups as well as people with low incomes. Children and young people may be particularly susceptible, as their youth and limited life experience may make them more inclined to risk-taking behaviour and less able to manage the consequences of these decisions.

When making decisions about applications for new premises licence applications the Licensing Committee is able to take account the gambling risk index for the local area. This approach should enable the Licensing Committee to make decision that are consist with the objective of reducing inequalities associated with socio-economic disadvantage.

4. Safeguarding and Human Rights impacts

- a. There are no safeguarding risks for vulnerable adults and children arising from the policy on licensing premises used for gambling. Regulating gambling premises through licensing allows controls to be put in place to minimise safeguarding risks and for these controls to be monitored and enforced.
- b. There are no human rights breaches associated with the proposal. The Policy requires every application to be considered on its own merits and decisions are made at a public hearing of the Licensing Committee having considered all the information provided by the applicants and the views of anyone objecting to the new premises licence.

5. Action

No further action is required to identify the impacts identified in sections 3 & 4 above.

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

Staff member completing this form:

Signed: 

Date: 08/11/2018

Head of Service or higher:

Signed: 

Date: 08/11/2018

This page is intentionally left blank



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

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

Meeting of:	Date:	Ward(s):
Council	28 February 2019	All

Delete as appropriate:	Exempt	Non-exempt

SUBJECT: Islington Council’s first annual report on tackling modern slavery

1. Synopsis

- 1.1 Islington Council is committed to combatting all forms of modern slavery.
- 1.2 Demonstrating that commitment, the Council signed the Charter Against Modern Slavery in March 2018 (the “Charter”).
- 1.3 The Charter placed a requirement on the Council to report publicly on its implementation annually. This first such report responds to that requirement and goes further to highlight other areas of the Council’s work to combat modern slavery.

2. Recommendations

- 2.1 To note the collaborative work done across the Council and with its partners to combat modern slavery.
- 2.2 To note the specific work completed to date regarding the Council’s supply chain and implementation of the Charter.
- 2.3 To agree the proposals, detailed in Part C of this report, to develop further the Council’s response to the Charter.

3. Background

Introduction

- 3.1 **Modern slavery** is defined within the Modern Slavery Act 2015 (“the Act”). The Act covers the offences of slavery, servitude, forced labour and human trafficking.
- 3.2 **Human trafficking** is the trade and/or movement of someone from one place to another for the purpose of enslavement and exploitation through:
- Forced labour
 - Domestic servitude
 - Organ harvesting
 - Child related crimes such as child sexual exploitation, forced begging, illegal drug cultivation, organised theft, related benefit frauds, etc.
 - Forced marriage and illegal adoption (if other constituent elements are present).
- 3.3 Modern slavery occurs to men, women and children. Figures from the National Crime Agency suggest that 51% of victims are female and 66% are adults.
- 3.4 Modern slavery is illegal. The Act places a number of duties on local authorities, for example:
- A duty to cooperate with the Independent Anti-Slavery Commissioner (Section 43)
 - A duty to identify and refer victims through the National Referral Mechanism (Section 53).
- 3.5 Islington Council and Islington Police have each identified a single point of contact to lead on developing a joint response to modern slavery.

A Key Priority

- 3.6 The Home Office estimated that in 2013 there were between 10,000 and 13,000 potential victims of modern slavery in the UK. However, the victims of modern slavery are often hidden in plain sight within neighbourhoods and communities. Many of us may be encountering the victims within our everyday lives without realising.
- 3.7 In 2018, Islington became the first council nationally to sign the Charter Against Modern Slavery. Over 80 local authorities across the UK have now signed the Charter, which Islington Council helped draft. Addressing modern slavery is a key priority for the council, with work on it overseen by the Safer Islington Partnership.
- 3.8 The Council is committed to eradicating modern slavery in all its forms, both within our community and within our supply chain. There is much work going on around the Council

to identify, rescue, safeguard and support victims and there is further such work planned.

3.9 The Council has committed publicly to report on its work to tackle modern slavery annually. This annual report will focus on:

- collaborative work across the Council and with its partners to combat Modern Slavery (see **Part A**);
- specific work completed regarding the Council's supply chain and implementation of the Charter (see **Part B**);
- proposed strategy for further development of the Charter (see **Part C**).

PART A: Collaborative work across the Council and partners to combat modern slavery

Coordination

- 3.10 The Council's Community Safety Team are in the process of creating a Modern Slavery sub-group to oversee the Council's work on this agenda. This sub-group will report into the Safer Islington Partnership (principally) as well as to the Adult and Children Safeguarding Boards.
- 3.11 The Modern Slavery sub-group will ensure Home Office guidelines are followed in local Council policies and procedures.

Adult Social Care

- 3.12 Adult Social Care received 4 safeguarding concerns reported in 2018/19 where the 'type of abuse' cited was modern slavery. They related to enforced domestic servitude, prostitution and trafficking of a pregnant woman. The referrers included a GP, the Police and another local authority.
- 3.13 In three cases, we were unable to meet with the victims before they had left the area and, in the fourth case, Children's Services followed up by liaising with the Home Office/National Referral Mechanism. The numbers of referrals are relatively low but reveal that the referrers of concerns regarding Modern Slavery are varied.

Children's Social Care

- 3.14 The Exploitation and Missing Safeguarding Manager manages the Exploitation and Missing Team. The team consists of a Project Officer and three Specialist Social Workers for:
- child sexual exploitation (CSE) and harmful sexual behaviour (HSB)
 - gangs and serious youth violence (SYV)
 - missing young people.

- 3.15 The team works to develop the safeguarding response to children and young people through providing consultations, developing safety and intervention plans, chairing strategy meetings, developing and delivering training and awareness programmes, and linking in with multi-agency partners to create practice pathways and develop joint working.

Co-located services:

- 3.16 The Integrated Gangs Team (IGT) is a multi-agency team co-located with the Police Gangs Unit, consisting of specialist workers from St Giles Trust, Victim Support, the Abianda Project as well as clinical expertise. The IGT works with children and young people up to the age of 25 who are at risk of, or involved in, gangs and serious youth violence. In addition, they work with a number of children and young people who are at risk of criminal exploitation through County Lines. This includes the Abianda Project that works to support and empower young women affected by gang violence.
- 3.17 A CSE, Gangs and Exploitation Analyst works across services and data systems to develop exploitation network and risk profiles.
- 3.18 The Return Safe Team undertake Return Home Interviews and provide ongoing support to children and young people that go missing. The Return Safe Team are key in identifying any safeguarding risks to children who go missing and ensuring that they receive a safeguarding response and wrap-around support.
- 3.19 SaferLondon Empower Project have a co-located Young Person's Advocate that works with young women at risk of CSE.

County Lines

- 3.20 The County Lines phenomenon sees children as young as 12 exploited and trafficked to sell drugs in towns and cities using dedicated mobile phones (or 'lines'). They are often made to travel alone and stay in unfamiliar places, sometimes for days at a time – putting them at significant risk.
- 3.21 The Children's Services Contact Team codes referrals in relation to County Lines as CSE, gangs and SYV or missing. There is no specific code on recording systems for County Lines at the current time. These factors may be the presenting concern at the time of referral and, upon further assessment, there may be indicators of County Lines. It is not possible to identify referral numbers specifically in relation to County Lines. This highlights the links and overlaps between different forms of exploitation.
- 3.22 There was an increase in young people linked to County Lines between April 2017 and March 2018. During this period, 7 young people were identified as at risk of criminal exploitation due to County Lines. A referral to the National Referral Mechanism (NRM) was completed for each of these young people.
- 3.23 A new hazard system on ICS (the Children Services' recording system) was introduced in October 2018. The new hazard system will enable children and young people at risk of County Lines to be identified more easily. As of 7 January 2019, a total of 14 children

(under 18 years of age) have been identified as at risk of criminal exploitation due to County Lines. This is a significant increase during 2018/19, due to the earlier identification of risk of exploitation through County Lines. The early identification of risk is thanks to training and awareness raising across the service. The improvements made to recording on ICS have positively impacted upon data collection.

- 3.24 Children at risk of modern slavery and trafficking are provided with a safeguarding response from Children's Social Care. The Social Work Team in consultation with the Exploitation and Missing Team, to ensure appropriate support, holds strategy discussions for children at risk of Modern Slavery and Trafficking. Appropriate intervention is identified and provided for all children considered to be at risk of Modern Slavery and Trafficking.
- 3.25 A referral to the NRM is considered for any child/young person as part of the strategy discussion. Where a risk around County Lines is identified, a referral to the Rescue and Response Team is considered, for both intelligence purposes and/or specialist intervention and support.
- 3.26 The Exploitation and Missing Team are developing a gangs/SYV and County Lines toolkit, which provides practitioners with direct work tools to support their work with children at risk of exploitation.
- 3.27 Out of the 14 children identified as at risk or criminal exploitation due to County Lines (as of 7 January 2019):
- 2 were female and aged between 15 and 16 years old
 - 12 were male and aged between 15 and 17 years old

Of these 14 cases, 10 were referred to the National Referral Mechanism, resulting in 5 'positive conclusive grounds' decisions. This means that, in half of the cases referred to the NRM, the children were found to have been coerced as victims of modern slavery. This, in turn, has informed the police response. In one of those cases, for example, the young person was therefore not prosecuted for the possession of drugs.

- 3.28 The analyst for CSE and Gangs/SYV has started to map the areas in the UK to which County Lines activity from the borough has been linked. Any child identified at risk of County Lines is referred to the Rescue and Response Team for intelligence purposes. The Rescue and Response Team also ensure that each child or young person is provided with the appropriate support and intervention required to address their vulnerability and risk of exploitation.

Case Study - Jay

Presenting Situation

Jay is a 15-year-old boy who lives with his grandmother, Beryl, under a Special Guardianship Order.

Jay was previously subject to a child protection plan due to being exposed to domestic violence between his parents, and his mother's drug use, before being placed in the care of his grandmother. Jay's school attendance is an increasing concern and he is at risk of permanent exclusion, due to on-going disruptive behaviour in class.

Beryl reports that Jay is spending increasing amounts of time out of the home with peers and older adults. She has reported him missing on 3 occasions, during one period he was missing for 6 days. Beryl reported that when he returned he was dirty, wearing the same clothes and presented as withdrawn.

Beryl reports that she is really worried about Jay as he has not been himself lately and is increasingly angry towards her when she asks him where he is going or what he is doing. He often leaves the house soon after receiving a phone call and presents as secretive about where he is going.

Partnership Response to the Risks and Needs

Missing/Gangs Strategy Meeting held to discuss the Missing episodes and concerns around County Lines and Criminal Exploitation.

NRM referral completed and was granted a successful outcome for Child Criminal Exploitation. This means that if Jay was picked up by the police it is likely that he will be treated as a victim of exploitation, rather than as a perpetrator of crime.

A County Lines Risk Hazard was added to the Children's Social Care database so that it's clear to professionals that Jay has been assessed as at risk of County Lines.

Referral to Integrated Gangs Team for Intelligence checks revealed that Jay has links to gang members and those that are suspected of running County Lines. This included Jay being linked to an adult offender in another borough. The Police issued a Child Abduction Notice to this adult. This means that if Jay is found with this adult, it is treated by the police as an abduction which can carry up to 7 years of imprisonment.

Jay and his family were referred to Targeted Youth Services and he received an allocated St Giles Trust worker to complete work around grooming, gangs and Child Criminal Exploitation.

Discussions were also held with the Safer Schools Police officer to inform the risk assessment and safety plan at school.

Training and awareness

- 3.29 A briefing was provided to all practitioners regarding the response to modern slavery and trafficking, including guidance around referring to the National Referral Mechanism (NRM).

- 3.30 Mandatory training on modern slavery and human trafficking is being rolled out across Safeguarding Family Support and Youth and Community between January and March 2019. Practitioners and managers are trained in the identification of modern slavery and human trafficking and the safeguarding response (including referral to the NRM). The delegates are supported to develop their understanding of intervention and support for children, young people and adults who are victims of, or at risk of modern slavery and trafficking.
- 3.31 The Exploitation and Missing team deliver a number of training sessions through Islington Safeguarding Children's Board for partners, with a focus on exploitation. This includes CSE, HSB, gangs and SYV, modern slavery and Trafficking (including County Lines), and the overlap with children who go missing.
- 3.32 Modern slavery and trafficking will be included in the Exploitation and Missing Multi-Agency Protocol document, which will be completed in Spring 2019.
- 3.33 The Council is also delivering training on modern slavery for front-line staff through the Community Safety and Safeguarding Adults teams. 221 delegates have received training from March to December 2018 in facilitated sessions. Sessions will run through to the end of June 2019.
- 3.34 The delegates for the modern slavery training for front-line staff come from the Council, VCS organisations (many of whom have dealt with victims of modern slavery or have victims starting to pass through their services), the NHS, Mental Health Foundation Trust, the Police and Probation Service.
- Those attending from the Council have included first responders who would refer potential victims to the Home Office/National Crime Agency. Members of the police service have also attended training, which has resulted in stronger links being developed with the Met.
- 3.35 Since delegates have attended training, there has been an increase in the number of concerns flagged. The concerns are raised either with the police or with our in-house Access and Advice Team/Urgent Response team.
- 3.36 Modern Slavery is delivered within our core safeguarding adults training which is accessed by colleagues across the council and partners. The Council are finalising some additional e-learning to supplement the resources and support for staff and expect to be able to launch it across the council by the end of March 2019.
- 3.37 The Salvation Army is delivering training in February/March 2019 for all Council first responders on how to complete the National Referral Mechanism form and refer potential victims.
- 3.38 Making modern slavery training mandatory across all areas within the Council is being considered. It would also be suggested to Voluntary and Community Sector (VCS) partner organisations who have contractual arrangements with the Council.
- 3.39 Planned work includes making people (including members of the public) more aware of modern slavery. This includes:
- better information made more accessible;
 - more awareness raising on the signs and symptoms of modern slavery; and
 - identifying victims and perpetrators.

PART B: Specific work regarding the Council's supply chain and implementation of the Charter

- 3.40 Modern Slavery is a crime that can lurk within seemingly legitimate businesses. Victims often have their freedom taken away and are forced to work for no pay or in cruel working conditions. The practice is often difficult to identify. However, the Council is committed to working to ensure its extensive supply chain shares its commitment to eliminating all forms of Modern Slavery.
- 3.41 Section 54 of the Modern Slavery Act in relation to transparency in supply chains applies to commercial organisations that supply goods or services and have a turnover of not less than £36m. Whilst currently the Council is not subject to this requirement within the Act because it is not a commercial organisation, a number of Council suppliers will be subject to the requirement. Those suppliers subject to this requirement must publish an Anti-Slavery Statement. Any commercial organisations set up by the Council would also be subject to this requirement.
- 3.42 Charter Requirements

The Council made a clear commitment regarding its determination to tackle modern slavery by signing up to the Charter. The Charter places ten commitments on the Council. The Council's response to each is shown below.

1. Train the Council's corporate procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.

Having staff who appreciate the requirements of the Charter is essential to successful implementation of the Charter. The Chartered Institute of Procurement and Supply (CIPS) offers an online series of modules, followed by an examination. The benefits of the CIPS course include improving understanding and when to consider ethics and social responsibility, commitment to ethical practice, gaining public recognition for specific training and protection in terms of safeguarding the organisation.

The ten members of both the Strategic Procurement and Contract Assurance functions of the Council have completed the training. The confirmation of completion is included on the CIPS Professional Register and is in the public domain. The training is updated annually and needs to be repeated for the professional accreditation so the latest standards are maintained.

2. Require the Council's contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.

As noted above, section 54 of the Act requires organisations who:

- Carry on business, or part of a business, in the UK; AND
- Supply goods and services; AND

- Have an annual turnover of £36million or more

to produce an annual statement on the steps they are taking to prevent modern slavery in their supply chains and in their own organisation.

The Council operates the national standard Selection Questionnaire (SQ) to short list organisations to be invited to tender for Council contracts. The SQ includes a requirement to disclose whether the requirements of section 54 apply. If the organisation is required to make a disclosure, the provider must also declare if they are compliant with the annual reporting requirements.

The Council maintains the right to terminate any contract if a provider (or any person employed by it or acting on its behalf) commits an offence or anything contrary to the law, which would include breaches of the Act.

3. Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.

When a supplier submits an abnormally low tender for a contract, this could be a sign of an issue such as fraud, but also potentially a sign of human exploitation. The Council routinely challenges abnormally low-cost tenders when they are received to ensure that those suppliers are not relying on modern slavery in order to bring down their costs. The Council is able to use Regulation 69 of the Public Contracts Regulations 2015 to require tenderers to explain the costs within the tender.

4. Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.

Trade Unions have an important role to play in the fight against modern slavery and exploitation by supporting and championing workers' rights. The Human Rights Act 1998 provides the power for workers to form and join a trade union and makes it illegal to offer a worker an inducement to leave a trade union, or to refuse to employ or dismiss a worker for being part of a trade union. Workers and providers are frequently not aware of their rights and responsibilities. It is for that reason that the Council has taken a stand to emphasise this requirement.

The Council includes this requirement on its:

- 'Selling to the Council' web pages – to advise potential suppliers
- Invitation to Tender – to explain our commitment to the Charter
- Tender Resource Pack downloadable from the Council's website – to inform providers about the various procurement steps.
- 'Supplier Tips' guides on the Council's website – included the sustainability guide and the equalities guide.

5. Publicise the Council's whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.

It is essential that those who witness possible cases of potential human exploitation are encouraged to speak up. The Council has whistleblowing arrangements in place and reported to Audit Committee on 15 October 2018 that these are "operating effectively".

Whistleblowing arrangements form a key element of the Council's overall governance arrangements. Whistleblowing provides a mechanism to empower the honest majority, whether they be employees, members, contractors or others to report concerns without fear.

The Council's updated whistleblowing policy was agreed at Audit Committee on 31 January 2019. It now includes specific reference to whistleblowing regarding Modern Slavery. The policy is located within the Human Resources policies and procedures section of the Council's intranet. The Council's Whistleblowing Officer is the Head of Internal Audit, Investigations and Risk Management.

The Head of Internal Audit, Investigations and Risk Management has arranged for the policy to be publicised as part of the Council's internal electronic newsletters.

6. Require the Council's tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.

It is important that staff working for suppliers feel able to report concerns about exploitative or illegal practices, just as our own staff should. Contracts include a requirement for suppliers to adopt a whistle-blowing policy. The policy provides the supplier's staff with a mechanism to blow the whistle within their own organisations. Like the Council's arrangements, the policy would protect the whistle blower from being treated unfairly or dismissed. Although we expect our contractors to offer their staff a mechanism for whistleblowing without fear of reprisals, we do not prevent their staff from reporting concerns using the Council's own whistle blowing policy if they prefer.

The requirement for contractors to adopt a whistle-blowing policy is included in the tender documents.

7. Review the Council's contractual spending regularly to identify any potential issues with modern slavery.

The Council reviews spending as part of the work of Commissioning and Procurement Board, with the Executive Member for Finance, Performance and Community Safety in attendance.

Services review spend with their suppliers as part of their ongoing commissioning and contract management practice.

In addition, as part of the outcome based budgeting work, all service areas are required to review their spending to ensure it is still in keeping with the current objectives of the Council.

Whenever spend is reviewed, best practice is to include consideration of modern slavery.

8. Highlight for the Council's suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.

Central government has issued clear guidance on modern slavery and a guide for suppliers. To support suppliers to Islington, the Council has added a link to the guide on the Council's website.

In addition, we have included relevant information in the following as mentioned in 4 above:

- 'Selling to the Council' web pages – to advise potential suppliers
- Invitation to tender – to explain our commitment to the Charter
- Tender resource pack, downloadable from the Council's website – to inform providers on the various procurement steps.
- 'Supplier Tips' guides on the Council's website – included the sustainability guide and the equalities guide.

9. Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.

The Council acknowledges this as a clear and specific responsibility, which it will discharge whenever necessary. It has not had to refer any suppliers to the National Crime Agency's national referral mechanism for modern slavery in the past year.

10. Report publicly on the implementation of this policy annually.

The Charter places a requirement on the Council to report publicly on its implementation annually. This report is the Council's first such report in response to that commitment.

PART C: Proposed strategy for further development of work related to the Charter

- 3.43 The Charter consists of a series of simple and low-cost actions to help reassure the Council that its supply chain is not contributing to modern slavery. However, it is important not to consider this the end of the matter. Whilst awareness is important in spotting the signs of modern slavery, those involved in the trade are continuously developing new ways of enslaving their victims.
- 3.44 The corporate procurement team are committed to maintaining their CIPS ethical training certificates. Additionally, we will seek to encourage other teams to consider completing the training, particularly where they have a high level of supply chain engagement.

- 3.45 To further enhance knowledge, the corporate procurement team will be provided with presentations on Protecting Human Rights in the Supply Chain, based on the guidance developed specifically for public procurement practitioners by the London Universities' Purchasing Consortium (LUPC) and the University of Greenwich.
- 3.46 Safeguarding Adults are also developing a relevant e-learning module for staff and the public to access.
- 3.47 Training of staff at the Council and its partners is planned for 2019 as part of our ongoing commitment (see Training in Part A).
- 3.48 Finally, the Leader and the Executive Member for Finance, Performance and Community Safety have recently joined others nationally in writing to the Prime Minister to ask that hand car washes (where modern slavery is a real concern) be subject to compulsory licensing.

4. Implications

4.1 Financial implications:

There are no significant additional costs associated with the implementation of the Charter Against Modern Slavery. Training and implementation costs can be managed within existing service revenue budgets. The continued development of the policy is not expected to create a budget strain and can be managed without additional contingency. Consequently, there are no material financial implications from this report.

4.2 Legal Implications:

Under the Act, the Council has specific statutory duties, including the following:

- a) A duty to identify and refer modern slavery child victims and consenting adult victims through the National Referral Mechanism (*Section 52*);
- b) A duty to notify the Home Secretary of adults who do not consent to enter the National Referral Mechanism;
- c) A duty to cooperate with the Independent Anti-Slavery Commissioner (*Section 43*).

The Council's work is also guided by the LGA's "*Tackling modern slavery: a council guide*".

4.3 Environmental Implications

This is an information report. Consequently, there are no negative environmental impacts expected as a result of this report.

4.4 Resident Impact Assessment:

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

A Resident Impact Assessment has not been completed because this is an information only report on an existing policy.

5. Reason for recommendations

- 5.1 The Council has undertaken to implement the Charter Against Modern Slavery. The Charter requires an annual update on its implementation.
- 5.2 This report set out the progress made in that implementation to date. In addition, this report sets out the wealth of other work the Council is doing to combat modern slavery.

Appendices: None

Background papers: None

Related documents:

Modern Slavery Act 2015

<http://www.legislation.gov.uk/ukpga/2015/30/contents/enacted>

Charter Against Modern Slavery

<https://party.coop/publication/modern-slavery-briefing-for-local-councillors/>

<https://party.coop/publication/co-operative-party-modern-slavery-charter/>

Councils implementing the Charter Against Modern Slavery

<https://party.coop/local/councillors/modern-slavery-charter/>

Information on modern slavery

<https://www.gov.uk/government/collections/modern-slavery>

National Referral Mechanism guidance

<https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms/guidance-on-the-national-referral-mechanism-for-potential-adult-victims-of-modern-slavery-england-and-wales>

Victims of modern slavery: guidance for frontline staff

<https://www.gov.uk/government/publications/victims-of-human-trafficking>

Duty to Notify the Home Office of potential victim of modern slavery guidance

<https://www.gov.uk/government/publications/duty-to-notify-the-home-office-of-potential-victims-of-modern-slavery>

Forms for reporting potential victims of modern slavery

<https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms>

Protecting children from criminal exploitation, human trafficking and modern slavery

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756031/Protecting_children_from_criminal_exploitation_human_trafficking_modern_slavery_addendum_141118.pdf

Tackling modern slavery: a council guide
<https://www.local.gov.uk/modern-slavery-council-guide>

Islington Council web pages: Selling to the Council and Contract Opportunities
https://www.islington.gov.uk/business/opportunities/selling_council
https://www.islington.gov.uk/business/opportunities/selling_council/procurement-oppo

Final report clearance:

Signed by:



19 February 2019

Andy Hull
Executive Member
Finance, Performance and Community Safety

Date

Report Author: Peter James Horlock, Head of Strategic Procurement
Tel: 020 7527 8118
Email: procurement@islington.gov.uk

Financial Implications Author: Alan Layton, Director of Financial and Asset Management
Tel: 020 7527 2835
Email: alan.layton@islington.gov.uk

Legal Implications Author: Sonal Mistry, Senior Lawyer (Governance)
Tel: 020 7527 3833
Email: sonal.mistry@islington.gov.uk



ISLINGTON

COUNCIL MEETING – 28 FEBRUARY 2019

REPORT OF THE CHIEF WHIP

EXECUTIVE APPOINTMENTS

- a) To note that Cllr Caluori is standing down as the Executive Member for Children, Young People and Families on 1st March 2019.
- b) To note that the Leader of the Council has appointed Cllr Comer-Schwartz as the Executive Member for Children, Young People and Families, effective from 1st March 2019.
- c) To note that the Leader of the Council has appointed Cllr O'Halloran as the Executive Member for Community Development, effective from 1st March 2019.
- d) To note that the Leader has amended the Executive Member portfolios, set out at Appendix A, effective from 1st March 2019.

Recommendations:

- a) To note that Cllr Comer-Schwartz has been appointed as the Executive Member for Children, Young People and Families from 1st March 2019;
- b) To note that Cllr O'Halloran has been appointed as the Executive Member for Community Development from 1st March 2019;
- c) To note the Executive Member portfolios, set out at Appendix A, effective from 1st March 2019.

COMMITTEE APPOINTMENTS

1. HEALTH AND WELLBEING BOARD

- a) To note that Cllr Caluori will stand down from the Health and Wellbeing Board on 1st March 2019 and to appoint Cllr Comer-Schwartz as his successor.
- b) To appoint Cllr O'Halloran as a substitute member of the Health and Wellbeing Board from 1st March 2019.
- c) To note that Maggie Kufeldt, Corporate Director of Housing and Adult Social Services, is standing down from the Health and Wellbeing Board on 4th March 2019 and to appoint Katharine Willmette, Director of Adult Social Care (Operations) as her successor.

Recommendations:

- a) To appoint Cllr Comer-Schwartz to the Health and Wellbeing Board from 1st March 2019 for the remainder of the municipal year or until a successor is appointed.
- b) To appoint Cllr O'Halloran as a substitute member of the Health and Wellbeing Board from 1st March 2019 for the remainder of the municipal year or until a successor is appointed.
- c) To appoint Katharine Willmette, Director of Adult Social Care (Operations) to the Health and Wellbeing Board from 4th March 2019 for the remainder of the municipal year or until a successor is appointed.

2. HARINGEY AND ISLINGTON HEALTH AND WELLBEING BOARDS JOINT SUB-COMMITTEE

- a) To note that Cllr Caluori will stand down from the Haringey and Islington Health and Wellbeing Boards Joint Sub-Committee on 1st March 2019 and to appoint Cllr Comer-Schwartz as his successor.
- b) To appoint Cllr O'Halloran as a substitute member of the Haringey and Islington Health and Wellbeing Boards Joint Sub-Committee from 1st March 2019.
- c) To note that Maggie Kufeldt is standing down from the Haringey and Islington Health and Wellbeing Boards Joint Sub-Committee on 4th March 2019 and to appoint Katharine Willmette as her successor.

Recommendations:

- a) To appoint Cllr Comer-Schwartz to the Haringey and Islington Health and Wellbeing Boards Joint Sub-Committee from 1st March 2019 for the remainder of the municipal year or until a successor is appointed.
- b) To appoint Cllr O'Halloran as a substitute member of the Haringey and Islington Health and Wellbeing Boards Joint Sub-Committee from 1st March 2019 for the remainder of the municipal year or until a successor is appointed.
- c) To appoint Katharine Willmette, Director of Adult Social Care (Operations) to the Haringey and Islington Health and Wellbeing Boards Joint Sub-Committee from 4th March 2019 for the remainder of the municipal year or until a successor is appointed.

3. POLICY AND PERFORMANCE SCRUTINY COMMITTEE

- a) To note that Cllr O'Halloran is standing down as Chair of the Policy and Performance Scrutiny Committee on 1st March 2019 and that a successor will be appointed.
- b) To note that Cllr Spall is standing down as a member of the Policy and Performance Scrutiny Committee and that a successor will be appointed.

4. AUDIT COMMITTEE

- a) To note that Cllr O'Halloran is standing down as a member of the Audit Committee on 1st March 2019 and that a successor will be appointed.

5. HOUSING SCRUTINY COMMITTEE

- a) To note that Cllr O'Halloran is standing down as a member of the Housing Scrutiny Committee on 1st March 2019 and that a successor will be appointed.

6. ENVIRONMENT AND REGENERATION SCRUTINY COMMITTEE

- a) To note that Cllr Alice Clark-Perry is standing down as a member of the Environment and Regeneration Scrutiny Committee and that a successor will be appointed.

7. PLANNING COMMITTEE

- a) To note that Cllr Cutler has stood down from the Planning Committee and a successor will be appointed.

OUTSIDE BODY APPOINTMENTS

1. CORPORATE PARENTING BOARD

- a) To note that Cllr Caluori will stand down as the Chair of the Corporate Parenting Board on 1st March 2019 and to appoint Cllr Comer-Schwartz as his successor.

Recommendation:

- a) To appoint Cllr Comer-Schwartz as a member and the Chair of the Corporate Parenting Board from 1st March 2019 for the remainder of the municipal year or until a successor is appointed.

2. STANDING ADVISORY COUNCIL ON RELIGIOUS EDUCATION (SACRE)

- a) To note that Cllr Caluori will stand down from the Standing Advisory Council on Religious Education on 1st March 2019 and to appoint Cllr Comer-Schwartz as his successor.

Recommendation:

- a) To appoint Cllr Comer-Schwartz as a member and the Chair of the Standing Advisory Council on Religious Education on 1st March 2019 for the remainder of the municipal year or until a successor is appointed.

3. DAME ALICE OWENS SCHOOL FOUNDATION ADVISORY COMMITTEE

- a) To note that Cllr Caluori will stand down from the Dame Alice Owens School Foundation Advisory Committee on 1st March 2019 and to appoint Cllr Comer-Schwartz as his successor.

Recommendation:

- a) To appoint Cllr Comer-Schwartz to the Dame Alice Owens School Foundation Advisory Committee until May 2019, or until a successor is appointed.

4. ISLINGTON COMMUNITY COVENANT GRANT SCHEMES PANEL

- a) To note that Cllr Comer-Schwartz will stand down from the Islington Community Covenant Grant Schemes Panel on 1st March 2019 and to appoint Cllr O'Halloran as her successor.

Recommendation:

- a) To appoint Cllr O'Halloran to the Islington Community Covenant Grant Schemes Panel for the remainder of the municipal year or until a successor is appointed.

5. ISLINGTON COMMUNITY CHEST PANEL

- a) To note that Cllr Comer-Schwartz has will stand down from the Islington Community Chest Panel on 1st March 2019 and to appoint Cllr O'Halloran has her successor.

Recommendation:

- a) To appoint Cllr O'Halloran to the Islington Community Chest Panel for the remainder of the municipal year or until a successor is appointed.

6. CLOUDESLEY CHARITY

- a) To re-appoint Denise Ward to the Board of Cloudesley Charity for a four year term.

Recommendation:

- a) To re-appoint Denise Ward to the Board of Cloudesley Charity for a four year term.

CONSTITUTION AMENDMENTS

- a) To amend Part 5 of the Council's Constitution to insert the terms of reference of the Grievance Committee, Grievance Appeal Committee, Investigating and Disciplinary Committee, and Disciplinary Appeal Committee, as set out at Appendix B.

Recommendation:

- b) That Part 5 of the Council's Constitution be amended to insert the terms of reference of the Grievance Committee, Grievance Appeal Committee, Investigating and Disciplinary Committee, and Disciplinary Appeal Committee, set out at Appendix B.

RECEIVING OFFICER

Pursuant to the Chief Executive's Conditions of Service Handbook (Appendix 7) there is a specific grievance procedure applicable to the Chief Executive (and the Monitoring Officer and the Section 151 Officer) which requires the appointment of a "Receiving Officer" to conduct a preliminary investigation into grievances lodged against those statutory officers to determine if allegations against those officers are clearly unfounded or trivial or can best be dealt with under some other procedure and to determine if informal resolution is appropriate. If not, and the allegations are not unfounded or trivial it is the role of the Receiving Officer to manage an investigation into the grievances which, pursuant to the Handbook, in most cases it will be appropriate to be undertaken by the commissioning of an independent investigator to carry out the investigation.

Where the Chief Executive (or Monitoring Officer or Section 151 Officer) raises a grievance then this should be referred to the Receiving Officer in the first instance who should establish, through discussions with the appropriate parties, whether there is any prospect of resolving the matter informally. This might be through internally-facilitated informal joint discussions or informal joint discussions facilitated externally by an external mediator. In the event that informal resolution is neither appropriate nor successful, the Receiving Officer should refer the matter to the Council's Grievance Committee.

By paragraph 2.6 of Appendix 7 to the Handbook:

2.6 To enable this process to happen the Council should nominate an officer who would be the recipient of any grievance raised against the chief executive (referred to below as the Receiving Officer). This would most appropriately be the Council's Monitoring Officer. If the Monitoring Officer is the person bringing the grievance against the chief executive or is otherwise involved in the grievance, then another appropriate chief officer and / or a Monitoring Officer from a neighbouring authority should be commissioned to act as the Receiving Officer

It is recommended that it be confirmed that the Assistant Director, Corporate and Dispute Resolution and Deputy Monitoring Officer is authorised to commission to act as the Receiving Officer an appropriate chief officer or a Monitoring Officer from a neighbouring authority.

RECOMMENDATION:

That it be confirmed that the Assistant Director, Corporate and Dispute Resolution and Deputy Monitoring Officer is authorised to commission to act as the Receiving Officer an appropriate chief officer, or a Monitoring Officer from a neighbouring authority.

INDEPENDENT PANEL

Pursuant to the Model Disciplinary Procedure And Guidance – England contained within the Chief Executive Handbook it is necessary to appoint an Independent Panel to review a proposal of the IDC to dismiss.

The relevant provisions of the Procedure on the composition of the Independent Panel are as follows:-

“1.2.4 The JNC has agreed that the Independent Panel should comprise of independent persons (at least two in number) who have been appointed by the council, or by another council, for the purposes of the council members’ conduct regime under section 28(7) of the Localism Act 2011. Councils are required to issue invitations for membership of the Panel in accordance with the following priority order:

- (a) an independent person who has been appointed by the council and who is a local government elector in the authority’s area
- (b) any other independent person who has been appointed by the council and
- (c) an independent person who has been appointed by another council or councils

1.2.5 Appropriate training should be provided for Independent Panel members.

1.2.6 It should be noted that any remuneration paid to members of an Independent Panel may not exceed that payable in respect of their role under the Localism Act.”

It is recommended that the Council appoints three independent persons in accordance with the priority order set out in paragraph 1.2.4 of Model Disciplinary Procedure And Guidance – England contained within the Chief Executive Handbook and to provide appropriate training to those persons.

RECOMMENDATIONS:

- (i) To note the requirement to establish an Independent Panel in the event of the Investigating and Disciplinary Committee making a recommendation to dismiss.
- (ii) To agree the appointment of three independent persons to the Panel in accordance with the requirements in paragraph 1.2.4 of Model Disciplinary Procedure And Guidance – England contained within the Chief Executive Handbook.
- (iii) To delegate authority to the Democratic Services Manager to convene the panel as required and to arrange appropriate training to those independent persons who will participate in the panel.

COUNCILLOR SATNAM GILL
Chief Whip

The Executive Member responsibility for services is as follows:

Leader of the Council – Councillor Richard Watts

Overall management
Resilience and civil emergencies
Communications and consultation
Devolution
Prevent

Health & Social Care – Councillor Janet Burgess

Adult Social Services
Public Health
Integration of Health and Social Care
Sport and Leisure

Children, Young People & Families – Councillor Kaya Comer-Schwartz

Early Years and Children's Centres
Schools
Play and Youth Services
Children's Social Services and Child Protection
Tackling child poverty
Youth Offending Service and Youth Crime
Arts and Culture

Community Development – Councillor Una O'Halloran

Community Development and Resilience
Voluntary and Community Sector
Ward Partnerships and Local Initiative Funding
Equalities and community cohesion
No Recourse to Public Funds (NRPF) Support Services
Licensing
Tackling Social Isolation and Loneliness

Finance, Performance & Community Safety – Councillor Andy Hull

Community safety and policing
Hate crime
Tackling Domestic Violence and Abuse, and supporting survivors
Public Protection
Finance, Property, Revenues & Benefits and Pensions
Performance, Contract Management and Risk management
Contact Islington and Complaints
ICT, Procurement, Legal and Human Resources
Democratic Services, Registrars and Electoral Registration
Council transformation

Inclusive Economy and Jobs – Councillor Asima Shaikh

Employment and Employment Services
Lifelong Learning, Skills and Libraries
Apprenticeships
Economic Regeneration and Inclusive Economy
Small Business support and business relationships
Heritage

Housing & Development – Councillor Diarmaid Ward

Housing Management and Maintenance (including Partners for Improvement)

Delivering new genuinely affordable homes

Private Sector Housing

Strategic Planning and Development Control

Tenant and Resident engagement and representation

Tenant Management Organisations

Homelessness

Environment & Transport – Councillor Claudia Webbe

Energy, Fuel Poverty and Climate Change

Refuse, Waste Reduction and Recycling

Street Scene, Roads and Highways

Sustainability

Parks, Open Spaces and Cemeteries

Traffic and Parking

Major Transport Infrastructure, Road Safety and Transportation

Improving Air Quality

Promoting Liveable Neighbourhoods – promoting walking and cycling

Grievance Committee

The committee is a requirement of the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended by the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015). The committee's duties relate to the following statutory officer posts; Chief Executive, Monitoring Officer and Section 151 Officer. The committee will hear both grievances bought against these statutory officers and grievances bought by them. Grievances bought by the Chief Executive will be against an individual elected member or members or the employing council generally.

Composition

The Grievance Committee shall comprise of five members, as follows:

- Chief Whip of the Majority Group (Chair)
- Deputy Leader of the Council
- Three other members.

Members of the Grievance Committee may not be members of the Grievance Appeal Committee, the Investigating and Disciplinary Committee or the Disciplinary Appeals Committee.

Quorum

The quorum of the committee shall be three members.

Terms of Reference

- To consider grievances bought against the statutory officers listed above once:
 - a) The grievance has been considered by an appropriate, appointed 'Receiving Officer' and
 - b) The Receiving Officer considers that an informal resolution is inappropriate, or an informal resolution has been tried and failed and
 - c) A 'Stage One' investigation has been undertaken by the Receiving Officer or an independent investigator appointed by them and
 - d) The outcome of the investigation was in favour of the complainant and
 - e) A solution, which took into account the remedy requested by the complainant and the Receiving Officer's assessment of what would be appropriate in the circumstances, has not been accepted by the statutory officer.
- To determine, based on all the available evidence, witness evidence as required and representations from the relevant statutory officer and the complainant, if they wish to make them, whether or not to uphold or reject the grievance.
- To determine, if the Committee concludes that the grievance is upheld, how best to resolve the issue to the satisfaction of the aggrieved employee.
- To refer matters, where a grievance has been upheld and the Committee considers the issue to be of a serious nature, to the Investigation and Disciplinary Committee.
- To inform complainants of their right of appeal to the Grievance Appeal Committee, if the Committee concludes that their grievance is not upheld.

- To consider grievances brought by the statutory officers listed above once:
 - a) Informal resolution of the complaint has been considered by an appropriate, appointed 'Receiving Officer' and
 - b) The Receiving Officer considers that informal resolution is inappropriate, or an informal resolution is unsuccessful.
- To determine, based on all the available evidence, witness evidence as required and representations from the relevant statutory officer , if they wish to make them, whether or not to uphold or reject the grievance.
- To refer matters relating to the conduct or behaviour of an elected member, where the grievance is upheld, to the Council's Standards Committee.
- To inform the statutory officer of their right of appeal to Council, if the Committee concludes that their grievance is not upheld.
- To report back to the Grievance Committee when an appeal is upheld, advising of the reasons for this decision.

Grievance Appeal Committee

The committee is a requirement of the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended by the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015). The committee's duties relate to hearing appeals against decisions by the Grievance Committee in relation to grievances brought against the following statutory officer post holders; Chief Executive, Monitoring Officer and Section 151 Officer.

Composition

The Grievance Appeal Committee shall comprise of five members, as follows:

- Deputy Whip of the Majority Group (Chair)
- Executive Member for Housing and Development
- Three other members

Members of the Grievance Appeal Committee may not be members of the Grievance Committee, the Investigating and Disciplinary Committee or the Disciplinary Appeals Committee.

Quorum

The quorum of the committee shall be three members.

Terms of Reference

- To consider appeals against decisions made by the Grievance Committee in relation to grievances brought against the following statutory officer post holders; Chief Executive, Monitoring Officer and Section 151 Officer, that the Grievance Committee did not uphold.
- To inform the statutory officer that an appeal against the decision of the Grievance Committee has been made.
- To consider the appeal including the appropriate technical and procedural advice from the Receiving Officer who undertook the initial review of the grievance.
- To conduct any further investigation the committee considers necessary to reach a decision.
- To consider newly available relevant information and the outcome of any further investigation, noting that there is no further appeal stage beyond the considerations of this committee.
- To consider, if the committee determines to uphold an appeal, and it considers it appropriate, making recommendations on how the issue can best be resolved to the satisfaction of the aggrieved employee.
- To refer the matter, where an appeal has been upheld and the Committee considers the issue to be of a serious nature, to the Investigation and Disciplinary Committee.
- To inform appellants, when an appeal is dismissed, that there is no further appeal and the matter is regarded as being concluded.

Investigating and Disciplinary Committee

The committee is a requirement of the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended by the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015). The committee's duties relate to the following statutory officer posts; Chief Executive, Monitoring Officer and Section 151 Officer.

Composition

The Investigating and Disciplinary Committee shall comprise of five members, as follows:

- Chair of the Audit Committee (Chair)
- Executive Member for Finance, Performance and Community Safety
- Three other members.

Members of the Investigating and Disciplinary Committee may not be members of the Disciplinary Appeal Committee, the Grievance Committee or the Grievance Appeal Committee.

Quorum

The quorum of the committee shall be three members.

Terms of Reference

- To consider grievances raised by the statutory post holders above, where the grievance is raised during a disciplinary / capability investigation.
- To consider grievances against the statutory officers listed above, referred to it by the Grievance Committee.
- To consider grievance appeals referred to it by the Grievance Committee.
- To consider allegations made against the statutory post holders above.
- To consider the comments of the statutory post holder in relation to the allegations and to determine one of following outcomes:
 - a) That no further action is required.
 - b) That there is some minor fault or error on behalf of the statutory post holder, but the matter can be resolved with an informal un-recorded warning.
 - c) That there are grounds for an independent disciplinary investigation to be conducted.

If the committee determines that an independent disciplinary investigation should be conducted;

- To appoint an Independent Investigator, from the list provided by the Joint Secretaries of the Joint Negotiating Committee for Chief Executives of Local Authorities;
- To determine the scope of the investigation to be conducted by the Independent Investigator;

- To note that the Independent Investigator may choose to undertake either a full hearing or an evidence gathering process.
- To determine if the statutory post holder should be suspended.
- To review the continuance of the suspension of the statutory post holder should it exceed 2 months.

If the Independent Investigator has undertaken a full hearing:

- To receive the report and consider any recommendations of the Independent Investigator.
- To conduct the meeting at which the report and any recommendations by the Independent Investigator are considered in accordance with the ACAS Code of Practice.
- To consider any documentation and/or the evidence of any witnesses it chooses to call, to clarify the content of the Independent Investigator's report
- To consider any request from the statutory officer to also call relevant witnesses and ensure that they have sufficient opportunity to do so.
- To ensure that the Independent Investigator and the statutory officer are able to attend the meeting if they wish to do so and are provided with an opportunity to summarise their case.
- To consider any objections received from Members of the Executive.

If the Independent Investigator has undertaken an evidence gathering process:

- To convene a hearing, at which both the Independent Investigator and the statutory officer will be provided with an opportunity to submit evidence and call and question each other's witnesses.
- To conduct the meeting at which the report and any recommendations of the Independent Investigator are considered in accordance with the ACAS Code of Practice.
- To consider any objections received from Members of the Executive.

Following consideration of the Independent Investigator's report, representations from the Independent Investigator, the statutory officer, relevant witnesses and any objections received from Members of the Executive:

- To determine either:
 - a) That there is no case to answer.
 - b) That disciplinary action short of dismissal should be taken against the statutory post holder by the Investigating and Disciplinary Committee.
 - c) A recommendation to dismiss the statutory post holder.

If the committee determines to recommend dismissal;

- To instruct that the Independent Panel is to be convened to consider the Independent Investigator's report and receive any oral or written representation from the statutory officer.
- To consider subsequent advice, views and/or recommendations given by the Independent Panel.
- To make a recommendation to Council that the statutory post holder be dismissed, which takes into consideration and includes the views of the Independent Panel, the conclusions of the investigation and any representations from the statutory officer.

Where the Investigating and Disciplinary Committee has made a recommendation to Council to dismiss, the Council will review all available evidence and all views / recommendations expressed and consider oral and/or written submissions by the statutory officer before reaching a final decision. The representations made by the statutory officer to Council constitute the appeal process.

Where the Investigating and Disciplinary Committee has made a recommendation for disciplinary action, but not dismissal, the statutory officer may appeal to the Disciplinary Appeals Committee.

Disciplinary Appeal Committee

The committee is a requirement of the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended by the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015). The committee's duties relate to hearing appeals against decisions by the Investigating and Disciplinary Committee in relation to the following statutory officer posts; Chief Executive, Monitoring Officer and Section 151 Officer.

Composition

The Disciplinary Appeal Committee shall comprise of five members, as follows:

- Deputy Whip of the Majority Group (Chair)
- Executive Member for Environment and Transport
- Three other members.

Members of the Disciplinary Appeal Committee may not be members of the Investigating and Disciplinary Committee, the Grievance Committee or the Grievance Appeal Committee.

Quorum

The quorum of the committee shall be three members.

Terms of Reference

- To receive and consider appeals made by the statutory officers listed above following a decision by the Investigating and Disciplinary Committee to recommend that disciplinary action, other than dismissal, is taken against the relevant statutory officer.

Consideration of the appeal will require the committee:

- To consider the report of the Independent Investigator and any other relevant information considered by the Investigation and Disciplinary Committee.
- To conduct any further investigation the committee considers necessary to reach a decision.
- To permit the statutory officer to appear at the meeting and state his/her case.
- To consider newly available relevant information and the outcome of any further investigation, noting that there is no further appeal stage beyond the considerations of this committee.
- To determine if the appeal should be upheld or dismissed.
- To inform appellants, when an appeal is dismissed, that there is no further appeal, that the decision of the Investigating and Disciplinary Committee stands and the matter is regarded as being concluded.
- To report back to the Investigating and Disciplinary Committee when an appeal is upheld, advising of the reasons for this decision.

This page is intentionally left blank

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

Meeting of	Date	Ward(s)
Council	28 February 2019	All
Delete as appropriate	Exempt	Non-exempt

BUDGET PROPOSALS 2019-20+

1 INTRODUCTION

1.1 The principal purpose of this report is to agree the Council’s 2019-20 budget and council tax, based on the recommended proposals from the Executive. The Policy and Performance Scrutiny Committee reviewed the proposed budget at its meeting on 24 January 2019.

1.2 The contents of this report are summarised below:

Section 2 sets out the recommendations.

Section 3 sets out the 2019-20 General Fund revenue budget and Medium Term Financial Strategy (MTFS).

Section 4 details the Housing Revenue Account (HRA) for 2019-20 and its MTFS.

Section 5 sets out the Capital Strategy 2019-22, and the related Annual Treasury Management and Investment Strategy and the Strategy for Other Investments (including Commercial Investments).

Section 6 shows the detailed, statutory council tax calculations for the 2019-20 council tax and seeks approval for the Council to participate in the second year of the London Business Rates Pilot Pool in 2019-20.

Section 7 details matters to consider in setting the budget.

List of Appendices

Appendix A General Fund MTFS 2019-22

Appendix B General Fund Revenue Savings 2019-22

Appendix C1 General Fund Fees and Charges 2019-20

Appendix C2 GLL (Better) Leisure Fees and Charges 2019-20

Appendix C3	Islington and Camden Cemetery Service Fees and Charges 2019-20
Appendix D1	HRA MTFS 2019-22
Appendix D2	HRA Fees and Charges 2019-20
Appendix E1	Capital Strategy 2019-22
Appendix E2	Treasury Management and Investment Strategy 2019-20, including External Debt and Treasury Management Prudential Indicators
Appendix E3	Strategy for Other Investments (including Commercial Investments) 2019-20
Appendix F	London Business Rates Pilot Pool - Memorandum of Understanding
Appendix G	Resident Impact Assessment 2019-22
Appendix H	Annual Pay Policy Statement 2019-20

2 RECOMMENDATIONS

The General Fund Budget 2019-20 and MTFS (Section 3)

- 2.1 To agree the 2019-20 net Council cash limits as set out in **Table 1 (Paragraph 3.7)** and the MTFS at **Appendix A**, which include the 2019-22 revenue savings at **Appendix B**, and the 2019-20 revenue growth proposal at **paragraph 3.6**.
- 2.2 To agree that the Council should strongly oppose Government proposals in the 'Review of Local Authorities' Relative Needs and Resources Consultation' to remove deprivation indicators from the baseline grant formula, which would significantly disadvantage high-need boroughs such as Islington, and to agree the other key elements of the Council's response as set out in **paragraphs 3.9-3.10**.
- 2.3 To note the fees and charges policy and agree the 2019-20 fees and charges. (**Paragraphs 3.12-3.13** and **Appendices C1-C3**)
- 2.4 To agree the estimated use of the Council's earmarked budget reserves (including the creation of a new Transformation Reserve), the Council's policy on the level of General Fund balances, with an increase in General Fund balances of £2m in 2019-20, and an increase in the ongoing contingency budget of £3m in 2019-20. (**Paragraphs 3.14-3.17** and **Table 2**)

The HRA Budget and MTFS (Section 4)

- 2.5 To agree the balanced HRA 2019-20 budget, including savings and growth proposals, within the HRA MTFS at **Tables 4-5** and **Appendix D1**.
- 2.6 To note the 2019-20 HRA rents, fees and charges, agreed by Executive on 17 January 2019. (**Tables 6-9** and **Appendix D2**)

The Capital Programme 2019-22 (Section 5)

- 2.7 To agree the 2019-20 capital programme and note the provisional programme for 2020-22. (**Paragraph 5.1, Table 10** and **Appendix E1**)
- 2.8 To agree the Capital Strategy 2019-22, which includes affordability prudential indicators and the minimum revenue provision (MRP) policy. (**Paragraph 5.2** and **Appendix E1**)
- 2.9 To agree the Treasury Management and Investment Strategy 2019-20 (including external debt and treasury management Prudential Indicators), as considered by Audit Committee on 31 January 2019. (**Paragraph 5.2** and **Appendix E2**)
- 2.10 To agree the Strategy for Other Investments (including Commercial Investments) 2019-20. (**Paragraph 5.3** and **Appendix E3**)

Council Tax and Retained Business Rates (Section 6)

- 2.11 To agree the calculations required for the determination of the 2019-20 council tax requirement and the level of council tax as detailed in **Section 6** and summarised below.
- 1) The 2019-20 council tax requirement of £92,993,961.91. (**Paragraph 6.2**)
 - 2) The relevant basic amount of Islington Band D council tax of £1,169.38, a 2.99% increase compared to 2018-19, and to determine that this is not 'excessive'. (**Paragraphs 6.3 and 6.4**)
 - 3) The basic amount of Islington Band D council tax for dwellings to which no special item relates (i.e. outside of the Lloyd Square Garden Committee area) of £1,169.16 and total Band D council tax (including the GLA precept) of £1,489.67. (**Paragraphs 6.5 and 6.9**)
 - 4) The amount of 2019-20 council tax (excluding the GLA precept) for each valuation band over each of the Council's areas. (**Paragraph 6.7**)
 - 5) The total amount of 2019-20 council tax (including the GLA precept) for each valuation band over each of the Council's areas. (**Paragraph 6.9**)
- 2.12 To agree to the following in relation to the Council's proposed participation in the second year of the London Business Rates Pilot Pool: (**Paragraphs 6.10 to 6.14**)
- 2.12.1 To approve and accept the designation by the Secretary of State as an authority within the London Business Rates Pilot Pool pursuant to 34(7) (1) of Schedule 7B Local Government Finance Act 1988.
 - 2.12.2 To participate in the London Business Rates Pilot Pool with effect from 1 April 2019 to 31 March 2020.
 - 2.12.3 To delegate the authority's administrative functions as a billing authority pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013 to the City of London Corporation acting as the Lead Authority.
 - 2.12.4 To authorise the Lead Authority to sub-contract certain ancillary administrative functions regarding the financial transactions (payment of tariffs and top-ups) within the Pool to the GLA as it considers expedient.
 - 2.12.5 To delegate authority to the Section 151 Officer, in consultation with the Executive Member for Finance, Performance and Community Safety, to agree the operational details of the pooling arrangements with the participating authorities.
 - 2.12.6 To authorise the Section 151 Officer to make any amendments to the Memorandum of Understanding, attached at **Appendix F** to the report, as may be required by the Secretary of State, and to enter into the final Memorandum of Understanding on behalf of the authority.
 - 2.12.7 To authorise the Leader of the Council to represent the authority in relation to consultations regarding the London Business Rates Pilot Pool as may be undertaken by the Lead Authority pursuant to the Memorandum of Understanding.
 - 2.12.8 To delegate to the Section 151 Officer, in consultation with the Executive Member for Finance, Performance and Community Safety, the authority to consider such consultative reports as the Lead Authority may circulate and to respond on behalf of the authority with regard to any recommendations and, in particular, proposals for projects to be approved for funding from the Strategic Investment Pot.

2.12.9 To delegate to the Lead Authority the functions of assessment, due consultation and approval of projects eligible for funding from the Pool's Strategic Investment Pot following consultation with the participating authorities (provided that at least two thirds of such participating London Boroughs are (including the City of London Corporation) in favour of the relevant recommendation as well as the Mayor of London, and that no entire sub-region is in disagreement with the decision) on such terms and conditions as shall ensure value for money and compliance with the law.

Matters to Consider in Setting the Budget (Section 7)

- 2.13 To note the Section 151 Officer's and the Monitoring Officer's comments in their determination of the revenue and capital budgets for 2019-20 and the basis for the level of council tax, including the Section 151 Officer's report in relation to his responsibilities under Section 25 (2) of the Local Government Act 2003.
- 2.14 To note the Resident Impact Assessment (RIA) on the 2019-22 budget proposals. **(Appendix G)**
- 2.15 To agree the Annual Pay Policy Statement for 2019-20. **(Appendix H)**
- 2.16 To delegate authority to the Service Director Financial and Asset Management (acting Section 151 Officer), in consultation with the Executive Member for Finance, Performance and Community Safety, to make any changes to the budget proposals contained within the report that are necessitated by the final GLA precept.

3 GENERAL FUND BUDGET 2019-20 AND MTFs 2019-22

Overview

- 3.1 Central Government has cut its core funding to Islington Council by 70 per cent since 2010, on a like-for-like basis. The combination of Government funding cuts and rising demand for services means the Council needs to close a revenue budget gap of c£50m over the next three years. The Council has already made savings of £225m since 2010. Despite the significant financial challenges faced by both Islington Council and local government as a whole, the Council remains determined to make Islington fairer for all - making sure that every penny spent goes on things that will make the biggest difference to the lives of local people, particularly those who rely on the Council the most.
- 3.2 The Council has undertaken an extensive organisation-wide exercise to re-examine every budget line and ensure we are prioritising spend on the right things. This exercise has enabled revenue savings proposals to be proposed for the next three years, as set out in this report. This will enable more strategic planning and support a transformation of the way the Council works in order best to help the people in Islington who need that help the most.
- 3.3 Islington's aim is to become the best council in the country at prevention and early intervention – helping residents nip problems in the bud, or better still prevent them from developing in the first place. The Council will always be there for Islington residents when it matters most, which is why there will be continued funding of vital services such as the Resident Support Scheme and free school meals for all nursery and primary school children. The proposed budget allows us to focus on key priorities, including new council house building, preventing youth crime and tackling street homelessness. This will all be done whilst protecting vital frontline services, with no closures of libraries, council-run youth centres or leisure centres over the next three years.

- 3.4 The budget is premised on a proposed increase in Islington council tax of 2.99 per cent in 2019-20 to help pay for essential local services. The proposed increase is around 65p per week for a Band D property, excluding the GLA precept. A resident in receipt of full Council Tax Support only pays 8.5% of what would otherwise be their full council tax bill, so the proposed 2.99% increase in council tax will require such a resident in a Band D property to pay only around an extra 6p of council tax per week.

Proposed MTFS, Revenue Savings and Growth

- 3.5 The proposed General Fund net revenue budget over the period 2019-22 is shown within the MTFS at **Appendix A**. The MTFS includes the proposed 2019-22 General Fund savings at **Appendix B** and details the forecast net expenditure over the medium term, based on current knowledge and expectations.
- 3.6 It is recommended that the following budget growth proposal be agreed, for inclusion in the 2019-20 revenue budget:
- 3.6.1 **Street Homelessness (£90k ongoing)** - To mainstream permanently into the Council's budget the funding for a Street Homelessness Coordinator and 0.5 FTE of a Street Homelessness Outreach Worker.
- 3.7 **Table 1** summarises the net revenue budgets for 2019-20 that are included within the MTFS at **Appendix A**, for agreement as part of the recommendations of this report.

Table 1 – Council Budget Requirement and Departmental Cash Limits 2019-20

	£000
Departments	
Chief Executive's Department	1,953
Children's, Employment and Skills	82,688
Environment and Regeneration	15,396
Housing and Adult Social Services	78,403
Public Health	0
Resources	38,971
NET COST OF SERVICES	217,411
Net Corporate items	3,171
NET OPERATING EXPENDITURE	220,582
Other Budget Items:	
Contingency	5,080
Transfer to/(from) Reserves	(4,207)
New Homes Bonus	(5,051)
Other Corporate Grants (estimate)	(565)
AMOUNT TO BE MET FROM BUSINESS RATES AND COUNCIL TAX	215,839

Local Government Finance Settlement 2019-20

- 3.8 Islington's core settlement funding allocation for 2019-20 is £108m, a cash cut of £6.6m (5.8%) compared to 2018-19. There was a £180m surplus on the Government's business rates retention levy account in 2017-18 (for the first time) and £155m of this will be redistributed to local authorities in 2019-20, based on need. This is a one-off technical adjustment (indicative £1.3m for Islington, subject to consultation on the distribution methodology) whereby previously top-sliced core funding will be returned to local authorities as part of the business rates retention system. As such, it feeds into the Council's overall retained business rates growth estimates. In 2019-20, the Council will receive £3.5m social care grant (of the £650m national funding announced in the Autumn Budget 2018) and £12.8m from the Improved Better Care Fund.

Review of Local Authorities' Relative Needs and Resources Consultation

- 3.9 The Council will be responding to the review of local authorities' relative needs and resources consultation. We are very concerned about the removal of the deprivation indicator from the proposed formula (and the likely reduced weighting for deprivation in service funding formulas). Services included in the foundation formula such as homelessness, home to school transport and concessionary fares are linked to deprivation and it is essential that some weighting for deprivation is included in the foundation formula.
- 3.10 We are also concerned about a number of other proposals in the consultation, including the lack of recognition of exceptional costs such as the impact of commuter inflow and no recourse to public funds claims in areas such as Islington. Other concerns include ensuring proper recognition of costs associated with density, higher wages and business rates and the limited reflection of high needs and costs in a flatter distribution of funding. It is essential that changes in the distribution of funding are accompanied by significant additional funding in the spending review if changes are to be sustainable.

New Homes Bonus Scheme

- 3.11 The Council will receive £5.1m New Homes Bonus grant income in 2019-20, directly attributable to the number of new homes built in the borough over the past four years.

Fees and Charges

- 3.12 Some fees and charges are laid down by statute and are not within the Council's power to vary locally; others are discretionary and are set with Council's approval. The Council's proposed discretionary fees and charges for 2019-20 are set out at **Appendices C1-C3**.
- 3.13 It is the Council's policy to increase its discretionary fees and charges broadly in line with inflation (3.3% at Quarter 3 2018, this being the quarter average) unless a variation is approved by Council or the Executive. The relevant extract of the Council's fees and charges policy is set out below:

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

(i) use of the Quarter 3 RPI (All Items)

(ii) appropriate rounding of charges for the purposes of administration and collection

(iii) statutory changes to fees and charges being excluded

(iv) fees and charges on which the Council has or decides to have a specific policy may be varied by report to the Executive

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

General Balances and Reserves

- 3.14 The Section 151 Officer is required to report to the authority, when it is making the statutory calculations required to determine its council tax, on the estimates included in the budget and the adequacy of reserves. The report of the Section 151 Officer is included within **Section 7** of this report. The estimated levels of earmarked budget reserves and general balances for use in 2019-20, after taking into account latest estimated commitments in 2018-19 and 2019-20, are shown in **Table 2**.

Table 2 – Reserves and General Balances 2019-20

	£m
Transformation Reserve	15.1
General Fund Balances (excluding schools)	10.7
Schools Balances	9.3
Total	35.1

- 3.15 The transformation reserve is a recommended, new, earmarked budget reserve to provide up-front investment for the delivery of transformational revenue savings over the medium-term, where this investment cannot be funded from within existing departmental budgets or one-off resources. The estimated balance of this reserve includes the available balances from the existing Islington 2020 earmarked reserve and from a comprehensive review of the Council's balance sheet.
- 3.16 It is recommended that £2m is added to General Fund balances in 2019-20 from the one-off 2018-19 contingency balance, as agreed in principle by the Executive on 6 September 2018. This will provide some further financial resilience going forward. The 2019-20 level of the Council's general balances will be £10.7m, 5% of the net budget requirement, with the Council's policy on the level of general balances proposed as follows:

"The policy of the Council is to set a minimum target level of General Fund balances (excluding schools' balances) at **5%** of the net budget requirement (excluding school's expenditure) over the course of the medium-term financial strategy. The rationale for this level is based upon an assessment of the level of risk inherent within the Council budget over the medium-term financial planning period. The level of General Fund balances should be adequate to meet working balance requirements and to provide a reasonable allowance for unquantifiable risks that are not already covered within the Council's budgets and any contingency sums. The Section 151 Officer shall be responsible for reporting to the Council on the adequacy of the reserves and balances."

- 3.17 It is recommended that £3m is added to the ongoing, unallocated General Fund contingency budget, taking it from £2m to £5m in 2019-20. The ongoing contingency budget is intended to provide some flexibility and resilience within the budget over the medium-term, and is increased to reflect the level of risk associated in delivering the savings proposals to close the c£50m three-year revenue budget gap.

Corporate Levies

- 3.18 The Council is required to pay levies to a number of other bodies, which must be met from within the overall budget requirement. The latest estimated levies for 2019-20 are detailed in **Table 3**.

Table 3 – Levy Estimates 2019-20

	2019-20 Estimate £000
Concessionary Fares ('Freedom Pass')	11,449
North London Waste Authority	6,152
Lee Valley Regional Park Authority	195
Traffic and Control Liaison Committee	295
Inner London North Coroners Court	350
London Pensions Fund Authority	1,162
Environment Agency (Thames Region)	181
London Boroughs Grants Scheme	178
Total	19,962

4 HOUSING REVENUE ACCOUNT

Housing Revenue Account (HRA) Overview

- 4.1 The HRA MTFS covers the cost of managing and maintaining council-owned housing stock, servicing debt and contributing towards the long-term investment in the stock, all of which is funded primarily from rents and tenants' and leaseholders' service charges.

Recent Legislative impacts on the HRA

The Housing and Planning Act 2016

- 4.2 The main element of the Housing and Planning Act which affects the HRA's financial position is the requirement for local authorities to dispose of high-value vacant council houses, in order to fund both the increase in discounts arising from the extension of the Right to Buy to housing association tenants and the building of more affordable homes.
- 4.3 Whilst this legislation remains in place, the Government's recent policy paper, 'A New Deal for Social Housing', makes clear that is not this Government's intention to implement the requirement for local authorities to dispose of high-value council houses, and, as such, all assumptions relating to this requirement have been removed from the HRA MTFS and 30-year HRA business plan.

The Welfare Reform and Work Act 2016

- 4.4 The main elements of the Welfare Reform and Work Act 2016 affecting the HRA's financial position are:
- Rents for social housing will be reduced by 1% a year for 4 years from 2016-17.
 - Registered providers of social housing must ensure that the amount of rent payable in a relevant year by a tenant of their social housing in England is 1% less than the amount that was payable by the tenant in the preceding 12 months.
 - As Islington's HRA business plan had been predicated on reaching 'Target Rent', the business plan had an annual increase of CPI +1% + £2 built in. The impact of the 1% rent reduction is an effective reduction of rental income of approximately 5% incrementally or £7m per annum, equating to a loss of approximately 20% or £28m over the 4-year period.
 - 2019-20 is the last year of the 1% rent reduction. Thereafter, current government policy has yet to be confirmed and has been subject to a recent consultation paper.

4.5 In order to mitigate the financial impact of the 1% rent reduction, the following key measures have previously been taken:

- The ongoing re-financing of all HRA debt over the term of the 30-year business plan.
- The New Build Capital Programme will not be subsidised from significant HRA revenue contributions. Instead, funding will be limited primarily to open market sale receipts, Right-to-Buy receipts and other receipts from disposals.
- A programme of HRA savings/increased income totalling £17.2m has been delivered, in the main, as part of prior years' HRA budget setting.

Immediate Revocation of the Limit on HRA Indebtedness Determination – Issued by Government in October 2018

4.6 The revocation of this Determination removed the limit on HRA borrowing. This will allow the HRA to borrow to build increased numbers of new social rented properties using the extra net rental income to cover the cost of borrowing.

HRA – Detailed Budget and MTFS

4.7 The HRA 30-year business plan is currently balanced over the medium term.

4.8 The proposed HRA budget for 2019-20 and the forecast budgets over the medium-term, based on current knowledge and assumptions, are shown at **Appendix D1**. The HRA budgets set out at **Appendix D1** include the following Growth and Savings (or increased Income) items set out in **Tables 4-5**:

Table 4 - HRA Growth 2019-22

	2019-20	2020-21	2021-22	TOTAL
	£m	£m	£m	£m
Loss of Thames Water Commission	0	1.50	0	1.50
Loss of Shared Digital savings	0.50	0	0	0.50
Increase the capacity of the New Build Team to build more new council homes	1.00	0	0	1.00
Review and correction of the allocation of costs incurred by General Fund departments in respect of HRA activities	3.00	0	0	3.00
TOTAL	4.50	1.50	0	6.00

Table 5 - HRA Savings/Increased Income 2019-22

	2019-20 £m	2020-21 £m	2021-22 £m	TOTAL £m
Increase in Leaseholders' service charges to address under-charging	0.630	0.630	0.630	1.890
Increase in Tenants' service charges to address under-charging	1.980	0	0	1.980
Re-design of the Homes and Communities division	0.570	0.430	0	1.000
Adjusting budgets to reflect an expected ongoing reduction in the number of void properties requiring works	0.200	0	0	0.200
Extending the lifespan of the repairs vehicle fleet from 4 to 5 years	0.125	0	0	0.125
Increase the staffing vacancy factor from an average of 1% to 2%	0.500	0	0	0.500
HRA general efficiency savings	0.900	0	0	0.900
TOTAL	4.905	1.060	0.630	6.595

Rental Income and Other HRA Fees and Charges

- 4.9 HRA 2019-20 rents will be set in accordance with the proposals as set out in the Welfare Reform and Work Bill.

LBI Managed General Needs Properties (excluding New Build Properties)

- 4.10 **Table 6** sets out proposed rent changes for existing tenancies – 2018-19 actual rents less 1%.

Table 6 – Existing Tenancies Weekly Rent 2019-20

	Proposed 2019-20
Average Weekly Rent 2018-19	£109.13
Decrease (£)	-£1.09
Decrease (%)	-1%
Average Weekly Proposed Rent	£108.04

- 4.11 **Table 7** sets out proposed rent changes for properties Re-Let during 2019-20 – the 2019-20 rent is the higher of 2018-19 target rent less 1% or the 2018-19 actual rent less 1%.

Table 7 – Re-Let Properties Weekly Rent 2019-20

	Proposed 2019-20
Average Weekly Target Rent 2018-19	£114.39
Decrease (£)	-£1.14
Decrease (%)	-1%
Average Weekly Proposed Target Rent	£113.24

LBI Managed General Needs New Build Properties

- 4.12 Existing tenancies – 2018-19 rents will reduce by 1%.
- 4.13 Re-Lets and New-Lets in 2019-20 - Rents will be set at 2019-20 target rent (i.e. 2018-19 target plus CPI (+2.4% at September 2018) plus 1%).

LBI Managed Non-General Needs Properties

- 4.14 Properties used for temporary accommodation (including reception centres) – existing tenancies and re-lets set at 2018-19 actual rents minus 1%.
- 4.15 Specialised supported housing is exempt from the 1% rent reduction hence 2019-20 rents will be set in line with current Council policy and increase by CPI (+2.4% at September 2018) plus 1%.

Partners for Islington Managed Properties

- 4.16 The Welfare Reform and Work Act exempts properties managed under a Private Finance Initiative (PFI) scheme from the 1% rent reduction. It is proposed that existing Council policy continues to apply to all PFI properties managed by Partners for Islington.
- 4.17 This means that the principles of rent restructuring will continue to apply and that PFI properties not currently at target rent will move to the 2019-20 target rent subject to the affordability cap of the 2018-19 actual rent plus CPI (+2.4% at September 2018) plus 1% plus £2.
- 4.18 However, PFI properties already at target rent will simply increase by CPI (+2.4% at September 2018) plus 1%.
- 4.19 PFI property re-lets will be set at 2019-20 target rents (i.e. the 2018-19 target rent plus CPI (+2.4% at September 2018) plus 1%).
- 4.20 **Table 8** below sets out proposed rent changes for PFI properties (existing tenancies not yet at target rent).

**Table 8 – Existing Tenancies (Not at Target Rent in 2018-19)
PFI Properties Weekly Rent 2019-20**

	Proposed 2019-20
Average Weekly Rent 2018-19	£145.72
Increase (£)	£5.68
Increase (%)	3.9%
Average Weekly Proposed Rent	£151.40

- 4.21 **Table 9** below sets out proposed rent changes for PFI properties (re-lets and existing tenancies already at target rent).

**Table 9 – Re-Lets and Existing Tenancies (at Target Rent in 2018-19)
PFI Properties Weekly Rent 2019-20**

	Proposed 2019-20
Average Weekly Target Rent 2018-19	£157.51
Increase (£)	£5.36
Increase (%)	3.4%
Average Weekly Proposed Target Rent	£162.87

Other HRA Fees and Charges

4.22 These are set out at **Appendix D2**. All fees and charges are increasing in line with RPI at September 2018, i.e. +3.3%, with the exception of the following charges:

4.22.1 Caretaking/Cleaning and Estate Services – The charges for 2019-20 incorporate the results of a review of the costs associated with the provision of these services. Charges have been increased by £2.59 per week or +18% to reflect both the direct and indirect costs related to providing these services. It should be noted that the overall average weekly increase to tenants when combining rent and service charges (taking into account the 1% rent reduction) is an average increase of £1.21 or +0.99%.

4.22.2 Digital TV aerials – Digital TV aerial installation charges were levied over a 10-year period. The 10-year period is coming to an end, in tranches, over the next 3 years. As the charges in respect of the installation element elapse, tenants will continue to be a charged the maintenance element which for 2019-20 reduces the charge from 33p to 20p per week.

4.22.3 Heating and Hot Water – Even though it is anticipated that there will be a significant increase in gas prices, it is proposed to freeze gas charges to tenants for the third year and use the tenants heating reserve (which was set up to smooth the annual fluctuating gas costs) to absorb any increases in costs.

4.22.4 Concierge Service - The charges for 2019-20 incorporate the results of a review of the costs associated with the provision of this service. Charges have been increased by an average of £1.18 per week or +19% to reflect the costs related to providing this service. It should be noted that the overall average weekly increase to tenants in receipt of the concierge service when combining rent and all service charges including caretaking/cleaning and estate services (taking into account the 1% rent reduction) is an average increase of £2.43 or +1.95%.

5 CAPITAL PROGRAMME

5.1 The capital programme 2019-22 is summarised by directorate in **Table 10** below. This will deliver £379m of capital investment over the next three years and includes the continuation of ongoing programmes of investment in new homes (£260m), housing major works and improvements (£75m), the 'Invest to Save' acquisition of Council owned temporary accommodation (£13m), traffic and engineering improvements (£12m) and school buildings (£7m). The Council will also continue to invest in new vehicles (£5m) to help meet all new emissions standards in London (ULEZ).

Table 10 – Capital Programme 2019-22

	2019-20 £000	2020-21 £000	2021-22 £000	Total £000
Housing and Adult Social Services	114,171	131,067	103,224	348,462
Children's, Employment and Skills	6,170	870	250	7,290
Environment and Regeneration	10,013	8,375	5,275	23,663
Total Capital Programme	130,354	140,312	108,749	379,415

5.2 The Council has a fully funded Capital Strategy for the period 2019-22. This is set out at **Appendix E1**, including:

- The capital programme 2019-20 and provisional programme 2020-22 summarised by each major ongoing programme or scheme;

- The estimated funding of the capital programme and underlying need to borrow to finance capital expenditure (linked to the Treasury Management and Investment Strategy 2019-20 at **Appendix E2** that was considered by Audit Committee on 31 January 2019);
- Affordability prudential indicators and the minimum revenue provision (MRP) policy for the annual repayment of debt associated with the financing of capital expenditure.

5.3 Related to the Capital Strategy and the Treasury Management and Investment Strategy, the Council also has a Strategy for Other Investments (including Commercial Investments) 2019-20. This is set out at **Appendix E3**.

6 COUNCIL TAX AND RETAINED BUSINESS RATES 2019-20

Islington Council Tax Base 2019-20

6.1 On 31 January 2019, the Audit Committee agreed for 2019-20 a council tax base of 79,524.3 Band D properties for the Council's whole area, and 45.2 Band D properties for the Lloyd Square Garden Committee area. The council tax base figures assume a collection rate of 98.0% for the Council's whole area and 98.0% for the Lloyd Square Garden Committee Area.

Council Tax 2019-20

6.2 Sections 31A and 31B of the amended Local Government Finance Act (LGFA) 1992 require the Council to calculate its gross expenditure, gross income and council tax requirement. For these purposes, HRA expenditure and income is included even though it has no effect on council tax, and the gross expenditure figure includes special expenses relating to part only of the Council's area. The calculation of the 2019-20 council tax requirement is set out in **Table 11** below.

Table 11 – Section 31A (amended LGFA 1992) Calculation 2019-20

	£
Aggregate of the amounts which the Council estimates for items set out in Section 31A (2) (a) to (f) of the LGFA 1992 (A)	£981,195,900.00
Aggregate of the amounts which the Council estimates for items set out on Section 31A (3) (a) to (d) of the LGFA 1992 (B)	(£888,201,938.09)
Calculation of the council tax requirement under Section 31A (4), being the amount by which the sum aggregated at (A) above exceeds the aggregate at (B) above	£92,993,961.91

6.3 The calculation of the relevant (average) 2019-20 council tax per Band D property is set out in **Table 12** below.

Table 12 – Section 31B (amended LGFA 1992) Calculation 2019-20

Council Tax Requirement	£92,993,961.91
Council Tax Base	79,524.3
2019-20 Relevant Band D Council Tax	£1,169.38
Increase Compared to 2018-19	2.99%

- 6.4 Each billing authority and precepting authority must determine whether its relevant basic amount of council tax for a financial year is excessive. If an authority's relevant basic amount of council tax is excessive, a referendum must be held in relation to that amount. For 2019-20, the relevant basic amount of council tax for Islington would be excessive if it is 3% or more higher than its relevant basic amount of council tax for 2018-19. Therefore, the proposed 2.99% increase in the relevant basic amount of Band D Islington council tax is not excessive.
- 6.5 Additional council tax calculations are required where special items relate to part only of the Council's area (for Islington, the Lloyd Square Garden Committee special expense). The calculation of the 2019-20 basic amount of council tax for dwellings in Islington to which no special item relates (i.e. outside the Lloyd Square Garden Committee area) is shown in **Table 13** below.

Table 13 – 2019-20 Basic Council Tax for All Other Parts of the Council's Area

Council Tax Requirement (including Lloyd Square Garden Committee special expense)	£92,993,961.91
Less Lloyd Square Garden Committee special expense	(£17,201.91)
Council Tax Requirement (excluding special expenses)	£92,976,760.00
Council Tax Base	79,524.3
2019-20 Basic Band D Council Tax for All Other Parts of the Council's Area	£1,169.16
Increase Compared to 2018-19	2.99%

- 6.6 The Lloyd Square Garden Committee special expense is £17,201.91 in 2019-20. When this is divided by the Lloyd Square Garden Committee Band D taxbase (45.2), it gives a charge of £380.57 per Band D property for 2019-20. This will be charged to Lloyd Square Garden area dwellings in addition to the basic Islington Band D council tax of £1,169.16 for all other parts of the Council's area.
- 6.7 The 2019-20 basic amount of Islington council tax for each valuation band for the Lloyd Square Garden area and all other parts of the Council's area are shown in **Table 14** below. These amounts are calculated by multiplying the Band D council tax amount per property by the proportions set out in Section 5(1) of the LGFA 1992.

Table 14 – Basic Islington Council Tax 2019-20

Valuation Bands	Lloyd Square Garden Area (£)	All Other Parts of the Council's Area (£)
A	1,033.16	779.44
B	1,205.35	909.35
C	1,377.54	1,039.25
D	1,549.73	1,169.16
E	1,894.11	1,428.97
F	2,238.51	1,688.79
G	2,582.89	1,948.60
H	3,099.47	2,338.32

6.8 The 2019-20 GLA precept for each valuation band is shown in **Table 15** below.

Table 15 – GLA Precept 2019-20

Valuation Bands	GLA (£)
A	213.67
B	249.29
C	284.90
D	320.51
E	391.73
F	462.96
G	534.18
H	641.02

6.9 In accordance with Section 30(2) of the LGFA 1992, **Table 16** below shows the total amount of 2019-20 council tax (including GLA precept) for each valuation band over each of the Council's areas.

Table 16 – Total Islington and GLA Council Tax 2019-20

Valuation Bands	Lloyd Square Garden Area (£)	All Other Parts of the Council's Area (£)
A	1,246.83	993.11
B	1,454.64	1,158.64
C	1,662.44	1,324.15
D	1,870.24	1,489.67
E	2,285.84	1,820.70
F	2,701.47	2,151.75
G	3,117.07	2,482.78
H	3,740.49	2,979.34

London Business Rates Pilot Pool

- 6.10 Approval is sought in the recommendations of this report for the Council to participate in the second year of the London Business Rates Retention Pilot Pool in 2019-20. The pilot pool has been developed by London Councils and will require London Boroughs, the City of London and the Greater London Authority to pool 75% of business rates received in 2019-20. Pooling is voluntary and all pool members must formally agree to join for it to happen but are free to leave after a year. The Memorandum of Understanding is attached at **Appendix F**.
- 6.11 The Council's overall level of core settlement funding in 2019-20 will be the same inside the pool as it would be outside it. However, the composition of core settlement funding will change from being part of the pool, with Revenue Support Grant and top-up grant replaced by a greater retained share of business rates income and a tariff payment to the pool.
- 6.12 All pool members will share the benefits of future growth in business rates income, with 15% of growth proceeds allocated to a Strategic Investment Pot and the remaining 85% distributed to pool members. There is no guarantee that the Council will not be worse off inside the pool than it would be outside it. The Council will not be worse off, unless pool growth is negative.
- 6.13 There will be no upper levy (ceiling) on growth proceeds that can be retained by the pool, and a safety net (floor) will protect 95% of income.
- 6.14 No new burdens will be imposed by the Government and participation will not prejudice the outcome of the Government's so-called Fair Funding Review for London boroughs.

7 MATTERS TO CONSIDER IN SETTING THE BUDGET

COMMENTS OF THE SECTION 151 OFFICER

- 7.1 The Council, when determining the budget and thereby the level of council tax, must take into account the report of its Section 151 Officer. The report must comment on the robustness of the estimates included in the budget and parallel consideration of the adequacy of the Council's proposed reserves. This section of the report includes consideration of these specific areas and enables the authority to discharge its duty to take account of the statutory report under Section 25(2) of the Local Government Act 2003.
- 7.2 The process for challenging, compiling and collating the budget begins in April prior to the year for which the council tax is being set. The process involves all of the spending departments, and assumptions are scrutinised throughout the year. It is the thoroughness of this process which provides the assurance that all strategic, operational and financial risks facing the authority have been taken into account, as far as they are reasonably anticipated to be incurred by the Council in the next financial year.
- 7.3 The scale of the revenue budget gap in 2019-20 and the uncertainty over local authority funding in the following years has been a challenge for the organisation. Important financial management principles have been applied to the closing of the budget gap for 2019-20 and the forecast gap for the following two years. The principles have been to make prudent forecasts of funding levels, inflation and budget pressures, to avoid using one-off resources to close the ongoing budget gap and to look to produce a set of base budget savings proposals to cover a three-year period. This has been a significant challenge but an important one in order to provide a level of financial resilience when heading into a very uncertain future for local authority funding. It should be noted that between 2020-21 and 2021-22 a further £8m of efficiency savings is expected from all services and work will need to be undertaken to identify in detail those savings. The future years' budgets from 2020-21 look extremely challenging for the Council and will result in the need to take further tough decisions to ensure the budget is balanced.
- 7.4 The challenge to close a revenue budget gap of c£50m over the period 2019-22 should be considered against the Council already having delivered £225m of savings since 2010, having faced significant cash cuts to Central Government funding in every budget year (continuing at least until 2020) and with inflationary and demographic pressures rising at a trajectory even beyond that for which we attempt to budget. There are no easy decisions left to make. Given the difficulty in identifying such significant savings proposals, there is inevitably a degree of risk with their achievement - that risk has increased year-on-year as finding savings has got harder. The risk with these budget proposals will be mitigated through a new programme management approach introduced this year, proposals for robust project and financial monitoring, financial discipline by services in managing budgets and having prudent levels of base budget contingency and reserves. Budget contingency has been increased in this budget to reflect the level of risk. It is welcomed that on 6 September 2018 the Executive agreed, in principle, to increase General Fund balances in the 2019-20 budget to £10.7m (5% of the net budget requirement) from the previous level of £8.7m (4% of the net budget requirement). This level is considered to be a minimum level in the context of the medium-term risk to the budget and the aim is to see it increased in the future when opportunities arise.
- 7.5 Subject to the concerns raised in **paragraphs 7.3** and **7.4** above, it is the opinion of the Section 151 Officer that the estimates for 2019-20 have been prepared on a robust basis.

- 7.6 In setting the level of General Fund reserves and balances, account has been taken of the key financial assumptions underpinning the budget, the views of the Council's auditors, the level of earmarked reserves and provisions, and the risks facing the Council over the medium-term. The MTFS has been updated for the 2019-20 budget to set a policy for the minimum of general balances to be at 5% of the budget requirement. It is the Section 151 Officer's view that the level of General Fund balances over the medium-term should be increased. Earmarked reserves are currently sufficient, at the level set out in this report, but as the scale of investment required in the transformation programme becomes clear and able to be better estimated, it is expected that the Transformation Reserve will require further funds over the medium-term.

COMMENTS OF THE MONITORING OFFICER

Overall

- 7.7 This report sets out the basis upon which a recommendation will be made for the adoption of a lawful budget and the basis for the level of the council tax for 2019-20. It also outlines the Council's current and anticipated financial circumstances, including matters relating to the General Fund budget and MTFS, the HRA, the capital programme, and borrowing and expenditure control.
- 7.8 The setting of the budget and council tax by Members involves their consideration of choices. No genuine and reasonable options should be dismissed out-of-hand and Members must bear in mind their fiduciary duty to the council taxpayers of Islington.
- 7.9 Members must have adequate evidence on which to base their decisions on the level of quality at which services should be provided. Where a service is provided pursuant to a statutory duty, it would not be lawful to fail to discharge it properly or abandon it, and where there is discretion as to how it is to be discharged, that discretion should be exercised reasonably. Where a service is derived from a statutory power and is in itself discretionary that discretion should be exercised reasonably.
- 7.10 The report sets out the relevant considerations for Members to consider during their deliberations and Members are reminded of the need to ignore irrelevant considerations. Members have a duty to seek to ensure that the Council acts lawfully. They are under an obligation to produce a balanced budget and must not knowingly budget for a deficit. Members must not come to a decision which no reasonable authority could come to; balancing the nature, quality and level of services which they consider should be provided against the costs of providing such services.
- 7.11 Under the constitutional arrangements, the setting of the Council budget is a matter for the Council, having considered recommendations made by the Executive. Before the final recommendations are made to the Council, the Policy and Performance Scrutiny Committee must have been given the opportunity to scrutinise these proposals and the Executive should take into account its comments when making those recommendations.

London Business Rates Pilot Pool

- 7.12 The Council has power to participate in the London Business Rates Retention Pilot Pool for 2019-20, and participation would be reasonable, lawful and for a proper purpose.

- 7.13 Two or more relevant authorities can be designated by the Secretary of State for the purposes of pooling their business rates, with the effect that business rates can be retained by those authorities: Part IX of Schedule 7B to the Local Government Finance Act 1988. The authorities that can be designated include the London Boroughs and the Greater London Authority. The Council has billing functions and can participate in the pooling arrangement that will be subject to the Secretary of State's designation by virtue of section 111 of the Local Government Act 1972 (the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions). The Council's participation in the pooling arrangement appears to have a number of potential advantages: in particular, the ability to receive additional business rates, and benefiting (directly or indirectly) from the strategic investment projects that will be made across London. Obtaining this additional income, and benefitting from the strategic investment projects, would be proper and lawful purposes for entering into the pooling arrangement. There is no longer a 'no detriment' guarantee that no member of the pool will be worse off inside the pool than outside of it, but this should only arise if pool growth is negative. The reasonableness of the proposed arrangement is also supported by the fact that the arrangement is a pilot for 2019-20 only. The Government is looking to put the pooling arrangement onto statutory footing for 2020-21 onwards.
- 7.14 There are a variety of mechanisms that could be established for pooling, and discussions have taken place under the auspices of London Councils as to which mechanism to put forward. The preferred mechanism is for the London Boroughs and the GLA to enter into a Memorandum of Understanding (rather than a more formal contractual arrangement), with delegation to the Lead Authority (there has to be a Lead Authority in accordance with the Schedule 7B framework: in this case, that would be the City of London Corporation) and a degree of consultation before decisions are made. The Council has power to delegate decision-making and administrative functions to another local authority. It would be lawful for the Council to adopt this mechanism on the basis that it provides for a degree of flexibility and allows for an appropriate level of participation in the decision-making through the consultative process. The Council will not have a veto on decision-making for the Pool's Strategic Investment Pot: however, it does have a role in the decision-making process, and should take some reassurance from the fact that (i) decisions will only be taken if two-thirds of participating boroughs agree; and (ii) no entire sub-region is in disagreement with the decision.
- 7.15 It is not necessary for the Council to engage in consultation with respect to participating in the business rates pilot pool; there is no statutory obligation to do so and no common law obligation either. There are no obvious equality implications that would require a residents' impact assessment.

RESIDENT IMPACT ASSESSMENT

- 7.16 The Equality Act 2010 sets out the requirement for the Council to pay due regard in the exercise of its functions to the need to:
- 7.16.1 Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
 - 7.16.2 Advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - 7.16.3 Foster good relations between people who share a protected characteristic and those who do not.

- 7.17 A Resident Impact Assessment (RIA) of the 2019-22 budget proposals is set out at **Appendix G**. It is supplemented at a departmental level by detailed RIAs of major proposals. These demonstrate that the Council has met its duties under the Equality Act 2010 and has taken account of its duties under the Child Poverty Act 2010.
- 7.18 It is difficult to make savings on the scale required without any impact on residents, and there will inevitably be some impact on particular groups, including those with protected characteristics as defined by the Equality Act. The Council is not legally obligated to reject savings with negative impacts on any particular groups but must consider carefully and with rigour the impact of its proposals on the Public Sector Equality Duty (as set out above), take a reasonable and proportionate view about the overall impact on particular groups and seek to mitigate negative impacts where possible. In this context, the Council's proposals for achieving savings are considered to be reasonable overall and take adequate account of the three duties set out under the Equality Act 2010.
- 7.19 The Council must have due regard to the Public Sector Equality Duty, which is integral to the Council's functions, and which is set out in Section 149 of the Equality Act 2010 as follows:
- (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) 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.
 - (3) 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.
 - (4) 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.
 - (5) 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.
 - (6) The relevant protected characteristics are-

age;
disability;
gender reassignment;
pregnancy and maternity;
race;
religion or belief;
sex; and

sexual orientation.

Annual Pay Policy Statement 2019-20

7.20 Section 38 of the Localism Act 2011 requires local authorities to publish an annual 'Pay Policy Statement', setting out their policies in respect of chief officer remuneration and other specified matters. Regard must be had to guidance published by the Secretary of State in preparing the statement, which must be approved by full Council. The Council is then constrained by its pay policy statement when making determinations on chief officer pay, although the statement may be amended at any time by a further resolution of the full Council. The Council's Annual Pay Policy Statement for 2019-20 is provided at **Appendix H**.

Final Report Clearance

Signed by



19 February 2019

Executive Member for Finance, Performance
and Community Safety

Date

Responsible Officer : Alan Layton, Service Director Financial and Asset Management
(Acting Section 151 Officer)

Report Authors : Tony Watts, Head of Financial Planning
Martin Houston, Strategic Financial Advisor

Legal Implications Author:

Peter Fehler, Assistant Director – Corporate and Dispute Resolution

This page is intentionally left blank

APPENDIX A - GENERAL FUND MEDIUM TERM FINANCIAL STRATEGY 2019-20 TO 2021-22

	2018-19	2019-20				2020-21					2021-22					
	Budget £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Projected £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Projected £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Projected £000
DEPARTMENTS																
Chief Executive	2,075	73	(145)		(50)	1,953				(75)	1,878				(75)	1,803
Children, Employment and Skills	81,720	2,000	426	880	(2,338)	82,688		774		(2,208)	81,254		(80)		(2,113)	79,061
Environment and Regeneration	13,959	2,507	1,770	90	(2,930)	15,396	226			(2,250)	13,372	244			(1,954)	11,662
Housing and Adult Social Services	78,375	4,386	(3,889)	3,562	(4,031)	78,403				(970)	77,433				(680)	76,753
Public Health	0		194		(194)	0				(208)	(208)				(180)	(388)
Resources	48,595	1,498	(8,270)		(2,852)	38,971				(780)	38,191				(2,325)	35,866
NET COST OF SERVICES	224,724	10,464	(9,914)	4,532	(12,395)	217,411	226	774	0	(6,491)	211,920	244	(80)	0	(7,327)	204,757
Corporate Growth / Savings	4,567	150	(4,450)		(1,380)	(1,113)	8,200	(4,000)	5,000	(2,080)	6,007	8,200		5,000	(4,100)	15,107
Continuous Improvement Savings Target	0					0				(4,000)	(4,000)				(4,000)	(8,000)
Corporate Financing Account	(26,579)		1,536			(25,043)		283			(24,760)		23			(24,737)
Central Pensions Costs	0		9,348			9,348					9,348					9,348
Levies	22,277	508	(2,823)			19,962	900				20,862	1,580				22,442
Special Expense - Lloyd Square Garden Committee	17					17					17					17
NET OPERATING EXPENDITURE	225,007	11,122	(6,304)	4,532	(13,775)	220,582	9,326	(2,943)	5,000	(12,571)	219,394	10,024	(57)	5,000	(15,427)	218,934
Contingency	2,000		3,080			5,080		(80)			5,000					5,000
Transfer to/(from) Other Earmarked Reserves	(7,219)		3,012			(4,207)		1,400			(2,807)		2,807			0
New Homes Bonus Grant	(6,176)		1,125			(5,051)		970			(4,081)		1,902			(2,179)
Council Tax Administration Grants	(600)		35			(565)					(565)					(565)
AMOUNT TO BE MET FROM BUSINESS RATES AND COUNCIL TAX	213,012	11,122	948	4,532	(13,775)	215,839	9,326	(653)	5,000	(12,571)	216,941	10,024	4,652	5,000	(15,427)	221,190
CHANGE COMPARED TO PREV YEAR (%)	2.17%					1.33%					0.51%					1.96%
Revenue Support Grant	0					0					0					0
Retained Business Rates	(169,232)		39,417			(129,815)					(129,815)					(129,815)
(Top-up)/Tariff	54,668		(32,807)			21,861					21,861					21,861
SETTLEMENT FUNDING ASSESSMENT (SFA)	(114,564)	0	6,610	0	0	(107,954)	0	0	0	0	(107,954)	0	0	0	0	(107,954)
Additional Retained Business Rates Income	(5,455)		(7,700)			(13,155)		4,000			(9,155)					(9,155)
Transfers (to)/to the Collection Fund	(4,229)		2,493			(1,736)		1,736			0					0
COUNCIL TAX REQUIREMENT	88,764	11,122	2,351	4,532	(13,775)	92,994	9,326	5,083	5,000	(12,571)	99,832	10,024	4,652	5,000	(15,427)	104,081

APPENDIX B: GENERAL FUND SAVINGS 2019-22

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2019-20 £000s	2020-21 £000s	2021-22 £000s	TOTAL £000s
1	Corporate/Project	2020 Customer Programme	Redesigning our customer service offer across the council, bringing together transactional services to provide a better service for residents	280	330	400	1,010
2	Resources	Post, Stationery, Cleaning	Savings on postage, stationery and facilities management costs as a result of new ways of working	200	0	0	200
3	Corporate/Project	2020 Organisation Design	Savings resulting from a review of management spans and tiers and improved administrative processes across the council	550	250	200	1,000
4	Resources	Property	Savings resulting from a new property strategy, increasing income, more co-locating with partners and reducing the council's office footprint	377	595	2,325	3,297
5	Housing and Adult Social Services	Adult Social Care Case Reviews	Conduct annual reviews of Adult Social Care packages in line with relevant legislation, applying a strengths-based approach to create better outcomes for residents in the care system	1,510	660	680	2,850
6	Corporate/Project	Adults Localities	Implementation of the new "Localities" model in partnership with the voluntary and community sector, health organisations and our other local partners to align preventative services and reduce long-term demand	0	1,000	2,500	3,500
7	Children's, Employment and Skills Department	Children's Early Help	Redesigning our early help services to improve our preventative offer in children's services	20	100	328	448
8	Public Health	Public Health Lifestyle	Change the way we deliver public health behaviour-change programmes, including health checks and exercise on referral, through our universal services and other more cost-effective methods	194	208	180	582
9	Children's, Employment and Skills Department	Children in Need	Recruitment of additional children's social workers to reduce longer-term demand	981	1,682	1,682	4,345
10	Children's, Employment and Skills Department	CES efficiencies	Increasing income received by the Health and Wellbeing Service and realising efficiencies and reducing back-office costs in the Children's, Employment and Skills directorate	140	20	0	160
11	Children's, Employment and Skills Department	Play and Youth	Maintaining the availability and scope of play and youth provision by reducing its costs through new commissioning arrangements and more efficient back-office support	175	90	35	300
12	Children's, Employment and Skills Department	Youth Offending Service Management	Reduced operational costs for the Youth Offending Service to reflect a reduction in the cohort of young people requiring the service	0	90	0	90
13	Housing and Adult Social Services	Temporary Accommodation	Improving the quality and reducing the cost of temporary accommodation through purchasing homes to be owned by the council and used by it for temporary accommodation	600	200	0	800
14	Environment and Regeneration	Community Safety	Focusing Trading Standards and Environmental Health teams on high-risk areas, securing additional external income for Pest Control and reduced back-office support	130	175	0	305
15	Environment and Regeneration	HMO Licensing	Increased income as a result of a new Homes in Multiple Occupation licensing scheme in Finsbury Park	85	0	0	85
16	Environment and Regeneration	Traffic and Parking	Financial impact of separate policy decisions to be taken by the Executive in January to improve the borough's air quality	1,930	1,175	875	3,980
17	Environment and Regeneration	Increased Income	Increased income in Environment and Regeneration from Leisure Management, trading services in tree management and commercial waste, and stricter monitoring of works carried out on the public highway	325	94	237	656
18	Environment and Regeneration	Service Integration	Reduced costs as a result of better integration of public realm services within Environment and Regeneration and on housing estates	260	115	225	600
19	Environment and Regeneration	Public Realm Transformation	Management savings in Environment and Regeneration as a result of implementing new technology	100	300	317	717
20	Environment and Regeneration	WRC Reorganisation	A more efficient operation at the Waste and Recycling Centre, using technology to automate access to the facility	100	155	300	555
21	Resources	Corporate Service Redesign	Re-design of support services in Financial Management, Procurement and Human Resources to reduce costs	825	0	0	825
22	Chief Executive's Department	Chief Executive's Department Savings	Staffing reductions in the Chief Executive's department and securing additional commercial income for print services	50	75	75	200
23	Corporate/Project	Commissioning and Procurement	Savings resulting from a corporate review of contracting and procurement arrangements, helping to get a better deal for the council and apply a category-management approach	550	500	500	1,550
24	Resources	Revenues and Benefits Efficiencies	Efficiency savings in Revenues and Benefits, including deleting some vacant posts, increasing income from externally traded services and improved collection of current and older debt, realigning the Resident Support Scheme in line with demand and process improvements that reduce costs	1,352	0	0	1,352
25	Resources	Legal Services	Efficiency savings in Legal Services as a result of implementing a new electronic case-management system, and increasing charges for Right to Buy lease extensions in line with other boroughs	70	185	0	255
26	Resources	Elections and Registration	Back-office efficiencies in the Elections team and introduction of new discretionary charges for optional registration services	28	0	0	28
27	Children's, Employment and Skills Department	Continuous Improvement	An ongoing programme of service reviews within the Children's, Employment and Skills directorate through improved commissioning	47	226	68	341
28	Housing and Adult Social Services	Adult Social Care Transformation Programme	Savings from a comprehensive transformation of our in-house provided Adult Social Care services, ensuring they provide a modern, strengths-based service that meets residents' needs	1,500	0	0	1,500

APPENDIX B: GENERAL FUND SAVINGS 2019-22

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2019-20 £000s	2020-21 £000s	2021-22 £000s	TOTAL £000s
29	Housing and Adult Social Services	Telecare	Reduced costs from moving our existing telecare offer to a more modern assistive technology offer and reducing the need for traditional care packages	281	0	0	281
30	Housing and Adult Social Services	Adult Social Care contracts	The council, working with partners, will review the provision of daytime activities and daytime services in Islington with a view to broadening participation and extending the use of local community facilities	80	50	0	130
31	Housing and Adult Social Services	Adult Social Care Advocacy Services	A new approach to non-statutory advocacy services, using existing mainstream service provision rather than a separate, specific offer	60	60	0	120
32	Children's, Employment and Skills Department	Employment Services	Reorganise the council's approach to youth employment, with savings from contract management and more efficient administration	93	0	0	93
33	Children's, Employment and Skills Department	Young People's Accommodation	Purchasing additional high-quality accommodation via HASS where previously more expensive placements have been purchased	100	0	0	100
34	Children's, Employment and Skills Department	Bright Start	Savings from the termination of a contract with an external provider to display information on electronic screens in a number of children's centres (now no longer used) and staff efficiencies	40	0	0	40
35	Children's, Employment and Skills Department	Vacancy Factor	Applying a vacancy factor to low-risk posts in the Children's, Employment and Skills directorate based on anticipated service demand	500	0	0	500
36	Environment and Regeneration	Invest to Save	Investment in LED lighting and controls for street furniture, and a new, floodlit, artificial-grass football pitch in Highbury Fields for hire and community use	0	236	0	236
37	Children's, Employment and Skills Department	Adult Community Learning and Libraries	Savings from deleting vacant posts in Adult and Community Learning, a reduction in sessional tutors made possible by more efficient use of currently under-utilised permanent staff and a reduction in back-office support. Re-align purchases of books, periodicals, magazines and audio-visual materials in line with current demand and delete some vacant posts in the Library service	242	0	0	242
38	Corporate/Project	Enterprise Resource Planner	Introduction of an Enterprise Resource Planner, integrating and automating internal support functions and reducing costs	0	0	500	500
			Total	13,775	8,571	11,427	33,773
			Corporate/Project	1,380	2,080	4,100	7,560
			Chief Executive's Department	50	75	75	200
			Children's, Employment and Skills Department	2,338	2,208	2,113	6,659
			Environment and Regeneration	2,930	2,250	1,954	7,134
			Housing and Adult Social Services	4,031	970	680	5,681
			Public Health	194	208	180	582
			Resources	2,852	780	2,325	5,957
			Total	13,775	8,571	11,427	33,773

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2019-20

	Description/Unit	2018-19	2019-20	% Change
CHARGE FOR BIRTHS, DEATHS AND MARRIAGES CERTIFICATES / REGISTRATION				
Licence for approved premises	Licence for a three year period	£1,500.00	£1,550.00	3.33%
Licensed Venues external to Town Hall	Monday to Friday	£600.00	£620.00	3.33%
	Saturday	£680.00	£700.00	2.94%
	Sunday	£780.00	£800.00	2.56%
	Bank Holiday	£780.00	£800.00	2.56%
Licensed Venues external to Town Hall (out of hours 6pm to 10pm)	Monday to Saturday	£780.00	£800.00	2.56%
	Sunday / Bank Holiday / Christmas Eve, New Years Eve	£880.00	£900.00	2.27%
Richmond Room	Saturday only (2pm to 6pm with max 60 guests)	£480.00	£500.00	4.17%
Mayor's Parlour - marriage or civil partnerships	Tuesday, Wednesday, Thursday, Friday	£380.00	£400.00	5.26%
	Saturday	£580.00	£600.00	3.45%
	Sunday	£680.00	£700.00	2.94%
Room 99 - Marriages or Partnership ceremonies	Basic ceremony (max 30 guests): Monday	£54.00	£54.00	0.00%
	Basic ceremony (max 30 guests): Tuesday, Wednesday, Thursday	£180.00	£190.00	5.56%
	Basic ceremony (max 30 guests): Friday	£230.00	£240.00	4.35%
	Saturday (max 30 guests)	£280.00	£290.00	3.57%
Re-booking of ceremony		£35.00	£40.00	14.29%
Council Chamber - marriage or Civil Partnership or Renewal of vows & Naming Ceremonies	Tues, Weds, Thurs, Fri (includes use of balcony)	£480.00	£500.00	4.17%
	Saturday (includes use of balcony)	£680.00	£700.00	2.94%
	Sunday (includes use of balcony)	£780.00	£800.00	2.56%
Births, deaths, marriages and civil partnership certificates	Express same day within 1 hour (walk in service before 11am)	£20.00	£25.00	25.00%
	Per child	£40.00	Service discontinued	0.00%
Nationality check and send (incl. VAT) for citizenship applicants (Mon-Fri)	Per single adult application	£80.00	Service discontinued	0.00%
	Per child	£45.00	Service discontinued	0.00%
Nationality check and send (incl. VAT) for citizenship applicants - Saturday Service & evening appointments	Per single adult application	£90.00	Service discontinued	0.00%
	Per single adult application	£20.00	Service discontinued	0.00%
Passport Checking Service	Per single adult application	£20.00	£25.00	25.00%
European Passport Return Service	Per single adult application	£120.00	£125.00	4.17%
Private Citizenship Ceremony (Mon - Fri)	Per (per family)	£180.00	£185.00	2.78%
	Per single adult	£10.00	£10.00	0.00%
Proof of Life stamping	Per single adult	£150.00	£155.00	3.33%
Private Citizenship Ceremony (Sat)	Per (per family)	£225.00	£230.00	2.22%
ISLINGTON ASSEMBLY HALL				
Commercial Rates				
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.	£3,310.00	£3,400.00	2.72%
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.	£3,500.00	£3,600.00	2.86%
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.	£1,900.00	Service discontinued	0.00%
Live event hire for a downstairs standing only live event, not 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.	£1,450.00	£1,500.00	3.45%
Live event hire for a full venue live event, not 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.	£1,650.00	£1,700.00	3.03%
Live event hire for a two-night run live event, not 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.	£2,800.00	£2,900.00	3.57%
Non-Commercial Rates				
Council event full-day Monday-Wednesday	8-hour hire of main hall, including basic AV support, room set-up and staffing	£1,200.00	£1,240.00	3.33%
Council event half-day Monday-Wednesday	4-hour hire of main hall, including basic AV support, room set-up and staffing	£700.00	£720.00	2.86%
Council evening event Monday-Wednesday	6-hire hour of main hall, including basic AV support, room set-up, bar staffing	£1,300.00	£1,350.00	3.85%
Community and charity rates	We can offer a reduction on the private / corporate hire rates on Mon-Wed, subject to availability.		£0.00	0.00%
CHILDREN'S, EMPLOYMENT AND SCHOOLS				
Primary School Meals		£2.00	£2.00	0.00%
Children's Centres and Community Centres				
Term Time and Holidays Under 2s - Per week				
Band 1 (Up to £24,999)		£188.17	£193.82	3.00%
Band 2 (£25,000 - £30,999)		£199.12	£205.09	3.00%
Band 3 (£31,000 - £39,999)		£216.69	£223.19	3.00%
Band 4 (£40,000 - £49,999)		£240.12	£247.33	3.00%
Band 5 (£50,000 - £59,999)		£269.40	£277.49	3.00%
New Band 6 (£60,000 - £69,999)		£304.54	£313.68	3.00%
New Band 7 (£70,000 - £79,999)		£316.48	£325.98	3.00%
New Band 8 (£80,000 - £89,999)		£365.04	£379.64	4.00%
New Band 9 (£90,000 - £99,999)		£385.99	£401.43	4.00%
New Band 10 (£100,000 - £120,000)		£393.10	£408.83	4.00%
New Band 11 (above £120,000)		£407.53	£427.91	5.00%
Out of Borough/Marketed		£429.65	£451.14	5.00%
Term Time and Holidays 2 to 3s - Per week				
Band 1 (Up to £24,999)		£184.27	£189.80	3.00%
Band 2 (£25,000 - £30,999)		£195.22	£201.07	3.00%
Band 3 (£31,000 - £39,999)		£212.45	£218.82	3.00%
Band 4 (£40,000 - £49,999)		£235.41	£242.48	3.00%
Band 5 (£50,000 - £59,999)		£264.12	£272.05	3.00%
New Band 6 (£60,000 - £69,999)		£298.57	£307.53	3.00%
New Band 7 (£70,000 - £79,999)		£310.28	£319.58	3.00%
New Band 8 (£80,000 - £89,999)		£331.84	£345.12	4.00%
New Band 9 (£90,000 - £99,999)		£350.89	£364.93	4.00%
New Band 10 (£100,000 - £120,000)		£357.36	£371.66	4.00%
New Band 11 (above £120,000)		£370.47	£389.00	5.00%
Out of Borough/Marketed		£390.59	£410.12	5.00%
Term Time 3 & 4s - Entitled to 15hrs free - Per week				
Band 1 (Up to £24,999)		£129.13	£133.01	3.00%
Band 2 (£25,000 - £30,999)		£136.65	£140.75	3.00%
Band 3 (£31,000 - £39,999)		£148.71	£153.17	3.00%
Band 4 (£40,000 - £49,999)		£164.79	£169.73	3.00%
Band 5 (£50,000 - £59,999)		£184.88	£190.43	3.00%
New Band 6 (£60,000 - £69,999)		£209.00	£215.27	3.00%
New Band 7 (£70,000 - £79,999)		£217.19	£223.71	3.00%
New Band 8 (£80,000 - £89,999)		£232.29	£241.58	4.00%
New Band 9 (£90,000 - £99,999)		£245.63	£255.45	4.00%
New Band 10 (£100,000 - £120,000)		£250.16	£260.16	4.00%
New Band 11 (above £120,000)		£259.33	£272.30	5.00%
Out of Borough/Marketed		£273.41	£287.08	5.00%
Term Time 3 & 4s - Entitled to 30hrs free - Per week				
Band 1 (Up to £24,999)		£73.80	£76.01	3.00%
Band 2 (£25,000 - £30,999)		£78.09	£80.44	3.00%
Band 3 (£31,000 - £39,999)		£84.98	£87.53	3.00%
Band 4 (£40,000 - £49,999)		£94.17	£96.99	3.00%
Band 5 (£50,000 - £59,999)		£105.64	£108.81	3.00%
New Band 6 (£60,000 - £69,999)		£119.43	£123.01	3.00%
New Band 7 (£70,000 - £79,999)		£124.11	£127.83	3.00%
New Band 8 (£80,000 - £89,999)		£132.74	£138.05	4.00%
New Band 9 (£90,000 - £99,999)		£140.36	£145.98	4.00%
New Band 10 (£100,000 - £120,000)		£142.95	£148.67	4.00%
New Band 11 (above £120,000)		£148.19	£155.60	5.00%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2019-20

	Description/Unit	2018-19	2019-20	% Change
Out of Borough/Marketed		£156.24	£164.05	5.00%
Holidays 3 & 4s - Per Week				
Band 1 (Up to £24,999)		£147.58	£152.01	3.00%
Band 2 (£25,000 - £30,999)		£156.18	£160.86	3.00%
Band 3 (£31,000 - £39,999)		£169.96	£175.05	3.00%
Band 4 (£40,000 - £49,999)		£188.33	£193.98	3.00%
Band 5 (£50,000 - £59,999)		£211.30	£217.64	3.00%
New Band 6 (£60,000 - £69,999)		£238.86	£246.03	3.00%
New Band 7 (£70,000 - £79,999)		£248.23	£255.67	3.00%
New Band 8 (£80,000 - £89,999)		£265.47	£276.09	4.00%
New Band 9 (£90,000 - £99,999)		£280.71	£291.94	4.00%
New Band 10 (£100,000 - £120,000)		£285.89	£297.32	4.00%
New Band 11 (above £120,000)		£296.38	£311.20	5.00%
Out of Borough/Marketed		£312.47	£328.09	5.00%
LIBRARY & HERITAGE SERVICES				
Sale of Obsolete Stock	Sales - to help with the purchase of new books	10p to £2 on books, 50p to £2 on CD, computer games, video, DVDs	10p to £2 on books, 50p to £2 on CD, computer games, video, DVDs	0.00%
Digital images (Local history)	Per image	£16.00	£16.00	0.00%
Reservation charges for items not in stock	Service charge - for books obtained via library interloans scheme	£3.80	Full Charge	
PC Printing	Hire charge - cost recovery	15p b/w, 50p colour	15p b/w, 50p colour	0.00%
Genealogical Research	Service charge - cost recovery	£15 per half-hour (Minimum 1 hour)	£15 per half-hour (Minimum 1 hour)	0.00%
Local history photography pass	Per day	£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	17p per day (£7.20 maximum charge per item)	17p per day (£7.20 maximum charge per item)	0.00%
Hire of Music	Hire charge for CDs	50p; 60+ free	50p; 60+ free	0.00%
Photocopying	Charge for use of photocopier - cost recovery	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	0.00%
Hall Lettings	Hall lettings	Increase in line with inflation (round to £29 to £175 per hour)	Increase in line with inflation (round to £29 to £175 per hour)	0.00%
Charges for Lost Items	Cost of replacing lost items	Original purchase price	Original purchase price	0.00%
Replacement Library Cards	Cost of replacing lost card	£2.10	£2.20	4.76%
DVDs Hire charge per night	New feature films	£2.00	£2.00	0.00%
	Other / Non feature films	£1.50	£1.50	0.00%
Local History and re-sale materials sales	Sales - cost recovery	Price range from 25p to £26	Price range from 25p to £26	0.00%
Local History Centre - Commercial Reproduction Charges: Books, periodicals, printed materials, e-books, CDs.				
Front cover / jacket	UK rights (World rights double fee)	£80.00	£80.00	0.00%
Interior	UK rights (World rights double fee)	£55.00	£55.00	0.00%
Leaflets and brochures	UK rights (World rights double fee)	£55.00	£55.00	0.00%
Advertising in newspapers and periodicals	UK rights (World rights double fee)	£80.00	£80.00	0.00%
Postcards*, greetings cards*, giftware, calendars, posters, publicity material	UK rights (World rights double fee)	£140.00	£140.00	0.00%
* +100 copies		£0.00	£0.00	0.00%
Commercial Interior Design and Decoration				
For up to 5 images, additional images £25		£275.00	£275.00	0.00%
Television				
Per transmission	One showing, one country including TV advertisements	£80.00	£80.00	0.00%
5-year unlimited transmission	Excluding video & DVD	£275.00	£275.00	0.00%
DVDs, films, videos & CD-ROMS				
UK rights (World rights double fee)		£140.00	£140.00	0.00%
Exhibitions				
Exhibitions		£80.00	£80.00	0.00%
Web Use				
Including blog posts and social media		£80.00	£80.00	0.00%
Education Library Service				
Primary School	Per pupil	£18.00	£18.00	0.00%
Secondary School	Full subscription	£5,290.00	£5,464.60	3.30%
	Tutor Box Only	£2,530.00	£2,613.50	3.30%
PVI Nurseries		£190.00	£196.30	3.32%
Out of Borough schools : Artefact Topic boxes	Per box + £15 delivery and collection charge	£70.00	£75.00	7.14%
RESOURCES				
Telecare				
Monitoring Service	Per week	£3.60	£3.70	2.78%
Full Service	Per week	£7.12	£7.40	3.93%
Peabody Trust - Alleyn House	Annual	£5,967.05	£6,164.00	3.30%
Peabody Trust - Lampson House	Annual	£4,339.67	£4,482.90	3.30%
Islington & Shoreditch	Annual	£2,845.07	£2,939.00	3.30%
Crown Housing	Annual	£3,426.27	£3,539.30	3.30%
From 20/11/2017 Barnsbury Housing Association				
HOUSING & ADULT SOCIAL SERVICES				
Adult Social Services				
Community care charges	No unit charge, individually assessed charge under Government regulations. The Care Act 2014 provides local authorities with the power to charge adults in receipt of care and support services.			
Residential care charges	No unit charge, individually assessed charge under Government regulations. The Care Act 2014 provides local authorities with the power to charge adults in receipt of care and support services.			
Meals in day care centres		£3.00	£3.10	3.33%
Deferred Payments	Set up fee	£1,495.00	£1,544.00	3.28%
	Annual fee	£529.00	£546.50	3.31%
	Complex case fee per hour	£126.00	£130.20	3.33%
Deputyship	Annual management fee	Various fixed rates	Various fixed rates	0.00%
Protection of Property	Admin Fee	£363.00	£375.00	3.31%
	Fee per hour	£27.32	£28.20	3.22%
Protection of Property - Pets	Flat fee per week - for a dog	£18.38	£16.90	3.17%
	Flat fee per week - for a cat	£10.89	£11.20	2.85%
Housing Needs & Strategy				
Furniture Storage		£143.77	£148.50	3.29%
ENVIRONMENT & REGENERATION				
PUBLIC PROTECTION				
Charges for carrying out works in default following service of Notices	Per case	£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				
LLC1	Additional parcel £1	£24.00	£26.00	8.33%
Con29R	Additional Parcel £20	£98.00	£106.00	8.16%
Enhanced Personal search		£0.00	£0.00	0.00%
Information search		£53.00	£57.00	7.55%
Personal inspection of the Local Land Charges Register under EIR		£0.00	£0.00	0.00%
Part 2 (Con29Q) questions		£11.00	£12.00	9.09%
Part 3 (your own) questions		£23.00	£24.00	4.35%
Right of Light Registration		£74.00	£80.00	8.11%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2019-20

	Description/Unit	2018-19	2019-20	% Change
LAND SEARCH ENQUIRIES				
Per reply letter		£69.00	£71.00	2.90%
Per copy of consent		£1.00	£1.00	0.00%
SCIENTIFIC SERVICES				
First Copy (per sheet)		£14.50	£15.00	3.45%
Each subsequent (per sheet)		£5.20	£5.30	1.92%
ANIMAL SERVICES				
Dog Recovery		£30.00	£31.50	5.00%
Animal Rehoming		£53.00	£55.65	5.00%
Animal Boarding		£12.00	£12.60	5.00%
Register of Seized Dogs		£4.20	£4.41	5.00%
Animal Boarding Establishments Act 1963				
Licence		£353.00	£370.65	5.00%
Renewal		£353.00	£370.65	5.00%
Breeding Dogs Act 1973				
Licence		£291.00	£305.55	5.00%
Renewal		£291.00	£305.55	5.00%
Dangerous Wild Animals Act 1976				
Licence		£353.00	£370.65	5.00%
Renewal		£353.00	£370.65	5.00%
Performing Animals (Regulations) Act 1925				
Registration (once only)		£55.00	£57.75	5.00%
Copy Certificate		£21.00	£22.05	5.00%
Pet Animals Act 1951				
Licence		£353.00	£370.65	5.00%
Renewal		£353.00	£370.65	5.00%
Riding Establishments Act 1964				
Licence		£498.00	£522.90	5.00%
Renewal of Provisional Licence		£498.00	£522.90	5.00%
Pest Control				
Contracted Pest Control treatments - per hour plus VAT		£182.00	£187.10	2.80%
RESIDENTIAL ENVIRONMENTAL HEALTH				
Notices served and Orders made under Housing Act 2004				
HMO licensing	Per letting	£280.00	£288.00	2.86%
HMO licensing - accredited landlords	Per letting	£239.00	£245.00	2.51%
HMO licensing - assisted applications	Per HMO	£343.00	£352.00	2.62%
Renewal of HMO licence after 5 year term from 11/12	Per letting	£218.00	£224.00	2.75%
Renewal of HMO licence for accredited landlord after 5 year term from 11/12	Per letting	£197.00	£202.00	2.54%
HMO Licensing of large student accommodation blocks	Per letting	£32.00	£33.00	3.13%
HMO licensing s257 HMOs	Per building	£685.00	£703.00	2.63%
HMO licensing - accredited landlords s257 HMOs	Per building	£581.00	£597.00	2.75%
HMO licensing - assisted applications s257 HMOs	Per building	£176.00	£181.00	2.84%
Renewal of HMO licence after 5 year term from 15/16 s257 HMOs	Per building	£550.00	£565.00	2.73%
Renewal of HMO licence for accredited landlord after 5 year term from 15/16 for s257 HMOs	Per building	£477.00	£490.00	2.73%
COMMERCIAL ENVIRONMENTAL HEALTH				
Food Hygiene Training		£69.00	£69.00	0.00%
EH & TS Regulatory Services (including PAP)	Per hour	£72.70	£75.00	3.16%
PROPERTY RECORD VIEWING, PHOTOCOPYING & VIEWING (CHARGE PER PROPERTY)				
Solicitor's enquiry (24 hour response)		£129.80	£134.00	3.24%
TRADING STANDARDS				
Business Advice				
Charge (per hour or part thereof) for business advice and ancillary advice services.		£70.00	£72.00	2.86%
Primary Authority (Regulatory Enforcement and Sanction Act 2008) charge (per hour or part thereof) for business advice and ancillary advice services.		£70.00	£72.00	2.86%
Explosives Regulations Act 2014	Charges for the licences are set under the Health and Safety and Nuclear (Fees) Regulations 2016 and cannot be changed	Figure set by legislation	Figure set by legislation	0.00%
Explosives Regulations Act 2014	Renewals	Figure set by legislation	Figure set by legislation	0.00%
Explosives Regulations Act 2014	New Applications	Figure set by legislation	Figure set by legislation	0.00%
London Local Authorities Act 2007 Section 75	Registration of Mail Forwarding Business	£100.00	£100.00	0.00%
Weighing and Measuring Equipment				
Charges for examining, testing, certifying, stamping, authorising or reporting on special weighing or measuring equipment. Charges are per officer/hr.		£99.00	£102.00	3.03%
Weights				
Exceeding 5kg or not exceeding 5g		£14.50	£15.00	3.45%
Other weights		£13.50	£14.00	3.70%
Measures				
Linear measures not exceeding 3m		£14.50	£15.00	3.45%
Weighing machines				
Not exceeding 15kg		£35.00	£36.00	2.86%
15kg to 100kg		£54.00	£55.00	1.85%
100kg to 250 kg		£70.00	£72.00	2.86%
250 kg to 1 tonne		£125.00	£128.00	2.40%
1 tonne to 10 tonne		£218.00	£224.00	2.75%
10 tonne to 30 tonne		£426.00	£438.00	2.82%
30 tonne to 60 tonne		£633.00	£650.00	2.69%
Measuring Instruments for Intoxicating Liquor				
Not exceeding 150 ml		£24.00	£25.00	4.17%
Other		£25.00	£26.00	4.00%
Measuring Instruments for Liquid Fuel and Lubricants				
Multigrade				
Container Type (unsubdivided)		£99.00	£102.00	3.03%
a) solely price adjustment		£125.00	£128.00	2.40%
b) otherwise		£218.00	£224.00	2.75%
Other types-single outlets				
a) Solely price adjustment		£98.00	£101.00	3.06%
b) otherwise		£135.00	£139.00	2.96%
Other types - multi outlets - rate per meter		£135.00	£139.00	2.96%
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.				
Minimum Charge between 9am-5pm Monday - Friday for the first hour or part thereof			£95.00	
Minimum Charge outside the hours of 9am-5pm Monday-Friday per hour or part thereof			£142.50	
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.			£95.00	
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		£239.00	£245.00	2.51%
Scrap Metal Dealers Act 2013				
Scrap Metal Dealer - Site Licence	Valid for 3 Years	£528.00	£542.00	2.65%
Scrap Metal Dealer renewal		£528.00	£542.00	2.65%
Scrap Metal Dealer variation		£265.00	£272.00	2.64%
Scrap Metal Collector		£317.00	£326.00	2.84%
Scrap Metal Collector renewal		£317.00	£326.00	2.84%
Scrap Metal Collector variation		£253.00	£260.00	2.77%
Duplicates for either		£5.40	£6.00	11.11%
Tables and chairs				
Management fee - all bands		£417.00	£428.00	2.64%
Band A - Small Business - Price per seat up to 4 seats		£77.00	£77.00	0.00%
Band A - Medium Business - Price per seat 1 - 12 seats		£77.00	£79.00	2.60%
Band A - Medium/Large Business Price per seat 13 upward		£57.00	£59.00	3.51%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2019-20

	Description/Unit	2018-19	2019-20	% Change
Band B - Small Business - Price per seat up to 4 seats		£52.00	£52.00	0.00%
Band B - Medium Business - Price per seat 1 - 12 seats		£52.00	£53.00	1.92%
Band B - Medium/Large Business - Price per seat 13 upward		£37.00	£38.00	2.70%
Band C - Small Business - Price per seat up to 4 seats		£31.50	£31.50	0.00%
Band C - Medium Business Price per seat 1 - 12 seats		£31.50	£32.00	1.59%
Band C - Medium/Large Business - Price per seat 13 upward		£26.50	£27.00	1.89%
A Boards & Tables and Chairs				
Band A price per A board added to existing Tables and Chair licence		£285.00	£293.00	2.81%
Band B price per A board added to existing Tables and Chair licence		£204.00	£210.00	2.94%
Band C price per A board added to existing Tables and Chair licence		£82.50	£85.00	3.03%
A Boards only				
Band A price per A board		£397.00	£408.00	2.77%
Band B price per A board		£285.00	£293.00	2.81%
Band C price per A board		£122.00	£125.00	2.46%
GAMBLING ACT 2005				
Licence Fees				
Bingo Club - New Application		£1,980.00	£2,033.00	2.68%
Bingo Club Annual Fee		£1,010.00	£1,037.00	2.67%
Bingo Club - Variation		£1,390.00	£1,428.00	2.73%
Bingo Club - Transfer		£180.00	£185.00	2.78%
Bingo Club - Re-instatement		£180.00	£185.00	2.78%
Bingo Club - Provisional Statement		£1,980.00	£2,033.00	2.68%
Bingo Club - New Application from Provisional Statement holder		£180.00	£185.00	2.78%
Betting Premises excluding Tracks - New Application		£1,980.00	£3,000.00	51.52%
Betting Premises excluding Tracks Annual Fee		£580.00	£600.00	3.45%
Betting Premises excluding Tracks - Variation		£1,020.00	£1,500.00	47.06%
Betting Premises excluding Tracks - Transfer		£180.00	£185.00	2.78%
Betting Premises excluding Tracks - Re-instatement		£180.00	£185.00	2.78%
Betting Premises excluding Tracks - New Application from Provisional Statement holder		£180.00	£185.00	2.78%
Betting Premises excluding Tracks - Application for Provisional Statement		£1,980.00	£2,033.00	2.68%
Tracks - New Application		£1,980.00	£2,033.00	2.68%
Tracks - Transfer		£420.00	£431.00	2.62%
Tracks - Re-instatement		£420.00	£431.00	2.62%
Tracks - Provisional Statement		£1,980.00	£2,033.00	2.68%
Tracks - New Application from provisional statement holder		£420.00	£431.00	2.62%
CCTV Enquiries/Requests form info Solicitors,				
DVD Single Camera footage		£100.00	£103.00	3.00%
DVD Multiple camera footage		£125.00	£128.00	2.40%
PLANNING & DEVELOPMENT				
Research fee				
Admin time per hr		£55.00	£56.00	1.82%
Self Build/Custom build Register				
Application for entry onto the Register		£350.00	£359.00	2.57%
Pre-application and other advice fees				
Duty Planning Officer Slot		£64.40	£66.50	3.26%
Householder application		£278.00	£287.20	3.31%
Householder application with site visit		£453.00	£467.90	3.29%
Householder follow up meeting /site visit		£180.00	£185.90	3.28%
Listed building consent		£414.00	£427.70	3.31%
Listed building consent with site visit		£595.00	£614.60	3.29%
Listed Building consent follow up meeting		£206.40	£213.20	3.29%
Small scale minor application (up to 3 residential units, or 499 sq.m commercial)		£788.00	£814.00	3.30%
Small scale minor application with site visit		£1,153.00	£1,191.00	3.30%
Small scale minor follow up meeting		£660.00	£681.80	3.30%
Larger scale minor development (4-6 residential units, or 500-999 sq.m commercial) - 4a category		£1,838.00	£1,898.70	3.30%
Large scale minor follow up meeting (4-6) 4a		£1,142.40	£1,180.10	3.30%
Larger scale minor development (7-9 residential units, or 500-999 sq.m commercial) - 4b category		£2,204.00	£2,276.70	3.30%
Large scale minor follow up meeting (7-9) 4b		£1,372.80	£1,418.10	3.30%
(5a) Major application: 10-20 residential units or 1000 to 1999sqm commercial floorspace		£7,956.00	£8,218.50	3.30%
(5a) Major Applications follow up meeting		£2,367.00	£2,445.10	3.30%
(5b) Major application >21 residential units or >2000sqm commercial floorspace		£10,440.00	£10,784.50	3.30%
(5b) Major application per extra meeting		£5,220.00	£5,392.30	3.30%
Planning Performance Agreement - (5a) Major application		£7,920.00	£8,181.40	3.30%
Planning Performance Agreement - (5b) Major application		£9,000.00	£9,297.00	3.30%
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.		£28,888.81	£29,842.10	3.30%
PPA Bespoke - to be agreed for any application proposing >150 residential units and/or >20,000sqm commercial floorspace		To be negotiated	To be negotiated	
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		£2,400.00	£2,479.20	3.30%
Planning Performance Agreement (s73) - for Major 5a Development Type. Additional charges for meetings and unforeseen / extra costs to the LPA		£2,400.00	£2,479.20	3.30%
Planning Performance Agreement (s73) for Major 5b development type. Additional charges for meetings and unforeseen / extra costs to the LPA		£5,000.00	£5,165.00	3.30%
Planning performance Agreement (s73) relating to a development of >150 residential units or >20,000sqm of commercial floorspace		To be negotiated	To be negotiated	
Extensions of time - small scale		£500.00	£516.50	3.30%
Extensions of time - minor 4a		£1,200.00	£1,239.60	3.30%
Extensions of time - minor 4b		£1,600.00	£1,652.80	3.30%
Extension of times Majors (5a)		£7,956.00	£8,218.50	3.30%
Extension of times Majors (5b)		£10,440.00	£10,784.50	3.30%
Design review panel		£4,229.00	£4,368.60	3.30%
Design review panel follow up		£3,239.00	£3,345.90	3.30%
Officer research/ correspondence per hour		£137.00	£141.50	3.28%
Express Enforcement correspondence		£628.00	£648.70	3.30%
Refund for returned invalid application		20% of application fee	20% of application fee	
Streetbook Surgeries		£1,582.00	£1,634.20	3.30%
BUILDING CONTROL				
Property Record Viewing, Photocopying & Viewing (Charge Per Property)				
Enquiry Charge - all information readily available on back-office/land charges or statutory register		£90.00	£94.50	5.00%
Enquiry Charge - additional research required	Additional hours (or part thereof) to deal with enquiry to be charged at standard hourly rate.	£90.00	£94.50	5.00%
Additional page/drawing		£1.00	£1.00	0.00%
Each single copy of microfiche		£10.00	£10.50	5.00%
Solicitor's enquiry (48 hour response)		£270.00	£283.50	5.00%
Temporary Structure-Renewals				
Professional/Technical time per hr	Standard Hourly Rate	£90.00	£94.50	5.00%
Administrative time per hr	Standard Hourly Rate	£90.00	£94.50	5.00%
Demolition notice under section 10 of the London Local Authorities Act 2004	Standard applications	£450.00	£472.50	5.00%
Demolition notice under section 10 of the London Local Authorities Act 2005	Complex applications	£810.00	£850.50	5.00%
Temporary Structure-New Structures & S21 London Building Ct 1939				
Minimum charge	Minimum charge is £300 paid on application, with additional charges to be assessed on a case by case basis based on nature of structure and resources required in order to deal with application.	£300.00	£315.00	5.00%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2019-20

	Description/Unit	2018-19	2019-20	% Change
Dangerous Structures				
Standard Charge on issue of Notice		£270.00	£283.50	5.00%
Site visits and time spent on dealing with matter to be charged at standard hourly rate	Time to be charged at standard hourly rate	On application	On application	
Miscellaneous Charges				
Misc. charges and services delivered that are not specifically stated		On application	On application	
Refunds and Cancellations	£100 + any time spent on application charged at hourly rate	£110.00	£115.50	5.00%
Street Naming or Numbering: New sites or developments				
1-9 units		£200.00	£215.00	7.50%
10-20 units		£264.00	£280.00	6.06%
For each additional unit over 20		£37.00	£40.00	8.11%
Naming a new street (including access ways, mews, cul-de-sacs)		£0.00	£0.00	0.00%
Street Naming or Numbering: Existing property				
Renaming a street		£422.00	£455.00	7.82%
Naming or re-naming of a property		£243.00	£263.00	8.23%
Renumbering of a property		£243.00	£263.00	8.23%
Postcode enquiries		£0.00	£0.00	0.00%
Resubmission with new proposals if original application refused and within 1 month of refusal		£0.00	£0.00	0.00%
ENVIRONMENTAL SERVICES - HIGHWAYS GROUP				
Enquiries/Requests form info Solicitors, Developers/Business Orgs				
Level 1 - Highway search - provide plan		£44.00	£48.00	9.09%
Level 2 - Highway search plan & written response to 1 question		£85.00	£93.00	9.41%
Level 3 - Highway Search plan and written response provided up to 5 questions		£159.00	£170.00	6.92%
Level 4 - Highway search plans and written response to 6+ questions		£212.00	£225.00	6.13%
Permissions Highways Act 1980				
Section 50 opening of highway -Works duration up to 3 days		£340.00	£360.00	5.88%
Section 50 opening of highway -Works duration 4-10 Days		£750.00	£800.00	6.67%
Section 50 opening of highway -Works duration over 10 days		£1,975.00	£2,075.00	5.06%
Section 50 opening of highway - Non excavation		£245.00	£260.00	6.12%
Section 50 opening of highway - Extension fee Footway Works			£200.00	
Section 50 opening of highway - Extension fee Carriageway Works			£400.00	
Temporary Crossover permission- Standard Vehicle		£750.00	£800.00	6.67%
Temporary Crossover permission- Heavy Duty Vehicle Over 5 ton in weight		£1,975.00	£2,100.00	6.33%
Extension fees Temporary crossovers		£175.00	£200.00	14.29%
Site Inspection fee for valid complaints or unauthorised overstay		£175.00	£200.00	14.29%
Skips				
Highways management /Coordination		£90.00	£95.00	5.56%
Highways Licence				
Highways occupation licence		£530.00	£560.00	5.66%
Highways pre works advice for developments & Construction management	Hourly rate	£52.00	£55.00	5.77%
Materials License Fee				
Deposit value <£750 Level 1 Fee		£340.00	£360.00	5.88%
£751-<£1500 Level 2 Fee		£540.00	£570.00	5.56%
£1501-<£3000 Level 3 Fee		£855.00	£900.00	5.26%
£3001-<£6000 Level 4 Fee		£1,000.00	£1,050.00	5.00%
£6001-< Level 5 Fee	On application		Fee 38% of deposit	
Scaffold license fee				
Deposit value <£750 Level 1 Fee		£340.00	£360.00	5.88%
£751-<£1500 Level 2 Fee		£540.00	£570.00	5.56%
£1501-<£3000 Level 3 Fee		£855.00	£900.00	5.26%
£3001-<£6000 Level 4 Fee		£1,000.00	£1,050.00	5.00%
£6001-< Level 5 Fee	On application		Fee 38% of deposit	
Scaffold Gantry license fee				
Deposit value <£750 Level 1 Fee		£700.00	£740.00	5.71%
£751-<£1500 Level 2 Fee		£1,070.00	£1,140.00	6.54%
£1501-<£3000 Level 3 Fee		£1,400.00	£1,500.00	7.14%
£3001-<£6000 Level 4 Fee		£1,500.00	£1,600.00	6.67%
£6001-< Level 5 Fee	On application		Fee 38% of deposit	
Hoarding License Fee				
Deposit value <£750 Level 1 Fee		£340.00	£360.00	5.88%
£751-<£1500 Level 2 Fee		£540.00	£570.00	5.56%
£1501-<£3000 Level 3 Fee		£855.00	£900.00	5.26%
£3001-<£6000 Level 4 Fee		£1,000.00	£1,050.00	5.00%
£6001-< Level 5 Fee	On application		Fee 38% of deposit	
Extension fees for Material, Scaffolding & Hoarding, Gantry Level 1			£200.00	
Extension fees for Material, Scaffolding & Hoarding, Gantry Level 2			£300.00	
Extension fees for Material, Scaffolding & Hoarding, Gantry Level 3			£400.00	
Extension fees for Material, Scaffolding & Hoarding, Gantry Level 4			£500.00	
Extension fees for Material, Scaffolding & Hoarding, Gantry Level 5		£175.00	£600.00	242.86%
Site Inspection fee for valid complaints or unauthorised overstay		£175.00	£200.00	14.29%
Crane Operation licenses				
Oversailing the highway		£800.00	£850.00	6.25%
Operation on the highway		£380.00	£400.00	5.26%
Overhang licence section 177 Highways Act 1980		£350.00	£400.00	14.29%
Containers				
Management fee		£190.00	£200.00	5.26%
Weekly storage fee on the highway		£200.00	£210.00	5.00%
Legal Notices and Works Road Traffic (Regulations) Act 1984				
Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 14(1) for max of 3 months or Emergency works 14(2)		£3,425.00	£3,500.00	2.19%
Extension to section 14 closure per month		£488.00	£525.00	7.58%
Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 16A Commercial street parties		£3,425.00	£3,500.00	2.19%
Permanent traffic orders under all sections of the highways, traffic regulation and road traffic acts		£2,355.00	£2,475.00	5.10%
Rechargeable works				
Professional fees for works : Site Visits/Estimates /Works management			25% of total value for works up to £20,000 then 17.5% of total value	30% of works cost
Emergency call out works: Vehicle and response team		£645.00	£680.00	5.43%
COMMERCIAL WASTE CHARGES				
Waste Management				
Sacks (per 50 sacks)	Per 50	£87.00	£89.90	3.33%
Bulk (per metre)	Metre = 12 bags	£23.00	£23.80	3.48%
Paladin	Per lift	£15.75	£16.30	3.49%
Paladin	Annual hire	£126.00	£130.20	3.33%
Wheellie Bin 240 litre	Per lift	£7.25	£7.50	3.52%
Wheellie Bin 330/360 litre	Per lift	£9.03	£9.30	2.99%
Eurobin 550/660 litre	Per lift	£12.60	£13.00	3.17%
Eurobin 550/660 litre	Annual hire	£136.50	£141.00	3.30%
Eurobin 770 litre	Per lift	£13.65	£14.10	3.30%
Eurobin 770 litre	Annual hire	£157.50	£162.70	3.30%
Eurobin 1100 litre	Per lift	£16.80	£17.40	3.57%
Eurobin 1100 litre	Annual hire	£189.00	£195.20	3.28%
Eurobin 1280 litre	Per lift	£17.85	£18.40	3.08%
Eurobin 1280 litre	Annual	£210.00	£217.00	3.33%
Skips Light Waste (8 yarder)	Per lift	£294.00	£304.00	3.40%
Skips Building Material (8 yarder)	Per lift	£357.00	£369.00	3.36%
Special Collections (Minimum Charge)	One off	£84.00	£86.80	3.33%
Confidential Waste Collection	One off	£68.25	£70.50	3.30%
To purchase Eurobins:				
240 litre		£55.65	£57.50	3.32%
360 litre		£100.80	£104.10	3.27%
660 litre		£399.00	£412.00	3.26%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2019-20

	Description/Unit	2018-19	2019-20	% Change
770 litre		£420.00	£434.00	3.33%
1100 litre		£451.50	£466.00	3.21%
1280 litre		£462.00	£477.00	3.25%
CHARITY/EDUCATIONAL ESTABLISHMENT WASTE CHARGES				
Waste Management				
Sacks (per 50 sacks)	Per 50	£43.00	£44.40	3.26%
Paladin hire	Per lift	£8.51	£8.80	3.47%
Paladin hire	Annual hire	£126.00	£130.20	3.33%
Wheellie Bin 240 litre	Per lift	£4.31	£4.40	2.21%
Wheellie Bin 330/360 litre	Per lift	£6.41	£6.60	3.04%
Eurobin 550/660 litre	Per lift	£6.83	£7.10	4.03%
Eurobin 550/660 litre	Annual hire	£136.50	£141.00	3.30%
Eurobin 770/800 litre	Per lift	£7.98	£8.20	2.76%
Eurobin 770/800 litre	Annual hire	£157.50	£162.70	3.30%
Eurobin 1100 litre	Per lift	£8.51	£8.80	3.47%
Eurobin 1100 litre	Annual hire	£189.00	£195.20	3.28%
Eurobin 1280 litre	Per lift	£9.66	£10.00	3.52%
Eurobin 1280 litre	Annual hire	£210.00	£216.90	3.29%
Skips Light Waste (8 yarder)	Per lift	£210.00	£216.90	3.29%
Skips Light Waste (12 yarder) perm	Per lift	£220.50	£227.80	3.31%
Special Collections (Minimum Charge)	One off	£100.80	£104.10	3.27%
Confidential Waste Collection	One off	£68.25	£70.50	3.30%
To purchase Eurobins:				
240 litre		£55.65	£57.50	3.32%
360 litre		£101.85	£105.20	3.29%
660 litre		£399.00	£412.00	3.26%
770 litre		£420.00	£434.00	3.33%
1100 litre		£451.50	£466.00	3.21%
1280 litre		£462.00	£477.00	3.25%
Duty of Care Document Charge	Quarter	£16.80	£17.40	3.57%
	Half year	£33.60	£34.70	3.27%
	Annual	£66.15	£68.30	3.25%
CLINICAL WASTE CHARGES				
Removal of Bagged Clinical Waste				
Min charge per visit & up to 7 bags (inclusive)	Up to 7 bags	£36.75	£38.00	3.40%
Each additional bag over 7 collected	Each bag	£5.78	£6.00	3.90%
Sharps				
Min charge per visit & up to 5 boxes (inclusive)	Up to 5 boxes	£36.75	£38.00	3.40%
Each additional box over 5 collected	Each box	£5.78	£6.00	3.90%
BULKY WASTE CHARGES				
Removal of Bulky Waste				
Bulky Waste	Per item (minimum charge £30)	£10.00	£10.30	3.00%
Reusable bulky waste	Per item (minimum charge £15)	£5.00	£5.20	4.00%
PARKING PERMITS				
Blue Badge				
Blue Badge processing		£0.00	£0.00	0.00%
Associated residents permit for Blue Badge holders		£0.00	£0.00	0.00%
Blue Badge replacement for lost 1st one in 3 years		£0.00	£0.00	0.00%
Blue Badge replacement for stolen 1st one in 3 years		£0.00	£0.00	0.00%
Blue Badge replacement for lost subsequent ones in 3 years		£10.00	£10.00	0.00%
All Diesel Vehicles - Surcharge in addition to Standard Resident Permit Prices - subject to some vehicle-type policy exemptions				
1 month permit		£8.30	£10.00	20.48%
3 month permit		£24.95	£30.00	20.24%
6 month permit		£49.85	£60.00	20.36%
12 month permit		£99.65	£120.00	20.42%
Residents Parking Permit - based on CO2 emissions				
Zero emission - electric vehicles		£0.00	£0.00	0.00%
Band A - (up to 100g/km) - 1 month permit		£0.00	£0.00	0.00%
Band A - (up to 100g/km) - 3 month permit		£0.00	£0.00	0.00%
Band A - (up to 100g/km) - 6 month permit		£0.00	£0.00	0.00%
Band A - (up to 100g/km) - 12 month permit		£0.00	£0.00	0.00%
Band B - (101-110g/km) - 1 month permit		£6.85	£7.25	5.84%
Band B - (101-110g/km) - 3 month permit		£6.85	£7.25	5.84%
Band B - (101-110g/km) - 6 month permit		£9.10	£11.00	20.88%
Band B - (101-110g/km) - 12 month permit		£18.20	£22.00	20.88%
Band C - (111-120g/km) - 1 month permit		£6.85	£7.25	5.84%
Band C - (111-120g/km) - 3 month permit		£7.65	£7.90	3.27%
Band C - (111-120g/km) - 6 month permit		£15.30	£15.80	3.27%
Band C - (111-120g/km) - 12 month permit		£30.60	£31.60	3.27%
Band D - (121-130g/km) - 1 month permit		£6.80	£7.25	6.62%
Band D - (121-130g/km) - 3 month permit		£20.40	£21.05	3.19%
Band D - (121-130g/km) - 6 month permit		£40.75	£42.10	3.31%
Band D - (121-130g/km) - 12 month permit		£81.50	£84.20	3.31%
Band E - (131-140g/km) - 1 month permit		£8.30	£8.60	3.61%
Band E - (131-140g/km) - 3 month permit		£24.90	£25.70	3.21%
Band E - (131-140g/km) - 6 month permit		£49.75	£51.40	3.32%
Band E - (131-140g/km) - 12 month permit		£99.50	£102.80	3.32%
Band F - (141-150g/km) - 1 month permit		£9.00	£9.25	2.78%
Band F - (141-150g/km) - 3 month permit		£26.75	£27.65	3.36%
Band F - (141-150g/km) - 6 month permit		£53.50	£55.30	3.36%
Band F - (141-150g/km) - 12 month permit		£107.00	£110.60	3.36%
Band G - (151-165g/km) - 1 month permit		£11.15	£11.55	3.59%
Band G - (151-165g/km) - 3 month permit		£33.45	£34.55	3.29%
Band G - (151-165g/km) - 6 month permit		£66.75	£68.95	3.30%
Band G - (151-165g/km) - 12 month permit		£133.50	£137.90	3.30%
Band H - (166-175g/km) - 1 month permit		£12.75	£13.20	3.53%
Band H - (166-175g/km) - 3 month permit		£38.25	£39.50	3.27%
Band H - (166-175g/km) - 6 month permit		£76.50	£79.00	3.27%
Band H - (166-175g/km) - 12 month permit		£153.00	£158.00	3.27%
Band I - (176-185g/km) - 1 month permit		£15.00	£15.45	3.00%
Band I - (176-185g/km) - 3 month permit		£44.75	£46.25	3.35%
Band I - (176-185g/km) - 6 month permit		£89.50	£92.45	3.30%
Band I - (176-185g/km) - 12 month permit		£179.00	£184.90	3.30%
Band J - (186-200g/km) - 1 month permit		£19.00	£19.55	2.89%
Band J - (186-200g/km) - 3 month permit		£56.75	£58.65	3.35%
Band J - (186-200g/km) - 6 month permit		£113.50	£117.25	3.30%
Band J - (186-200g/km) - 12 month permit		£227.00	£234.50	3.30%
Band K - (201-225g/km) - 1 month permit		£22.00	£22.75	3.41%
Band K - (201-225g/km) - 3 month permit		£66.00	£68.20	3.33%
Band K - (201-225g/km) - 6 month permit		£132.00	£136.35	3.30%
Band K - (201-225g/km) - 12 month permit		£264.00	£272.70	3.30%
Band L - (226-255g/km) - 1 month permit		£30.75	£31.80	3.41%
Band L - (226-255g/km) - 3 month permit		£92.25	£95.30	3.31%
Band L - (226-255g/km) - 6 month permit		£184.50	£190.60	3.31%
Band L - (226-255g/km) - 12 month permit		£369.00	£381.20	3.31%
Band M - (256g/km and above) - 1 month permit		£40.00	£41.00	2.50%
Band M - (256g/km and above) - 3 month permit		£118.75	£122.70	3.33%
Band M - (256g/km and above) - 6 month permit		£237.50	£245.35	3.31%
Band M - (256g/km and above) - 12 month permit		£475.00	£490.70	3.31%
Residents Parking Permit - pre-2001 vehicles				
Electric vehicles - zero emissions		£0.00	£0.00	0.00%
Band A - 1 month permit		£0.00	£0.00	0.00%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2019-20

	Description/Unit	2018-19	2019-20	% Change
Band A - 3 month permit		£0.00	£0.00	0.00%
Band A - 6 month permit		£0.00	£0.00	0.00%
Band A - 12 month permit		£0.00	£0.00	0.00%
Band B - (1-900cc) - 1 month permit		£6.85	£7.25	5.84%
Band B - (1-900cc) - 3 month permit		£6.85	£7.25	5.84%
Band B - (1-900cc) - 6 month permit		£9.10	£11.00	20.88%
Band B - (1-900cc) - 12 month permit		£18.20	£22.00	20.88%
Band C - (901-1100cc) - 1 month permit		£6.85	£7.25	5.84%
Band C - (901-1100cc) - 3 month permit		£7.65	£7.90	3.27%
Band C - (901-1100cc) - 6 month permit		£15.30	£15.80	3.27%
Band C - (901-1100cc) - 12 month permit		£30.60	£31.60	3.27%
Band D - (1101-1200cc) - 1 month permit		£6.80	£7.25	6.62%
Band D - (1101-1200cc) - 3 month permit		£20.40	£21.05	3.19%
Band D - (1101-1200cc) - 6 month permit		£40.75	£42.10	3.31%
Band D - (1101-1200cc) - 12 month permit		£81.50	£84.20	3.31%
Band E - (1201-1300cc) - 1 month permit		£8.30	£8.60	3.61%
Band E - (1201-1300cc) - 3 month permit		£24.90	£25.70	3.21%
Band E - (1201-1300cc) - 6 month permit		£49.75	£51.40	3.32%
Band E - (1201-1300cc) - 12 month permit		£99.50	£102.80	3.32%
Band F - (1301-1399cc) - 1 month permit		£9.00	£9.25	2.78%
Band F - (1301-1399cc) - 3 month permit		£26.75	£27.65	3.36%
Band F - (1301-1399cc) - 6 month permit		£53.50	£55.30	3.36%
Band F - (1301-1399cc) - 12 month permit		£107.00	£110.60	3.36%
Band G - (1400-1500cc) - 1 month permit		£11.15	£11.55	3.59%
Band G - (1400-1500cc) - 3 month permit		£33.45	£34.55	3.29%
Band G - (1400-1500cc) - 6 month permit		£66.75	£68.95	3.30%
Band G - (1400-1500cc) - 12 month permit		£133.50	£137.90	3.30%
Band H - (1501-1650cc) - 1 month permit		£12.75	£13.20	3.53%
Band H - (1501-1650cc) - 3 month permit		£38.25	£39.50	3.27%
Band H - (1501-1650cc) - 6 month permit		£76.50	£79.00	3.27%
Band H - (1501-1650cc) - 12 month permit		£153.00	£158.00	3.27%
Band I - (1651-1850cc) - 1 month permit		£15.00	£15.45	3.00%
Band I - (1651-1850cc) - 3 month permit		£44.75	£46.25	3.35%
Band I - (1651-1850cc) - 6 month permit		£89.50	£92.45	3.30%
Band I - (1651-1850cc) - 12 month permit		£179.00	£184.90	3.30%
Band J - (1851-2100cc) - 1 month permit		£19.00	£19.55	2.89%
Band J - (1851-2100cc) - 3 month permit		£56.75	£58.65	3.35%
Band J - (1851-2100cc) - 6 month permit		£113.50	£117.25	3.30%
Band J - (1851-2100cc) - 12 month permit		£227.00	£234.50	3.30%
Band K - (2101-2500cc) - 1 month permit		£22.00	£22.75	3.41%
Band K - (2101-2500cc) - 3 month permit		£66.00	£68.20	3.33%
Band K - (2101-2500cc) - 6 month permit		£132.00	£136.35	3.30%
Band K - (2101-2500cc) - 12 month permit		£264.00	£272.70	3.30%
Band L - (2501-2750cc) - 1 month permit		£30.75	£31.80	3.41%
Band L - (2501-2750cc) - 3 month permit		£92.25	£95.30	3.31%
Band L - (2501-2750cc) - 6 month permit		£184.50	£190.60	3.31%
Band L - (2501-2750cc) - 12 month permit		£369.00	£381.20	3.31%
Band M - (2751cc and above) - 1 month permit		£40.00	£41.00	2.50%
Band M - (2751cc and above) - 3 month permit		£118.75	£122.70	3.33%
Band M - (2751cc and above) - 6 month permit		£237.50	£245.35	3.31%
Band M - (2751cc and above) - 12 month permit		£475.00	£490.70	3.31%
Motorcycle Parking Permits				
Solo Motorcycle - 1 month permit		£6.85	£7.25	5.84%
Solo Motorcycle - 3 month permit		£13.75	£14.25	3.64%
Solo Motorcycle - 6 month permit		£27.50	£28.45	3.45%
Solo Motorcycle - 12 month permit		£55.00	£56.85	3.36%
Residents Match day permit - valid only during match or event days		£0.00	£0.00	0.00%
Hire Car permit (linked to hire car vouchers)		£14.80	£15.30	3.38%
Residents permit - black taxi concession - one band lower than the norm		Various	Various	0.00%
Residents Parking Permit refunds for unused permits (per complete month, based on annual permit surrender)				
Band A		£0.00	£1.65	0.00%
Band B		£1.45	£1.80	24.14%
Band C		£2.65	£2.60	-1.89%
Band D		£6.80	£7.00	2.94%
Band E		£8.30	£8.60	3.61%
Band F		£9.00	£9.25	2.78%
Band G		£11.15	£11.55	3.59%
Band H		£12.75	£13.20	3.53%
Band I		£15.00	£15.45	3.00%
Band J		£19.00	£19.55	2.89%
Band K		£22.00	£22.75	3.41%
Band L		£30.75	£31.80	3.41%
Band M		£40.00	£41.00	2.50%
Admin fee - refund handling charge		£24.40	£25.10	2.87%
Diesel vehicle surcharge refund - 1 month		£8.00	£10.00	25.00%
Visitor Parking Vouchers				
Half hour vouchers (books of 20)		£11.60	£12.00	3.45%
3-hour vouchers (books of 10)		£31.80	£33.00	3.77%
All day voucher		£14.80	£15.20	2.70%
Half hour vouchers (concessionary)		£5.80	£6.00	3.45%
3-hour vouchers (concessionary)		£15.90	£16.50	3.77%
All day voucher (concessionary)		£7.40	£7.60	2.70%
E-visitor voucher charges (per half hour)		£0.50	£0.50	0.00%
E-visitor voucher charges (concessionary - per half hour session)		£0.25	£0.25	0.00%
E-visitor vouchers - all day		£14.25	£14.25	0.00%
E-visitor vouchers - all day (concessionary)		£7.10	£7.10	0.00%
E-visitors - evenings (C & K zones only)		Free	Free	0.00%
Hire car permit holder vouchers - half hour (books of 20)		£9.20	£9.40	2.17%
Hire car permit holder vouchers - 3 hour (books of 10)		£26.50	£27.40	3.40%
1-hour business voucher (books of 10)		£12.80	£13.20	3.12%
New parents vouchers - 40 hours free		£0.00	£0.00	0.00%
1-hour business visitor vouchers(books of 20, max 10 books per annum)		£55.20	£57.00	3.26%
Business Visitor parking vouchers				
Business visitor Half hour vouchers (books of 20)		£13.80	£14.20	2.90%
Business visitor All day voucher		£30.65	£31.70	3.43%
Other permits				
Doctors parking permit - annual		£259.50	£268.00	3.28%
(New Doctors parking place installation - includes 1 permit)		£2,935.00	£3,030.00	3.24%
Essential Services Permit - annual (formerly Teacher Permit)		£367.00	£379.00	3.27%
Business permit - annual (under 150kg/m2 or up to 1600cc)		£735.00	£755.00	2.72%
Business permit - annual (under 150kg/m2 or up to 1600cc) 2nd permit		£980.00	£1,010.00	3.06%
Business permit - annual (over 151kg/m2 or over 1600cc)		£1,215.00	£1,255.00	3.29%
Business permit - annual (over 151kg/m2 or over 1600cc) 2nd permit		£1,448.00	£1,495.00	3.25%
Business permit - electric		£565.00	£584.00	3.36%
Business permit - annual permit linked to vouchers scheme		£19.20	£19.80	3.13%
Match day and event day trader permits - annual		£671.00	£693.00	3.28%
Permission to Park - per day		£26.50	£27.40	3.40%
Permission to Park - per week		£106.00	£109.50	3.30%
Permission to Park - per month		£412.00	£425.90	3.37%
Universal all-zone permit - annual only (1-25 fleet vehicles)		£4,020.00	£4,150.00	3.23%
Universal all-zone permit - annual only (26-50 fleet vehicles)		£2,675.00	£2,765.00	3.36%
Universal all-zone permit - annual only (50+ fleet vehicles)		£1,360.00	£1,410.00	3.68%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2019-20

	Description/Unit	2018-19	2019-20	% Change
Universal all-zone permit - per month (non-fleet)		£350.00	£360.00	2.86%
Universal permit - discounted fee for electric vehicles		£2,900.00	£2,995.00	3.26%
Universal permit - discounted fee for registered charities		£2,900.00	£2,995.00	3.26%
Car club permit		£245.00	£253.00	3.27%
Trader's Permit		£25.50	£26.35	3.33%
PARKING				
Parking Place Suspensions				
Permission to place a licensed skip in a parking place - no dedicated suspension		£61.25	£63.30	3.35%
Suspension admin charge (non residents) - first day		£201.00	£207.50	3.23%
Suspension admin charge (residents) - first day		£96.20	£99.40	3.33%
Suspension admin charge (all applicants) - subsequent days, per day		£30.65	£31.65	3.26%
Film work waiver - per day		£58.50	£60.40	3.25%
Yellow line essential parking waiver (day rate)		£60.25	£62.25	3.32%
Pay and Display Tariffs				
Minimum made order - band 1 (per hour)		£1.20	£1.25	4.17%
Minimum made order - band 2 (per hour)		£1.80	£1.85	2.78%
Minimum made order - band 3 (per hour)		£2.00	£2.05	2.50%
Minimum made order - band 4 (per hour)		£2.40	£2.45	2.08%
Minimum made order - band 5 (per hour)		£3.00	£3.05	1.67%
Minimum made order - band 6 (per hour)		£3.60	£3.70	2.78%
Minimum made order - band 7(per hour)		£4.00	£4.10	2.50%
Minimum made order - band 8 (per hour)		£4.80	£4.95	3.13%
Minimum made order - band 9 (per hour)		£5.00	£5.15	3.00%
Minimum made order - band 10 (per hour)		£5.40	£5.55	2.78%
Minimum made order - band 11 (per hour)		£6.00	£6.20	3.33%
Diesel vehicle surcharge (per hour)		£2.00	£3.00	50.00%
Abandoned vehicle disposal				
Removal of abandoned vehicle from private land - motor vehicle		£200.00	£206.50	3.25%
Removal of abandoned vehicle from private land - motorcycle (or PTW)		£150.00	£155.00	3.33%
Cycle Hangars				
Annual rental of secure covered parking space		£104.00	£104.00	0.00%
Refundable Key deposit		£25.00	£25.00	0.00%
Daily charges for external bus hire clients	Half day charge	£65.00	£75.00	15.38%
PARKS - SPORTS				
Tennis				
Highbury Fields and Tufnell Park	Adult standard	£10.00	£10.50	5.00%
Highbury Fields and Tufnell Park	Adult BETTER (any)	£8.50	£9.00	5.88%
Highbury Fields and Tufnell Park	Child Standard	£4.50	£4.75	5.56%
Highbury Fields and Tufnell Park	Child BETTER (any)	£3.50	£3.75	7.14%
Football				
Barnard Park - Redgra	No changing rooms - 1 hour	£0.00	£0.00	0.00%
Highbury Fields - Astroturf - 1 hour session	Full rate - full pitch	£75.70	£78.00	3.04%
Highbury Fields - Astroturf - 1 hour session	BETTER Card / Clubmark - full pitch	£63.65	£66.76	4.89%
Highbury Fields - Astroturf - 1 hour session	Child rate - full pitch	£36.50	£38.00	4.11%
Highbury Fields - Astroturf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£31.25	£32.50	4.00%
Paradise Park - Astroturf - 1 hour session	Full rate - full pitch	£42.75	£45.00	5.26%
Paradise Park - Astroturf - 1 hour session	BETTER Card / Clubmark - full pitch	£37.25	£39.00	4.70%
Paradise Park - Astroturf - 1 hour session	Child rate - full pitch	£25.50	£26.50	3.92%
Paradise Park - Astroturf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£21.20	£22.00	3.77%
Rosemary Gardens - Astroturf - 1 hour session	Full rate - full pitch	£85.90	£89.00	3.61%
Rosemary Gardens - Astroturf - 1 hour session	Full rate - half pitch	£42.75	£44.50	4.09%
Rosemary Gardens - Astroturf - 1 hour session	BETTER Card / Clubmark - full pitch	£74.50	£77.00	3.36%
Rosemary Gardens - Astroturf - 1 hour session	BETTER Card / Clubmark - half pitch	£37.25	£38.50	3.36%
Rosemary Gardens - Astroturf - 1 hour session	Child rate - full pitch	£51.75	£53.00	2.42%
Rosemary Gardens - Astroturf - 1 hour session	Child rate - half pitch	£25.50	£26.50	3.92%
Rosemary Gardens - Astroturf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£42.25	£43.50	2.96%
Rosemary Gardens - Astroturf - 1 hour session	Child BETTER Card / Clubmark / School - half pitch	£21.20	£21.75	2.59%
Tufnell Park - Grass - 2 hour session	Full rate - per 11 a side pitch	£94.75	£97.60	3.01%
Tufnell Park - Grass - 2 hour session	BETTER Card / Clubmark - per 11 a side pitch	£83.75	£86.50	3.28%
Tufnell Park - Grass - 2 hour session	Child rate - per 11 a side pitch	£56.75	£58.50	3.08%
Tufnell Park - Grass - 2 hour session	Child BETTER Card / Clubmark / School - per 11 a side pitch	£47.50	£49.00	3.16%
Tufnell Park - Grass - 2 hour session	Full rate - per 9 a side pitch	£77.25	£80.00	3.56%
Tufnell Park - Grass - 2 hour session	BETTER Card / Clubmark - per 9 a side pitch	£67.25	£69.25	2.97%
Tufnell Park - Grass - 2 hour session	Child rate - per 9 a side pitch	£46.50	£48.00	3.23%
Tufnell Park - Grass - 2 hour session	Child BETTER Card / Clubmark / School - per 9 a side pitch	£38.50	£40.00	3.90%
Tufnell Park - Grass - 2 hour session	Full rate - per 7 a side pitch	£60.00	£62.00	3.33%
Tufnell Park - Grass - 2 hour session	BETTER Card / Clubmark - per 7 a side pitch	£52.50	£54.25	3.33%
Tufnell Park - Grass - 2 hour session	Child rate - per 7 a side pitch	£36.00	£37.25	3.47%
Tufnell Park - Grass - 2 hour session	Child BETTER Card / Clubmark / School - per 7 a side pitch	£30.20	£31.25	3.48%
Whittington Park - Astroturf - 1 hour session	Full rate - full pitch	£94.75	£97.60	3.01%
Whittington Park - Astroturf - 1 hour session	Full rate - 3rd of pitch		£44.00	
Whittington Park - Astroturf - 1 hour session	BETTER Card / Clubmark - full pitch	£83.75	£86.25	2.99%
Whittington Park - Astroturf - 1 hour session	BETTER Card / Clubmark - 3rd of a pitch		£39.00	
Whittington Park - Astroturf - 1 hour session	Child rate - full pitch	£57.00	£58.15	2.02%
Whittington Park - Astroturf - 1 hour session	Child rate - 3rd of a pitch		£26.00	
Whittington Park - Astroturf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£45.00	£45.90	2.00%
Whittington Park - Astroturf - 1 hour session	Child BETTER Card / Clubmark / School - 3rd of a pitch		£21.00	
Touch Rugby				
Paradise Park - Grass - 1 hour session	Full rate - per pitch	£52.50	£55.00	4.76%
Paradise Park - Grass - 1 hour session	BETTER Card / Clubmark - per pitch	£44.00	£45.80	4.09%
Paradise Park - Grass - 1 hour session	Child rate - per pitch	£31.50	£32.50	3.17%
Paradise Park - Grass - 1 hour session	Child BETTER Card / Clubmark / School - per pitch	£25.80	£26.75	3.68%
Cricket				
Wray Crescent - Grass - 1pm to dusk	Full rate	£96.00	£99.00	3.13%
Wray Crescent - Grass - 1pm to dusk	BETTER Card / Clubmark	£81.50	£84.00	3.07%
Wray Crescent - Grass - 1pm to dusk	Child rate	£41.00	£42.00	2.44%
Wray Crescent - Grass - 1pm to dusk	Child BETTER Card / Clubmark / School	£41.00	£42.00	2.44%
Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk	Full rate	£71.50	£73.00	2.10%
Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk	IZZ Card / Clubmark	£60.00	£62.00	3.33%
Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk	Child rate	£30.00	£31.00	3.33%
Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk	Child IZZ Card / Clubmark / School	£30.00	£31.00	3.33%
BOWLS				
Finsbury Square - per person per hour		£6.50	£7.00	7.69%
NETBALL				
Highbury Fields - Tarmac - 1 hour session	Full rate - per court	£35.25	£36.40	3.26%
Highbury Fields - Tarmac - 1 hour session	BETTER Card / Clubmark - per court	£30.00	£31.00	3.33%
Highbury Fields - Tarmac - 1 hour session	Child rate - per court	£21.25	£22.00	3.53%
Highbury Fields - Tarmac - 1 hour session	Child BETTER Card / Clubmark - per court	£17.65	£18.20	3.12%
Highbury Fields - Tarmac - 1 hour session	School - whole tarmac area per hour - 8.0am to 4.00pm - Term time only	£23.25	£24.00	3.23%
Highbury Fields - Tarmac - 1 hour session	Community sports development - whole tarmac area per hour - Saturday 9.00am - 1.00pm	£23.25	£24.00	3.23%
ECOLOGY CENTRE				
Building hire to individuals & non-profit organisations	Per hour	£30.00	£32.50	8.33%
Building hire to individuals & non-profit organisations	Per day (8 hours)	£207.00	£225.00	8.70%
Building hire to individuals & non-profit organisations	Weddings & similar - per day (8 hours)	£340.00	£500.00	47.06%
Equipment Charges	Slide projector	£19.75	£21.50	8.86%
Equipment Charges	Flip chart - per pad	£7.25	£8.00	10.34%
Equipment Charges	Digital Projector and Laptop	£40.25	£43.50	8.07%
Equipment Charges	Plasma Screen	£15.50	£17.00	9.68%
Tuition charges for schools -	Islington Council schools 1 hour visit	£57.00	£61.50	7.89%
Tuition charges for schools -	Islington Council schools 1.5 hour visit	£67.50	£72.50	7.41%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2019-20

	Description/Unit	2018-19	2019-20	% Change
Private and out of borough schools	1 hour	£85.00	£92.00	8.24%
Private and out of borough schools	1.5 hour	£126.50	£138.00	9.09%
ALLOTMENTS (WITH EFFECT FROM JANUARY 2020 AS ALLOTMENT FEES HAVE TO BE AGREED ONCE YEAR IN ADVANCE)				
Large Plot Nominal 60m2		£84.00	£90.00	7.14%
Large Plot Concession Nominal 60m3		£41.50	£45.00	8.43%
Medium Plot Nominal 40m2		£56.00	£60.00	7.14%
Medium Plot Concession Nominal 40m3		£28.00	£30.00	7.14%
Small Plot Nominal 20m2		£28.00	£30.00	7.14%
Small Plot Concession Nominal 20m3		£14.00	£15.00	7.14%
PARKS EVENTS FEES & CHARGES				
The fees set out below cover a variety of services related to park events. They are a guideline only and are subject to variation depending on the site, the season, the nature of the event and various other circumstances. The fees will be confirmed upon application and submission of the required supporting documentation. An event will not be authorised until all necessary payments have been made.				
Application Fee				
This covers the cost of the event application management tool (EventApp) which is used to manage events, the annual charges that the Council pays for having music in our parks and the Officer time it takes to assess your application. This fee is non-refundable and must be made at the time of application.				
Community Event		£50.00	£50.00	0.00%
1 day events for up to 500 people without licensable activities		£100.00	£110.00	10.00%
Events longer than 1 day, for more than 500 people or with licensable activities		£300.00	£330.00	10.00%
Site Hire Fee				
This covers the hire of the park and is based on how the event impacts the everyday use of the site. Fees indicated are based on each person attending the event taking 2.5 square metres. If more space is required, for example for a rounder's pitch, sports track, obstacle course or temporary structures, fees will be higher. A proportion of the fee ensures the Council can maintain the parks as a valuable asset for local residents. The fee is also used to manage the impact on the park for example de-compaction and aeration of grassed areas, drainage etc. This fee must be paid at least two weeks before the event start date. If the event is cancelled cancellation fees may apply, see below for more information.				
These fees do not cover funfairs, circuses, markets/food fairs or promotional activities. Prices include an environmental impact fee. The environmental impact fee is charged for restorative works which are carried out throughout the year. If the site has gates this period is while the gates are open. If gates need to be opened early or closed late for access an additional set-up/down fee will be charged. Even if the event is for half a day there may be extra charges if the gates have to be opened early or closed late.				
No more than 50 people (over the course of the whole event)Half day		£500.00	£550.00	10.00%
No more than 50 people (over the course of the whole event)Full day		£750.00	£800.00	6.67%
51 to 500 people (over the course of the whole event)Half day		£750.00	£850.00	13.33%
51 to 500 people (over the course of the whole event)Full day		£1,200.00	£1,300.00	8.33%
501 to 1,000 people (over the course of the whole event)Half day		£1,200.00	£1,300.00	8.33%
501 to 1,000 people (over the course of the whole event)Full day		£1,500.00	£1,650.00	10.00%
1,001 to 2,500 people (over the course of the whole event)Half day		£1,500.00	£1,650.00	10.00%
1,001 to 2,500 people (over the course of the whole event)Full day		£1,800.00	£2,000.00	11.11%
2,501 to 5,000 people (over the course of the whole event)Half day		£1,800.00	£2,000.00	11.11%
2,501 to 5,000 people (over the course of the whole event)Full day		£2,100.00	£2,300.00	9.52%
Cancellation fee				
All commercial or private events are subject to a cancellation fee.				
More than 28 days prior to event		£0.20	£0.25	25.00%
15-28 days prior to event		£0.30	£0.50	66.67%
7-14 days prior to event		£0.50	£0.75	50.00%
Less than 7 days prior to event		£1.00	£1.00	0.00%
Overstay fee				
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 C2: GLL LEISURE FEES AND CHARGES 2019-20

	2018-19 Prices							2019-20 Prices														
	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	£7.50	£7.50	£8.70	£7.65	£0.00	£7.50	£0.00	£7.65	2.0%	£7.65	2.0%	£8.95	2.9%	£7.90	3.3%	£0.00	0.0%	£7.65	2.0%	£0.00	0.0%	
Clinic/Club	£7.50	£7.50	£8.70	£7.65	£0.00	£7.50	£0.00	£7.65	2.0%	£7.65	2.0%	£8.95	2.9%	£7.90	3.3%	£0.00	0.0%	£7.65	2.0%	£0.00	0.0%	
Course x five	£46.75	£46.75	£54.00	£47.55	£0.00	£46.75	£0.00	£47.70	2.0%	£47.70	2.0%	£55.60	3.0%	£49.00	3.0%	£0.00	0.0%	£47.70	2.0%	£0.00	0.0%	
Court 55 minutes: Off peak	£8.50	£8.50	£10.30	£8.70	£0.00	£8.50	£0.00	£8.70	2.4%	£8.65	1.8%	£10.65	3.4%	£8.95	2.9%	£0.00	0.0%	£8.65	1.8%	£0.00	0.0%	
Court 55 minutes: Peak	£12.20	£12.30	£15.15	£12.55	£0.00	£12.30	£0.00	£12.45	2.0%	£12.55	2.0%	£15.65	3.3%	£12.95	3.2%	£0.00	0.0%	£12.75	2.0%	£0.00	0.0%	
Junior Clinic/ Club 2 hrs	£0.00	£0.00	£0.00	£0.00	£5.30	£0.00	£0.00	£3.10	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.40	1.80%	£0.00	0.0%	£0.00	0.0%	
Racket hire	£2.40	£2.40	£2.45	£2.45	£2.40	£2.40	£2.40	£2.45	2.1%	£2.45	2.0%	£2.50	2.0%	£2.55	4.1%	£2.45	2.20%	£2.45	2.2%	£2.45	2.2%	
Basketball																						
1hr Basketball	£79.60	£79.60	£91.90	£81.10	£90.30	£79.65	£79.65	£81.20	2.0%	£81.20	2.0%	£94.65	3.0%	£83.55	3.0%	£92.10	2.00%	£81.25	2.0%	£81.25	2.0%	
2hr open session-Sobell	£0.00	£0.00	£0.00	£0.00	£5.30	£4.20	£3.10	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.40	1.80%	£4.25	1.2%	£3.15	1.6%	
Basketball at Finsbury	£53.00	£53.00	£64.90	£54.00	£63.75	£53.05	£53.05	£54.05	2.0%	£54.05	2.0%	£66.85	3.0%	£55.65	3.1%	£65.00	2.00%	£54.10	2.0%	£54.10	2.0%	
Block Booking at Sobell	£79.60	£79.60	£91.90	£81.10	£90.30	£79.65	£79.65	£81.20	2.0%	£81.20	2.0%	£94.65	3.0%	£83.55	3.0%	£92.10	2.00%	£81.25	2.0%	£81.25	2.0%	
Classes																						
Aerobics 55: Off-peak	£2.20	£3.55	£7.30	£5.65	£3.60	£0.00	£0.00	£2.25	2.3%	£3.60	1.4%	£7.50	2.7%	£5.80	2.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Aerobics 55: Peak	£2.80	£4.80	£8.70	£7.10	£0.00	£4.69	£0.00	£2.85	1.8%	£4.90	2.0%	£9.95	2.9%	£7.30	2.8%	£0.00	0.0%	£4.83	3.0%	£0.00	0.0%	
Aerobics 55+: Off-peak	£2.70	£4.50	£8.20	£7.10	£0.00	£0.00	£0.00	£2.75	1.7%	£4.55	1.3%	£8.45	3.0%	£7.30	2.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Aerobics 55+: Peak	£2.90	£4.70	£9.40	£7.90	£0.00	£4.79	£0.00	£2.95	1.7%	£4.75	1.3%	£9.70	3.2%	£8.15	3.2%	£0.00	0.0%	£4.94	3.0%	£0.00	0.0%	
Mind and Body 55+: Off-peak	£2.70	£4.90	£8.90	£7.80	£0.00	£5.00	£0.00	£2.75	1.7%	£5.00	2.1%	£9.20	3.4%	£8.00	2.6%	£0.00	0.0%	£5.15	3.0%	£0.00	0.0%	
Mind and Body 55+: Peak	£2.90	£5.30	£10.70	£9.35	£0.00	£5.30	£0.00	£2.95	1.7%	£5.40	1.8%	£11.00	2.8%	£9.35	0.0%	£0.00	0.0%	£5.46	3.0%	£0.00	0.0%	
Running Club	£2.70	£0.00	£4.40	£3.30	£0.00	£0.00	£0.00	£2.75	1.7%	£0.00	0.0%	£4.55	3.4%	£3.40	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Gym																						
Gym with swim: Inclusive	£0.00	£4.80	£7.80	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£4.90	2.0%	£8.05	3.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Cally Gym with Swim- Off peak	£0.00	£2.70	£5.80	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£2.75	1.8%	£5.95	2.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Cally Gym with Swim- peak	£2.70	£3.80	£5.80	£0.00	£0.00	£0.00	£0.00	£2.75	1.7%	£3.85	1.3%	£5.95	2.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Gym with swim: off-peak	£2.20	£3.75	£7.80	£0.00	£0.00	£0.00	£0.00	£2.25	2.3%	£3.80	1.3%	£8.05	3.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Gym with swim: Peak	£2.70	£4.75	£7.80	£0.00	£0.00	£0.00	£0.00	£2.75	1.7%	£4.85	2.0%	£5.05	-35.3%	£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	£13.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£13.45	3.1%	£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	£21.60	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£22.25	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Non Member day membership Other Gym	£0.00	£0.00	£16.25	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£16.75	3.1%	£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	£5.20	£4.20	£3.10	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.30	1.90%	£4.25	1.2%	£3.15	1.6%	
Extra Family Member	£0.00	£0.00	£5.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Family Ticket	£0.00	£0.00	£27.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£27.80	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Parent and Toddler	£0.00	£3.10	£5.30	£4.30	£0.00	£0.00	£0.00	£0.00	0.0%	£3.15	1.6%	£5.45	2.8%	£4.45	3.5%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Skate Hire	£0.00	£0.00	£1.30	£0.00	£1.30	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£1.35	4.0%	£0.00	0.0%	£1.30	0.0%	£0.00	0.0%	£0.00	0.0%	
Skating per session	£0.00	£3.80	£6.70	£5.80	£0.00	£0.00	£0.00	£0.00	0.0%	£3.85	1.3%	£6.90	3.0%	£4.45	-23.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Swimming Lessons																						
Swim Partial Service	£2.75	£4.75	£8.70	£7.05	£0.00	£0.00	£0.00	£2.80	1.7%	£4.85	2.0%	£8.95	2.9%	£7.25	2.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Swim Full Service	£2.20	£4.80	£8.50	£5.80	£0.00	£0.00	£0.00	£2.25	2.3%	£4.90	2.0%	£6.70	3.0%	£5.95	2.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Swimming																						
Swimming Classes 55min	£2.40	£3.75	£7.30	£5.40	£4.25	£3.20	£2.40	£2.45	2.2%	£3.80	1.3%	£7.50	2.7%	£5.55	2.8%	£4.30	1.20%	£3.25	1.60%	£2.45	2.2%	
Swimming Lane Swim	£2.40	£2.40	£4.80	£3.95	£2.70	£1.05	£0.00	£2.45	2.2%	£2.45	2.2%	£4.95	3.1%	£4.05	2.5%	£2.75	1.70%	£1.05	0.0%	£0.00	0.0%	
Swimming Club's Free Swimming	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Swim For A Pound	£0.00	£0.00	£1.00	£0.00	£0.00	£1.00	£0.00	£0.00	0.0%	£0.00	0.0%	£1.00	0.0%	£0.00	0.0%	£0.00	0.0%	£1.00	0.0%	£0.00	0.0%	
Swimming Annual	£0.00	£0.00	£367.50	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£378.55	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Swimming Card Joining Fee	£0.00	£0.00	£37.80	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£38.95	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Swimming Card Monthly DD	£0.00	£0.00	£33.50	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£34.50	3.0%	£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	£4.50	£0.00	£5.60	£0.00	£0.00	£0.00	£4.60	0.0%	£4.60	2.2%	£0.00	0.0%	£5.75	2.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Adult Lessons 30mins - DD (IRB)	£0.00	£4.65	£0.00	£5.95	£0.00	£0.00	£0.00	£4.70	1.1%	£0.00	0.0%	£8.15	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Adult lessons 30mins - Peak	£0.00	£2.15	£4.60	£3.35	£0.00	£0.00	£0.00	£2.15	0.0%	£0.00	0.0%	£4.75	3.3%	£3.45	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Adult Lesson 30 mins - Off Peak	£0.00	£2.20	£0.00	£2.25	£0.00	£0.00	£0.00	£2.25	2.3%	£0.00	0.0%	£0.00	0.0%	£2.35	4.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	
Adult Lessons 60 mins	£0.00	£5.35	£0.00	£5.45	£0.00	£0.00	£0.00	£5.40	0.9%	£0.00	0.0%	£0.00	0.0%	£5.60	2.8%	£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	£4.85	£3.80	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.90	1.1%	£3.85	1.3%	
Junior lessons 30min- DD	£0.00	£0.00	£0.00	£0.00	£0.00	£4.45	£3.45	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.50	1.1%	£3.50	1.4%	
Junior lessons 30min-annual	£0.00	£0.00	£0.00	£0.00	£0.00	£4.45	£3.45	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.50	1.1%	£3.50	1.4%	
Junior lessons 45min- STD	£0.00	£0.00	£0.00	£0.00	£0.00	£7.40	£5.65	£0.00	0.0%													

APPENDIX C2: GLL LEISURE FEES AND CHARGES 2019-20

	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
Tennis Outdoor bookings																					
Adult playing with Concession/ Child off	£0.00	£0.00	£6.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£6.25	3.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Tennis	£0.00	£0.00	£10.00	£8.00	£4.60	£3.55	£0.00	£0.00	0.0%	£0.00	0.0%	£10.50	5.0%	£8.00	1.7%	£4.75	3.0%	£3.75	5.6%	£0.00	0.0%
Tennis : 7am-6pm + w/e	£0.00	£0.00	£0.00	£0.00	£4.80	£3.75	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.90	2.0%	£3.80	1.9%	£0.00	0.0%
Trampoline																					
FLC Junior over 60mins	£0.00	£0.00	£0.00	£0.00	£5.65	£4.50	£3.25	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.65	0.0%	£4.50	0.0%	£3.25	0.0%
SLC Junior over 60 mins	£0.00	£0.00	£0.00	£0.00	£5.15	£4.15	£3.10	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.15	0.0%	£4.15	0.0%	£3.10	0.0%
SLC Adult 120min (prev 90)	£7.25	£7.25	£8.70	£7.40	£0.00	£0.00	£0.00	£7.25	0.0%	£7.25	0.0%	£8.70	0.0%	£7.40	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
SLC Adult up to 90min	£6.10	£6.10	£7.65	£6.20	£0.00	£0.00	£0.00	£6.10	0.0%	£6.10	0.0%	£7.65	0.0%	£6.20	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
SLC Squad Adult	£7.25	£7.25	£8.70	£7.40	£0.00	£0.00	£0.00	£7.25	0.0%	£7.25	0.0%	£8.70	0.0%	£7.40	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
SLC Squad Junior	£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%	£5.20	0.0%	£4.20	0.0%	£0.00	0.0%
SLC Squad over 60mins	£0.00	£3.10	£5.25	£4.20	£0.00	£0.00	£3.05	£0.00	0.0%	£3.10	0.0%	£5.25	0.0%	£4.20	-0.1%	£0.00	0.0%	£4.20	0.0%	£3.05	0.0%
Special Needs	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
MEMBERSHIPS																					
Pay and Play Borough Card (Previously Known as Izz Card)																					
Annual: 60 plus	£0.00	£0.00	£5.35	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£5.50	2.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Annual: Concession	£0.00	£0.00	£26.50	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£27.30	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Annual: Junior	£0.00	£0.00	£0.00	£0.00	£10.65	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£10.85	1.9%	£0.00	0.0%	£0.00	0.0%
Annual: Junior Concession	£0.00	£0.00	£0.00	£0.00	£5.35	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.45	1.9%	£0.00	0.0%	£0.00	0.0%
Annual: Regular	£0.00	£0.00	£56.20	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£57.90	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Better H&F Card																					
Annual: 60plus	£0.00	£0.00	£0.00	£195.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£200.85	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Annual	£0.00	£0.00	£0.00	£905.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£920.15	3.0%	£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%	£5.35	2.9%	£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%	£37.60	3.0%	£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%	£32.15	3.0%	£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%	£20.30	3.0%	£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%	£38.00	3.0%	£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%	£51.45	3.0%	£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%	£80.40	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Better Gym - Cally Pools & Gym	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£29.00	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%	£14.55	2.1%	£10.35	2.0%
Better H&F Card Off Peak																					
Annual: 60plus	£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%	£299.25	3.0%	£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%	£465.55	3.0%	£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%	£26.80	3.1%	£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%	£37.50	3.0%	£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%	£27.90	3.0%	£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%	£42.40	3.0%	£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%	£873.45	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Monthly 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%	£37.50	3.0%	£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%	£79.30	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
CENTRES																					
Archway																					
Per hour	£0.00	£0.00	£367.25	£313.30	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£378.30	3.0%	£322.70	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Per hour	£0.00	£0.00	£313.30	£270.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£322.70	3.0%	£278.10	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Over 60 swim: peak (60+)	£2.40	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£2.45	2.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Over 60 swim: off-peak	£2.40	£2.40	£5.75	£4.15	£2.90	£1.45	£0.00	£2.45	2.0%	£2.45	2.0%	£5.95	3.5%	£4.20	3.0%	£2.95	1.7%	£1.50	3.4%	£0.00	0.0%
Over 60 swimming	£0.00	£2.45	£5.00	£3.85	£2.70	£1.45	£0.00	£0.00	0.0%	£2.50	2.0%	£5.15	3.0%	£4.00	3.9%	£2.75	1.7%	£1.50	3.4%	£0.00	0.0%
Cally																					
Main Pool: 1hr: CAL	£0.00	£0.00	£88.60	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£91.25	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Main Pool: 1hr: CAL- Anaconda	£0.00	£0.00	£68.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£70.10	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Party Pool Hire: additional fee: CAL	£0.00	£0.00	£20.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£20.65	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Training Pool: 1hr: CAL- Anaconda	£0.00	£0.00	£49.75	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£51.25	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Training Pool: 1hr: CAL	£0.00	£0.00	£67.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£69.00	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Main pool	£0.00	£0.00	£124.25	£102.65	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£128.00	3.0%	£105.75	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Main Pool plus aqua run	£0.00	£0.00	£145.85	£113.45	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£150.25	3.0%	£116.85	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Shallow Pool	£0.00	£0.00	£102.65	£81.05	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£105.75	3.0%	£83.50	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Cally Master/ Premier Swim	£1.65	£3.50	£6.50	£5.10	£3.75	£2.20	£0.00	£1.65	1.4%	£1.70											

APPENDIX C2: GLL LEISURE FEES AND CHARGES 2019-20

	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
Market Road																					
Adult one hour full pitch off peak	£48.25	£48.25	£56.00	£49.25	£0.00	£0.00	£0.00	£49.20	2.0%	£49.20	2.0%	£57.70	3.0%	£50.75	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Adult one hour full pitch peak	£82.25	£82.25	£94.75	£83.75	£0.00	£0.00	£0.00	£83.90	2.0%	£83.90	2.0%	£97.60	3.0%	£86.25	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Block Bookings	£0.00	£0.00	£74.75	£0.00	£37.75	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£77.00	3.0%	£0.00	0.0%	£38.50	2.00%	£0.00	0.0%	£0.00	0.0%
Football Hire	£0.00	£0.00	£3.25	£0.00	£3.25	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£3.35	3.0%	£0.00	0.0%	£3.30	1.50%	£0.00	0.0%	£0.00	0.0%
Junior one hour full pitch peak	£0.00	£0.00	£0.00	£0.00	£57.00	£45.00	£45.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£58.15	2.00%	£45.90	2.0%	£45.90	2.0%
Outdoor 5 a side 60min	£63.65	£63.65	£75.70	£64.80	£36.50	£31.20	£0.00	£64.90	2.0%	£64.90	2.0%	£78.00	3.0%	£66.75	3.0%	£37.30	2.20%	£31.80	1.9%	£0.00	0.0%
Sobell																					
Marial Arts	£0.00	£0.00	£27.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£27.80	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Outdoor 5 a side 60min	£63.75	£63.65	£75.70	£64.80	£36.50	£31.25	£0.00	£65.05	2.0%	£64.90	2.0%	£78.00	3.0%	£66.75	3.0%	£37.25	2.10%	£31.90	2.1%	£0.00	0.0%
Judo room: 1 hr	£0.00	£0.00	£33.50	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£34.50	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Rink Hire: 1 hour	£0.00	£0.00	£118.95	£101.85	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£122.50	3.0%	£104.90	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Studio 1hr - SLC	£0.00	£0.00	£45.80	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£47.00	3.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Studio: Day rate	£0.00	£0.00	£216.15	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£222.65	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
VIP Suite- Commercial Rate per session	£0.00	£0.00	£216.15	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£222.65	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
VIP suite- Community Use per session	£0.00	£0.00	£21.60	£10.85	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£22.25	3.0%	£11.20	3.3%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Bouncy Castle & catering room	£0.00	£0.00	£145.85	£126.45	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£150.25	3.0%	£130.25	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Ice Rink	£0.00	£0.00	£216.05	£194.65	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£222.55	3.0%	£200.50	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Soft Play: Off peak	£0.00	£0.00	£129.60	£113.40	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£133.50	3.0%	£116.80	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Soft Play: Peak	£0.00	£0.00	£205.35	£183.65	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£211.50	3.0%	£189.15	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Sports party & catering	£0.00	£0.00	£145.80	£129.65	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£150.20	3.0%	£133.55	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Trampoline & catering	£0.00	£0.00	£145.80	£129.65	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£150.20	3.0%	£133.55	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Zumba tonic Dance Parties	£0.00	£0.00	£145.80	£129.65	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£150.20	3.0%	£133.55	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Squash Clinic- Sobell	£6.75	£6.75	£8.15	£6.85	£0.00	£0.00	£0.00	£6.90	2.2%	£6.85	1.5%	£8.40	3.1%	£7.05	2.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:SLC: Off-peak	£8.30	£8.30	£10.30	£8.50	£0.00	£0.00	£0.00	£8.45	1.8%	£8.45	1.8%	£10.60	2.9%	£8.75	2.9%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:SLC: Peak	£9.90	£9.90	£12.55	£10.10	£0.00	£0.00	£0.00	£10.10	2.0%	£10.10	2.0%	£12.95	3.2%	£10.40	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Leaguer Players Per Person	£5.65	£5.65	£7.10	£5.80	£0.00	£0.00	£0.00	£5.75	1.8%	£5.75	1.8%	£7.30	2.8%	£6.00	3.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Racket hire	£2.40	£2.40	£2.45	£2.45	£0.00	£0.00	£0.00	£2.45	2.2%	£2.45	2.2%	£2.55	4.1%	£2.55	4.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Football Hire	£0.00	£0.00	£3.30	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£3.40	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Main Hall 60min	£79.70	£79.70	£91.90	£81.10	£0.00	£0.00	£0.00	£81.30	2.0%	£81.25	1.9%	£94.65	3.0%	£83.55	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Outdoor 60min	£63.65	£63.65	£75.70	£64.80	£0.00	£0.00	£0.00	£64.90	2.0%	£64.90	2.0%	£78.00	3.0%	£66.55	2.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Junior Gym	£0.00	£0.00	£0.00	£0.00	£5.20	£4.20	£3.10	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.30	1.90%	£4.25	1.2%	£3.15	1.8%
Sport session	£0.00	£0.00	£0.00	£0.00	£5.20	£4.20	£3.10	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.30	1.90%	£4.25	1.2%	£3.15	1.8%
Holiday Programme 5.5 hour day	£0.00	£0.00	£0.00	£0.00	£8.55	£6.60	£5.30	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£8.70	1.80%	£6.75	2.3%	£5.40	1.8%
Holiday Programme 5.5 hour playgroups	£0.00	£0.00	£0.00	£0.00	£5.55	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.65	1.60%	£0.00	0.0%	£0.00	0.0%
Soft Play Groups up to 20	£0.00	£0.00	£0.00	£0.00	£38.25	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£39.00	2.00%	£0.00	0.0%	£0.00	0.0%
Soft Play Groups up to 30	£0.00	£0.00	£0.00	£0.00	£60.55	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£61.75	2.00%	£0.00	0.0%	£0.00	0.0%
Soft Play over 1 m	£0.00	£0.00	£0.00	£0.00	£4.20	£3.15	£2.10	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.25	1.20%	£3.20	1.6%	£2.15	2.0%
Soft Play Under 1m	£0.00	£0.00	£0.00	£0.00	£4.20	£3.15	£2.10	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£4.25	1.20%	£3.20	1.6%	£2.15	2.0%

APPENDIX C3: CEMETERIES FEES AND CHARGES 2019-20

Description	2018-19		2019-20			
	Resident	Non Resident	Resident	% Increase	Non Resident	% Increase
BURIALS						
Private Grave						
Classic Grave Space	£1,300.00	£2,000.00	£1,300.00	0.00%	£3,000.00	50.00%
7'x3' Grave Space	£2,095.00	£3,515.00	£2,280.00	8.83%	£4,000.00	13.80%
9'x4' Grave Space	£2,375.00	£4,025.00	£2,430.00	2.32%	£4,500.00	11.80%
Woodland Burial	£2,150.00	£3,600.00	£2,200.00	2.33%	£3,690.00	2.50%
Front lawn areas - 7'x3' Grave Space	£3,645.00	£6,520.00	£3,735.00	2.47%	£6,685.00	2.53%
Front lawn areas - 9'x4' Grave Space	£5,635.00	£10,170.00	£5,780.00	2.57%	£10,420.00	2.46%
Trent Park- 8'x5' Grave Space	£1,435.00	£2,315.00	£1,470.00	2.44%	£3,000.00	29.59%
Children's Memorial Garden	£420.00	£825.00	£420.00	0.00%	£825.00	0.00%
Purchase of Right of Burial in an Ash Plot	£1,040.00	£1,235.00	£1,040.00	0.00%	£1,235.00	0.00%
Interment Fees						
Individual 16 yrs and over- all cemeteries	£1,125.00	£2,000.00	£1,150.00	2.22%	£2,050.00	2.50%
Individual under 16 yrs	£500.00	£885.00	£500.00	0.00%	£885.00	0.00%
Front lawn areas - Adult	£2,045.00	£3,765.00	£2,095.00	2.44%	£3,860.00	2.52%
Front lawn areas - under 16 yrs	£910.00	£1,615.00	£910.00	0.00%	£1,615.00	0.00%
Saturday Burial extra charge	£700.00	£700.00	£720.00	2.86%	£720.00	2.86%
Sunday Burial extra charge	£900.00	£900.00	£920.00	2.22%	£920.00	2.22%
Saturday burial of ashes extra charge	£130.00	£130.00	£145.00	11.54%	£145.00	11.54%
Sunday burial of ashes extra charge	£200.00	£200.00	£205.00	2.50%	£205.00	2.50%
Hand Digging Fee	£500.00	£500.00	£510.00	2.00%	£510.00	2.00%
Public Grave						
Adult	£290.00	£450.00	£295.00	1.72%	£460.00	2.22%
Child 3-16 yrs	£105.00	£140.00	£105.00	0.00%	£140.00	0.00%
Baby to 3 yrs	£65.00	£110.00	£65.00	0.00%	£110.00	0.00%
Burial of Cremated Remains - Hampstead Cemetery						
2nd- 4th Interment	£105.00	£105.00	£110.00	4.76%	£110.00	4.76%
Grave Units						
Purchase of Double vault including 1st Interment & 60 year lease	£6,750.00	£10,000.00	£6,920.00	2.52%	£10,250.00	2.50%
Purchase of Double front lawn vault inc 1st Interment & 60 year lease	£9,200.00	£14,100.00	£9,430.00	2.50%	£14,450.00	2.48%
Mausolea						
Purchase of single unit and Interment (inc burial rights)-1st and 3rd row	£6,080.00	£8,970.00	£6,080.00	0.00%	£8,970.00	0.00%
Purchase of single unit and Interment (inc burial rights)-2nd row	£6,820.00	£9,970.00	£6,820.00	0.00%	£9,970.00	0.00%
Miscellaneous Charges						
Burial of ashes - 16 yrs old and over	£90.00	£140.00	£90.00	0.00%	£140.00	0.00%
Burial of ashes - under 16 years	Free	Free	Free	0.00%	Free	0.00%
Scattering ashes from elsewhere (large casket)	£75.00	£75.00	£75.00	0.00%	£75.00	0.00%
Transfer Fee	£50.00	£50.00	£50.00	0.00%	£50.00	0.00%
Purchase In Reserve 50% Supplement						
Certificate of Burial	£30.00	£30.00	£30.00	0.00%	£30.00	0.00%
Burial Record Search for up to 3	£45.00	£45.00	£45.00	0.00%	£45.00	0.00%
Database Record Search	£15.00	£15.00	£15.00	0.00%	£15.00	0.00%
Extending standard grave to allow for extra large coffin	£70.00	£135.00	£70.00	0.00%	£135.00	0.00%
Renewal of Grave Lease 16.7% of total costs						
Weekday extended service time in chapel (extra half hour)	£110.00	£110.00	£110.00	0.00%	£110.00	0.00%
Weekend extended service time in chapel (extra half hour)	£150.00	£150.00	£150.00	0.00%	£150.00	0.00%
Admin fee for 2 interment in niche at columbarium	£25.00	£25.00	£25.00	0.00%	£25.00	0.00%
Exhumation Fee						
First coffin - admin fee	£475.00	£475.00	£485.00	2.11%	£485.00	2.11%
Second coffin - admin fee	£200.00	£200.00	£205.00	2.50%	£205.00	2.50%
Remove & Replace Memorial						
Lawn style memorial up to 7'x3'	£215.00	£215.00	£220.00	2.33%	£220.00	2.33%
Traditional style memorial up to 7'x3'	£325.00	£325.00	£335.00	3.08%	£335.00	3.08%
Memorial Plaques	£60.00	£60.00	£60.00	0.00%	£60.00	0.00%
Ash Plot Memorial	£60.00	£60.00	£60.00	0.00%	£60.00	0.00%
Memorial base	£130.00	£260.00	£130.00	0.00%	£260.00	0.00%
Memorial License Fees						
Old section Grave Spaces (Traditional)	£315.00	£315.00	£320.00	1.59%	£320.00	1.59%
Private Earthen Graves Lawn sections	£220.00	£220.00	£225.00	2.27%	£220.00	0.00%
Common Graves	£70.00	£70.00	£70.00	0.00%	£70.00	0.00%
Additional Memorial Work	£75.00	£75.00	£75.00	0.00%	£75.00	0.00%
Annual clean	£25.00	£25.00	£30.00	20.00%	£30.00	20.00%
Ash Plot	£150.00	£150.00	£150.00	0.00%	£150.00	0.00%
CREMATION						
Cremation Services						
Individual 16 years and over	£610.00	£610.00	£625.00	2.46%	£625.00	2.46%
Individual under 16 years	£35.00	£35.00	£35.00	0.00%	£35.00	0.00%
Early Morning Cremation	£310.00	£310.00	£325.00	4.84%	£325.00	4.84%
Double funeral service	£735.00	£735.00	£750.00	2.04%	£750.00	2.04%
Evenings and Saturday Cremation	£760.00	£760.00	£780.00	2.63%	£780.00	2.63%
Sunday Cremation	£930.00	£930.00	£950.00	2.15%	£950.00	2.15%
Weekday extended service time in chapel (extra half hour)	£110.00	£110.00	£110.00	0.00%	£110.00	0.00%
Weekend extended service time in chapel (extra half hour)	£150.00	£150.00	£150.00	0.00%	£150.00	0.00%
Contract Cremation	£130.00	£130.00	£130.00	0.00%	£130.00	0.00%
Use of Organist	£70.00	£70.00	£70.00	0.00%	£70.00	0.00%
Audio-Visual System						
Live Webcast	£30.00	£30.00	£30.00	0.00%	£30.00	0.00%
Live Webcast & Re-Watch again within 28 days	£45.00	£45.00	£45.00	0.00%	£45.00	0.00%
Webcast DVD/BluRay	£50.00	£50.00	£50.00	0.00%	£50.00	0.00%
Webcast CD	£45.00	£45.00	£45.00	0.00%	£45.00	0.00%
Webcast Additional DVD/BluRay (each)	£35.00	£35.00	£35.00	0.00%	£35.00	0.00%
Single Photo (continuously displayed throughout service)	£12.00	£12.00	£12.00	0.00%	£12.00	0.00%
Simple slideshow (Max 25 photos-played once during service)	£38.00	£38.00	£40.00	5.26%	£40.00	5.26%
Professional Tribute (Max 25 photos-Set to a music track of choice-Played once during service)	£70.00	£70.00	£70.00	0.00%	£70.00	0.00%
Family supplied tribute	£12.00	£12.00	£18.00	50.00%	£18.00	50.00%
Removing Ashes from Crematorium						
Holding ashes on temporary deposit	£20.00	£20.00	£20.00	0.00%	£20.00	0.00%
PET CEMETERY FEES						
Large grave	£550.00	£550.00	£560.00	1.82%	£560.00	1.82%
Medium grave	£445.00	£445.00	£455.00	2.25%	£455.00	2.25%
Small grave	£385.00	£385.00	£390.00	1.30%	£390.00	1.30%
Scattering of ashes	Free	Free	Free	0.00%	Free	0.00%
Burial of ashes with marker	£100.00	£100.00	£100.00	0.00%	£100.00	0.00%

APPENDIX D1

HRA - MEDIUM TERM FINANCIAL STRATEGY	2018-19	2019-20	2020-21	2021-22
	Revised Estimate	Estimate	Estimate	Estimate
	£Ms	£Ms	£Ms	£M's
HRA INCOME:				
Income From Dwellings:				
Tenants Rents	£150.5	£149.7	£155.4	£161.0
Tenants Service Charges	£13.3	£16.0	£16.3	£16.7
Income From Dwellings	£163.8	£165.7	£171.8	£177.6
Commercial Property Rents	£1.4	£1.6	£1.6	£1.6
Heating Charges (Tenants & Leaseholders)	£2.1	£2.7	£2.7	£2.7
LeaseHolder Annual Service Charges	£9.3	£10.1	£11.0	£11.8
LeaseHolder Charges for Major Works	£2.5	£2.5	£2.5	£2.5
LeaseHolder Charges	£11.8	£12.6	£13.5	£14.3
Other Charges for Services & Facilities	£5.3	£5.7	£4.4	£4.4
Private Finance Initiative Government Subsidy	£22.9	£22.9	£22.9	£22.9
Interest Receivable	£0.5	£0.5	£0.5	£0.5
Transfers from the General Fund for Shared Services	£0.8	£0.8	£0.8	£0.8
GROSS INCOME SUB TOTAL	£208.5	£212.4	£218.0	£224.8
HRA EXPENDITURE:				
General Management	£51.8	£53.9	£54.5	£55.6
Private Finance Initiative - Payments	£42.3	£44.0	£44.9	£45.9
Special Services	£19.4	£22.6	£23.0	£23.5
Repairs & Maintenance	£32.0	£33.0	£33.7	£34.4
Rents, Rates, Taxes & Other Charges	£0.6	£0.6	£0.6	£0.6
Interest Charges on Debt	£16.3	£16.4	£16.5	£16.6
Depreciation - Contribution to the Major Repairs Reserve (to fund the Capital Prog.)	£34.0	£35.0	£35.7	£36.4
Total Capital Financing Costs	£50.3	£51.4	£52.2	£53.0
Increase In Bad Debt Provision	£0.8	£0.8	£0.8	£0.8
HRA Contingency	£2.0	£1.1	£1.1	£1.1
Contribution to HRA Reserves	£9.4	£5.1	£7.3	£10.0
GROSS EXPENDITURE SUB TOTAL	£208.5	£212.4	£218.0	£224.8
NET HRA Position	£0.0	£0.0	£0.0	£0.0

HRA FEES AND CHARGES 2019-20

Tenant Service Charges and Digital TV Charges

	Proposed weekly charge or compensation sum
Caretaking and Cleaning	10.02
Estate Services (estate lighting, communal estate repairs and grounds maintenance)	5.15
Tenant Service Charge	15.17
Digital TV (Installation & maintenance)	0.33
Digital TV (maintenance only)	0.20
Compensation for loss of caretaking service	2.40 per day (after 5 consecutive days of lost service)
<p>Note: The weekly tenant service charge for caretaking and estate services increases by £2.30 per week from £12.87 to £15.17.</p> <p>Charges have increased by 18% to cover inflation & to more closely reflect the true cost of the services provided.</p> <p>Caretaking compensation has increased in line with the increase in caretaking charge.</p> <p>Digital TV installation charges were set to be levied over a 10 year period these are now starting to come to an end & as such some tenants will be charged for maintenance only hence the introduction of the new maintenance only charge.</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
<p>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>					
<p>Note: Although gas supply costs are expected to increase, the gas "pool" has been used to absorb this increase and hence charges to Tenants in 2019-20 can remain frozen for the 3rd consecutive 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	10.00	19.99	19.99	21.99
- Car Cage	4.67	9.35	9.35	10.28
- Parking Space	2.56	5.10	5.10	5.61
- Internal Garage	6.90	13.77	13.77	15.16
Non-Rent & Service Charge Payers:				
- Garage	20.83	41.61	41.61	45.74
- Car Cage	9.77	19.45	19.45	21.40
- Parking Space	5.72	12.20	12.20	16.79
				£
Garages Used For Non-Vehicle Storage – Rent & Service Charge Payers				21.99
Garages Used For Non-Vehicle Storage – Non-Rent & Service Charge Payers				45.74
Diesel Surcharge - applies to both Rent/Serv. Charge Payers & Non Rent/Serv. Charge Payers in respect of all parking facilities				120.00 per Year or 2.26 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 (3.3% RPI September 2018). For example, the charge to an LBI resident for a garage with a band B vehicle increases by 64p from £19.35 to £19.99 per week.				
With the exception of the diesel surcharge which increases by 20%				

Concierge Service Charges

	Weekly Charge £
Category A (Concierge Office in Block)	12.48
Category B (Concierge Office in Estate)	9.37
Category C (Concierge Office – Remote multiple cameras)	5.63
Category D (Concierge Office – Remote a small number of cameras)	1.77
Note: Charges have increased by 19% to cover inflation & to more closely reflect the true cost of the service provided. For example the charge to tenants who receive a Category B service increases by £1.52 from £7.85 to £9.37.	

Parking Charge Notices (PCN)

	Council Estates £
Parking Charge Notices	100.00
Parking Charge Notices (Paid within 14 days of issue)	60.00
<p>Note: The maximum charges for unauthorised parking on council estates (off-street parking) are recommended by the British Parking Association on behalf of the Home Office. No increase is recommended in 2019-20. For on-street parking (outside council estates), the Council charges between £80 and £130 depending on the seriousness of the offence.</p>	

Storage Units

	Weekly Charge £
Rent & Service Charge Payers	1.79
Non-Rent & Service Charge Payers	3.59
<p>Note: Charges increase in line with inflation (3.3% RPI September 2018). The charge to Rent & Service Charge Payers has increased by 6p from £1.73 to £1.79 and that for Non-Rent & Service Charge Payers has increased by 11p from £3.48 to £3.59</p>	

Floor Coverings (including underlay, carpets & fitting):

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

2019-20 charges to tenants commencing the scheme wef 2017-18 reflects a more robust/substantial underlay Increased in line with inflation (3.3% RPI at Sept.18)		
No of Beds	2019-20 Charge	Weekly Charge to Tenants over 5 years
1	£712	£2.74
2	£1,040	£4.00
3	£1,369	£5.27
4	£1,642	£6.32

Original charges levied in 2016-17 – no change in charge to tenants in 2019-20 (the final year) for those commencing the scheme in 2016-17 only		
No of Beds	2019-20 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 (3.3% RPI at Sept.18)

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

		Home Ownership Fees 2019-20	Technical Property Services Fees 2019-20
a	Minor alterations (e.g.: flues, extractor fans)	£87 – letter of consent	None
b	Deed of variation for windows	£219	None
c	Minor structural alterations	£87	£196
d	Major structural alterations (e.g. roofs, conservatories)	£109	£196 – technical inspections £60 per hour if additional technical work required
e	Retrospective consent	a/b/c/d +£310	£394 – technical inspections £60 per hour if additional technical work required
f	Re-drawing lease plans	£52	£446
g	Purchase of land/space e.g. garden/loft/basement	£109	£590 and any additional inspections £60 per hour, £492 valuation fee

2. Lease Holder Miscellaneous Fees:

		Home Ownership Fees 2019-20
a	Sub-let Registration	£42
b	Assignment pack	£191 L/Holder £82 F/Holder
c	Re-mortgage pack	£136 L/Holder £70 F/Holder
d	S146 costs	£274
e	Copy of lease	£27
f	Letter of Satisfaction	£55
g	Copy of service charge invoice	£27

2. Lease Holder Miscellaneous Fees continued:

		Home Ownership Fees 2019-20
h	Breakdown of charges for a previous year	£27
i	Notice of assignment or charge	£67
j	Combined notice of assignment and charge	£134
k	Removal of Land Registry charge	£113
l	Details of planned major works	£54
m	Postponement charge	£215
n	Major works extended payment plan – legal charge	£215
o	Removal of Land Registry charge for major works extended payment plan	£113
p	Letter before legal action	£40

Capital Strategy 2019-22

Introduction

The Council has a fully funded Capital Strategy for the period 2019-22. This will deliver £379m of capital investment over the next three years and includes the continuation of ongoing programmes of investment in new homes (£260m) and housing major works and improvements (£75m), the 'Invest to Save' acquisition of Council owned temporary accommodation (£13m), traffic and engineering improvements (£12m), investment in school buildings (£7m). The Council will also continue to invest in new vehicles (£5m) to help meet all new emissions standards in London (ULEZ).

Capital Programme 2019-22

The 2019-20 capital programme and the provisional programme for 2020-22 are summarised in the table below by each major ongoing programme or scheme. This incorporates re-profiled capital expenditure from the current financial year and latest estimates in each of the next three financial years. In some cases, particularly for schemes still at the feasibility stage, it is challenging to forecast the profile of expenditure accurately and additional time has been allowed for potential delays.

CAPITAL PROGRAMME 2019-22	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Major Works and Improvements	25,000	20,000	30,000	75,000
New Homes Programme	76,046	111,067	73,224	260,337
Temporary Accommodation	13,125	0	0	13,125
HOUSING & ADULT SOCIAL SERVICES	114,171	131,067	103,224	348,462
Central Foundation School Expansion	1,600	120	0	1,720
Highbury Grove School Expansion	1,470	0	0	1,470
Tufnell Park School	3,100	750	250	4,100
CHILDREN'S, EMPLOYMENT & SKILLS	6,170	870	250	7,290
Energy Saving Council Buildings	390	0	0	390
Fleet Management	1,999	2,000	1,000	4,999
Greenspace	395	0	0	395
Highways	1,400	1,400	1,400	4,200
Leisure	475	475	375	1,325
Traffic and Engineering	5,354	4,500	2,500	12,354
ENVIRONMENT & REGENERATION	10,013	8,375	5,275	23,663
TOTAL	130,354	140,312	108,749	379,415

APPENDIX E1

The delivery of the capital programme will be monitored regularly as part of the 2019-20 financial monitoring and outturn process to the Executive and to the Policy and Performance Scrutiny Committee.

Capital Funding 2019-22

The estimated funding of the 2019-22 capital programme is summarised below. At the end of each financial year, the Section 151 Officer will apply resources to finance capital expenditure in the most cost effective way for the Council overall.

CAPITAL FUNDING 2019-22	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Capital Receipts	27,592	45,427	49,024	122,043
Other External Funding & Revenue Contributions	3,782	5,199	5,200	14,181
Internal HRA Resources	75,366	55,324	30,000	160,690
General Fund Borrowing*	23,614	4,045	325	27,984
HRA Borrowing*	0	30,317	24,200	54,517
TOTAL	130,354	140,312	108,749	379,415

*The estimated General Fund and HRA borrowing requirements to finance the 2019-22 capital programme are reflected in the Capital Financing Requirement (CFR) and related forecasts in the Treasury Management and Investment Strategy 2019-20 at **Appendix E2**.

Affordability Prudential Indicators

The table below estimates 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.

Ratio of Capital Financing Costs to Net revenue Stream	2019-20	2020-21	2021-22
General Fund	0.4%	0.5%	0.5%
HRA	7.5%	7.3%	7.2%

APPENDIX E1

The table below notionally estimates the incremental revenue cost of the General Fund capital programme on Band D council tax and the HRA capital programme on average weekly housing rents.

Incremental Impact of Capital Expenditure Plans	2019-20	2020-21	2021-22
Band D Council Tax	£20.35	£13.42	£2.44
Average Weekly Housing Rents	£0.00	£0.06	£0.10

Minimum Revenue Provision Policy

Each year the Council is required to agree a minimum revenue provision (MRP) policy for the 'prudent' annual repayment of debt associated with the financing of capital expenditure. The guiding principle of the regulations and statutory guidance is that MRP is charged over a period that is reasonably commensurate with the period over which the capital expenditure which gave rise to the debt provides benefits.

Since 2017-18, the Council has adopted the asset life (annuity) method (based on a prudent assessment of average asset life) for both 'supported' and 'unsupported' borrowing. In calculating the asset life (annuity) MRP, the average interest rates published by the Public Works Loans Board in the relevant financial year for new annuity loans will be used.

Based on this continuing policy, the estimated MRP in the 2019-20 budget is £2.158m.

Traffic and Transportation Schemes 2019-20

The traffic and transportation schemes listed below have been allocated funding from a range of sources and are likely to be progressed during 2019-20. All schemes are subject to consultation. Formal decisions are normally only required for schemes that require a traffic management order and will be taken by the Corporate Director of Environment and Regeneration in consultation with the Executive Member for Environment.

Scheme	Ward/s	Funding	Details of funding allocation
Archway Pedestrian and Public Realm Improvements	Hillrise, Junction	£50,000 (LIP funding)	Funding allocated by Executive, 18 October 2018

APPENDIX E1

Scheme	Ward/s	Funding	Details of funding allocation
Highbury and Islington Station Square	St Mary's, Highbury East	£100,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Central Street Master Plan	Bunhill	£75,000 (LIP funding)	Funding allocated by Executive, 18 October 2018; S106 funds also allocated
Advanced Stop Lines (ASLs) Review	Various	£15,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
King's Cross and Caledonian area public realm improvements	Caledonian	£25,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Farringdon and St John Street Neighbourhood Improvements	Clerkenwell	£75,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Old Street Roundabout and Public Realm Improvements	Bunhill	£25,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Pedestrian Accessibility Programme	Various	£50,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Making the Most of Public Spaces	Various	£100,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Safer Routes to Estates	Various	£50,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Borough wide Road Safety Schemes	Various	£350,000 (LIP funding)	Funding allocated by Executive, 18 October 2018

APPENDIX E1

Scheme	Ward/s	Funding	Details of funding allocation
Walking and Cycling Improvement Programme	Barnsbury, St Mary's, Canonbury, Clerkenwell, Highbury West	£75,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Secure Cycle Parking	Various	£20,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Play Streets	Various	£10,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Traffic Management improvements at sensitive locations	Various	£100,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Air Pollution Awareness	Various	£20,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Electric Vehicle Charging Point Programme	Various	£35,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Using new technologies to record and report speeding levels	Various	£30,000	Funding allocated by Executive, 18 October 2018
Traffic Management, environmental and road safety improvement – Clerkenwell Green	Clerkenwell	£75,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Islington Legible London Wayfinding Signs	Various	£100,000 (LIP funding)	Funding allocated by Executive, 18 October 2018
Cycle Route – Lever Street to Amwell Street	Bunhill, Clerkenwell	£100,000	Funding allocated by Executive, 18 October 2018

APPENDIX E1

Scheme	Ward/s	Funding	Details of funding allocation
Cycle Route - Quietway 2 (Bloomsbury to Walthamstow)	Bunhill, Clerkenwell Canonbury St Peter's	£75,000	Funding allocated by Executive, 18 October 2018
Cycle Route – Golden Lane/ Central Street/ Graham Street (Grid Phase 2)	Bunhill	£75,000	Funding allocated by Executive, 18 October 2018
Cycle Route – Charlton Place to Copenhagen Street	St Peter's, Barnsbury	£40,000	Funding allocated by Executive, 18 October 2018
Cycle Route – St John Street	Bunhill, Clerkenwell	£75,000	Funding allocated by Executive, 18 October 2018
Cycle Route – Farringdon to Palmer's Green via Finsbury Park	Highbury West, Highbury East, St Mary's, Holloway, Caledonian, Barnsbury, Clerkenwell	£500,000	Funding allocated by Executive, 18 October 2018
Cycle Route – Clerkenwell Road and Old Street	Bunhill, Clerkenwell	£200,000	Funding allocated by Executive, 18 October 2018
Cycle Route – Featherstone Street to Leonard Street (Grid Phase 1)	Bunhill	£50,000	Funding allocated by Executive, 18 October 2018
Cycle Route – White Lion Street/ Donegal Street/ Wharfdale Road	Barnsbury, Caledonian	£40,000	Funding allocated by Executive, 18 October 2018
Future Cycle Route 2 – Camden to Tottenham Hale	Various	£12,500	Funding allocated by Executive, 18 October 2018

APPENDIX E1

Scheme	Ward/s	Funding	Details of funding allocation
Future Cycle Route – Regents Canal to Highgate	Various	£75,000	Funding allocated by Executive, 18 October 2018

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

Meeting of	Date	Agenda Item	Ward(s)
Audit Committee	31 January 2019		

Delete as appropriate	Exempt	Non-exempt

SUBJECT: Annual Treasury Management and Investment Strategy 2019-20

1. Synopsis

1.1 This report discusses the council's 2019-20 annual treasury management strategy and investment strategy.

2. Recommendations

2.1 To consider the Council's 2019-20 annual treasury management and investment strategy before full council's approval at its budget and council tax setting meeting on 28th February 2019. 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

- £131.4m is estimated to be required to be borrowed over the next 3 years
 - £48.9million to replace existing borrowing that matures
 - £82.5million 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 3.7.
- The Council's investment priorities in order of importance are:
 - security of the invested capital;
 - liquidity of the invested capital;
 - an optimum yield which is commensurate with security and liquidity

3. Background

3.1 INTRODUCTION

- 3.1.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) has defined treasury management as “the management of the organisations’ investments and cashflow, its banking, money market and capital market transactions; the effective control of the risks associated with these activities and the pursuit of optimum performance consistent with those risks.
- 3.1.2 Treasury management activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management). This Council adopted the Code of Practice on Treasury Management on 26th February 2002. The Council has incorporated the changes from the revised 2011 CIPFA Code of Practice into its treasury policies procedures and practices. The treasury risk management is conducted within the framework of the CIPFA and Accountancy Treasury Management Code of Practice 2017, requires the authority to approve a treasury management strategy before the start of each year.
- 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 Investments held for service purposes or for commercial profit are considered in a different report, Investment Strategy report and approved by full Council at its budget and council tax setting meeting on 28th February 2019.
- 3.1.5 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 2019-20 budget to be considered in February, are set out in **Table 1** below:

Table 1 – Capital Financing, Balances and Reserves Forecasts

	31/03/2019 Estimate £m	31/03/2020 Estimate £m	31/03/2021 Estimate £m	31/03/2022 Estimate £m
General Fund CFR	154.0	175.8	173.6	163.5
Long term Liabilities- PFI	122.4	109.9	94.8	81.5
HRA CFR	442.3	442.3	472.6	496.8
Total CFR	718.7	728.0	741.0	741.8
Less Balances and Reserves	(225.8)	(160.6)	(155.4)	(213.4)
Net Balance Sheet Position	492.9	567.4	585.6	528.4

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 2019/20 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 relatively soft throughout 2019. The central case forecast is for UK Bank Rate to be hiked twice during the coming year to 1.25%. Gilt yields and PWLB rates are expected to move upwards from current levels due to strength of US economy and ECB's forward guidance on higher rates.

3.4 Borrowing Strategy

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

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

	2018-19	2019-20	2020-21	2020-22
	estimate £M	estimate £M	estimate £M	estimate £M
New Borrowing	31.6	23.6	34.4	24.5
Replacement borrowing	12.1	11.1	14.5	23.3
TOTAL	43.7	34.7	48.9	47.8

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 and their pension funds, 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 2019-20 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 be hiked twice to 1.25%. As at 31st December 2018, the council had agreed non-PWLB long term loans of £54.5m. All these loans are from other local authorities over outstanding periods of up to 3.5 years at an average rate of 2.0%.

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 £131.4million, £48.9million 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 2019-20 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 and CIFA Code, 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 **Business model**

Under the new IFRS 9 standard, the accounting for certain investments depends on our business model for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore where other criteria are also met, these investments will continue to be accounted for at amortised cost

3.7 **Investment instruments approved counterparties.**

3.7.1. Potential instruments for the Council's use within its investment strategy are UK Government, local authorities or government backed public organisations, banks, corporates and registered providers.

3.7.2 The Council has reviewed the way it formulates its counterparty criteria. The lending list criteria is devised from the use of rating agencies which will include) as well as other factors. The main sovereign states whose banks are to be included are Australia, Canada, Finland, France, Denmark, Germany, Netherlands, Switzerland and the US. These countries and the Banks within them have been selected after analysis and careful monitoring of:

- Credit Ratings (minimum long-term A+ minimum short term F1).
- Credit Default Swaps.
- GDP; Net Debt as a Percentage of GDP.
- Sovereign Support Mechanisms / potential support from a well-resourced parent institution.
- Share Price.

3.7.3 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.

3.7.4 The Council's internally managed investments as at 31 December totalled £110million and the forecast position for the end of March through 2019 will average £75million. 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 £75m:

- 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.

- 3.7.5 If the cash flow positions were to increase because of forward borrowing, then investments criteria will revert to credit ratings as stated in paragraph 3.7.2
- 3.7.6 A copy of the Council's current Approved lending list and the institutions actually lent to as at December 2018 is attached as **Appendix C** for information. In addition, the Council has borrowed £58m at an average rate of 0.7% 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.
- 3.7.7 The bank rate was raised from 0.50% to 0.75% in August 2018. 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 be raised twice to 1.25% through 2019.
- 3.7.8 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.
- 3.7.9 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.
- 3.8 **Housing Revenue Account policy on apportioning interest**
- 3.8.1 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.
- 3.8.2 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.
- 3.9.3 **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.

3.10 Monitoring

3.10.1 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.

3.11 Members Training

3.11.1 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. Training on treasury management is available to Members and can be tailored to their needs and should be assessed regularly to ensure knowledge and skills are maintained at appropriate levels

3.11 Advisors

3.11.1 Arlingclose, our appointed treasury advisors, undertake their role as advisors to enable the Council to make informed decisions.

3.12 Markets in Financial Instruments Directive

3.12.1 The council has opted up to professional client status with its providers of financial services, including advisors, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. The Director of Finance and Resources believes this to be the most appropriate status given the size and range of our treasury management activities.

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 28 February 2019.

Appendices: Appendix A- Arlingclose Economic and Interest Rate Forecast as at December 2018
Appendix B- Prudential Indicators
Appendix C- Current Lending List and Counterparty Schedule

Background papers:

Audit Commission National Report 2009; Council Budget Report on 22 February 2018
CIPFA guidance on treasury management issued in November 2009

Final Report Clearance

Signed by



Service Director Financial and Asset
Management

Date 22.01.2019

Received by

Head of Democratic Services

Date

Report author: Joana Marfoh (head of treasury and pensions)
Tel: 020- 75272382
Fax: 020- 75272056
E-mail: joana.marfoh@islington.gov.uk

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

Underlying assumptions:

- Our central interest rate forecasts are predicated on there being a transitional period following the UK's official exit from the EU.
- The MPC has a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. We believe that MPC members consider that: 1) tight labour markets will prompt inflationary pressure in the future, 2) ultra-low interest rates result in other economic problems, and 3) higher Bank Rate will be a more effective policy weapon if downside risks to growth crystallise.
- Both our projected outlook and the increase in the magnitude of political and economic risks facing the UK economy means we maintain the significant downside risks to our forecasts, despite the potential for slightly stronger growth next year as business investment rebounds should the EU Withdrawal Agreement be approved. The potential for severe economic outcomes has increased following the poor reception of the Withdrawal Agreement by MPs. We expect the Bank of England to hold at or reduce interest rates from current levels if Brexit risks materialise.
- The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in the middle quarters of 2018, but more recent data suggests the economy slowed markedly in Q4. Our view is that the UK economy still faces a challenging outlook as the country exits the European Union and Eurozone economic growth softens.
- Cost pressures are easing but inflation is forecast to remain above the Bank's 2% target through most of the forecast period. Lower oil prices have reduced inflationary pressure, but the tight labour market and decline in the value of sterling means inflation may remain above target for longer than expected.
- Global economic growth is slowing. Despite slower growth, the European Central Bank is conditioning markets for the end of QE, the timing of the first rate hike (2019) and their path thereafter. More recent US data has placed pressure on the Federal Reserve to reduce the pace of monetary tightening - previous hikes and heightened expectations will, however, slow economic growth.
- Central bank actions and geopolitical risks have and will continue to produce significant volatility in financial markets, including bond markets.

Forecast:

- The MPC has maintained expectations of a slow rise in interest rates over the forecast horizon, but recent events around Brexit have dampened interest rate expectations. Our central case is for Bank Rate to rise twice in 2019, after the UK exits the EU. The risks are weighted to the downside.
- Gilt yields have remained at low levels. We expect some upward movement from current levels based on our central case that the UK will enter a transitional period following its EU exit in March 2019. However, our projected weak economic outlook and volatility arising from both economic and political events will continue to offer borrowing opportunities.

	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.17
Arlingclose Central Case	0.75	0.75	1.00	1.00	1.25	1.13								
Downside risk	0.00	-0.50	-0.75	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-0.85
3-mth money market rate														
Upside risk	0.10	0.10	0.10	0.10	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.17
Arlingclose Central Case	0.90	0.95	1.10	1.30	1.40	1.40	1.40	1.35	1.35	1.35	1.35	1.35	1.35	1.27
Downside risk	-0.20	-0.45	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.76
1-yr money market rate														
Upside risk	0.20	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.33
Arlingclose Central Case	1.15	1.25	1.35	1.50	1.70	1.60	1.50	1.40	1.35	1.35	1.35	1.35	1.35	1.40
Downside risk	-0.35	-0.50	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.77
5-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.15	1.25	1.35	1.50	1.50	1.40	1.35	1.35	1.30	1.30	1.30	1.30	1.30	1.33
Downside risk	-0.50	-0.60	-0.65	-0.80	-0.80	-0.70	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.66
10-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.50	1.65	1.70	1.80	1.80	1.75	1.75	1.70						
Downside risk	-0.55	-0.70	-0.70	-0.80	-0.80	-0.75	-0.75	-0.70	-0.70	-0.70	-0.70	-0.70	-0.70	-0.71
20-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	2.00	2.10	2.20	2.18										
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
50-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.90	1.95	2.00	1.99										
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73

EXTERNAL DEBT INDICATORS

1

Authorised Limit for External Debt (including PFI)							
			2018-19 £000s Approved	2018-19 £000s Revised	2019-20 £000s Estimate	2020-21 £000s Estimate	2021-22 £000s Estimate
Borrowing			461,000	318,000	413,000	462,000	509,000
Other Long Term Liabilities			127,000	122,000	110,000	95,000	82,000
TOTAL AUTHORISED LIMIT			588,000	440,000	523,000	557,000	591,000

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

Page 220

2

Operational Boundary for External Debt (including PFI)							
			2018-19 £000s Approved	2018-19 £000s Revised	2019-20 £000s Estimate	2020-21 £000s Estimate	2021-22 £000s Estimate
Borrowing			431,000	298,000	383,000	432,000	479,000
Other Long Term Liabilities			117,000	112,000	100,000	85,000	72,000
TOTAL OPERATIONAL BOUNDARY			548,000	410,000	483,000	517,000	551,000

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

3

Actual External Debt (including PFI)						
						31.3.18 £000s Actual
Borrowing						258,000
Other Long Term Liabilities						122,000
TOTAL EXTERNAL DEBT						380,000

This is the actual external debt that the Council held at 31st March 2018
Other long-term liabilities include items such as PFI schemes and finance leases.

TREASURY MANAGEMENT INDICATORS

Page 221

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

Maturity Structure of New Fixed Rate Borrowing

					31.3.18 Existing (Benchmark) Level %	2019-20 Upper Limit %	2019-20 Lower Limit %
Under 12 months					5.0%	100%	4%
12 months and within 24 months					8.0%	100%	17%
24 months and within 5 years					12.0%	100%	15%
5 years and within 10 years					16.0%	100%	10%
10 Years and within 20 years					24.0%	100%	19%
More than 20 years					35.0%	100%	35%

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

			2018-19 £000s Approved	2018-19 £000s Revised	2019-20 £000s Estimate	2020-21 £000s Estimate	2021-22 £000s Estimate
6	Total principal sum invested		55,000	50,000	50,000	50,000	50,000

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

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 3.6 of the Strategy Statement of the Councils Treasury Management

Interest Rate Exposure

	2019/20 Limit £'000s
8	
Upper limit on one-year revenue impact of a 1% rise in interest rates	5,682
Upper limit on one-year revenue impact of a 1% fall in interest rates	3,788

This indicator is set to control the Council's exposure to interest rate risk, on the assumption that maturing loans and investments will be replaced at current rates.

Counter-Party List - APPENDIX C

Minimum criteria	A+	F1	A1	P-1	A+	A-1												
	Fitch LT	Fitch ST	Moody's LT	Moody's ST	S & P LT	S & P ST	Sovereign Rating - F/M/S&P	5 year CDS	Share Price	Maximum Limit - £	Maximum Term		LBI	Arlinglose Current Advice	Lending at 31/12/2018			
UK Banks																		
Barclays	A+	F1	A1	P-1	A	A-1	AA/Aa2/Aau	96	158	30,000,000	36 Months							
HSBC	AA-	F1+	Aa3	P-1	AA-	A-1+	AA/Aa2/Aau	37	650	30,000,000	36 Months							
Lloyds	A+	F1	Aa3	P-1	A+	A-1	AA/Aa2/Aau	38	54	30,000,000	36 Months							
RBS	A+	F1	A1	P-1	A-	A-2	AA/Aa2/Aau	124	226	30,000,000	36 Months							
Santander UK	A+	F1	Aa3	P-1	A	A-1	AA/Aa2/Aau BBB+ Baa2/BBB+(Spain)	83	N/A	30,000,000	36 Months							
Standard Chartered	A+	F1	A1	P-1	A	A-1	AA/Aa2/Aau	53	614	30,000,000	36 Months							
UK Building Societies																		
Nationwide	A+	F1	Aa3	P-1	A	A-1	AA/Aa2/Aau	N/A	N/A	30,000,000	36 Months							
Non UK Banks																		
Australia																		
Australia & NZ Banking Group	AA-	F1+	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAAu	100	N/A	15,000,000	36 Months							
Commonwealth Bank of Australia	AA-	F1+	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAAu	130	N/A	15,000,000	36 Months							
National Australia Bank	AA-	F1+	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAAu	70	N/A	15,000,000	36 Months							
Westpac Banking Group	AA-	F1+	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAAu	70	N/A	15,000,000	36 Months							
Canada																		
Bank of Montreal	AA-	F1+	Aa2	P-1	A+	A-1	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months							
Bank of Nova Scotia	AA-	F1+	Aa2	P-1	A+	A-1	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months							
Canadian Imperial Bank of Commerce	AA-	F1+	Aa2	P-1	A+	A-1	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months							
Royal Bank of Canada	AA-	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months							
Toronto-Dominion Bank	AA-	F1+	Aa1	P-1	AA-	A-1+	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months							
Finland																		
Germany																		
Netherlands																		
ING Bank	A+	F1	Aa3	P-1	A+	A-1	AAA/Aaa/AAAu	40	N/A	15,000,000	36 Months							
Rabobank	AA-	F1+	Aa3	P-1	A+	A-1	AAA/Aaa/AAAu	40	N/A	15,000,000	36 Months							
Sweden																		
Handelsbanken	AA	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAAu	45	N/A	15,000,000	36 Months							
Nordea Bank AB	AA-	F1+	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAAu	55	N/A	15,000,000	36 Months							
Switzerland																		
Credit Suisse	A	F1	A1	P-1	A	A-1	AAA/Aaa/AAAu	90	N/A	15,000,000	36 Months							
USA																		
Other																		
Deutsche Bank Global Liquidity Fund			Aaa / MR1+		AAA m		N/A	N/A	N/A	15,000,000	N/A							
UK Local Authorities					AAA		N/A	N/A	N/A	15,000,000	24 Months - amended 11/12/18							
Supra-National Bonds (EIB)	AAA		Aaa		AAA		N/A	N/A	N/A	Unlimited	Unlimited							
UK DMADF	AA		Aa2		AA		N/A	N/A	N/A	Unlimited	6 Months							

TOTAL FUNDS INVESTED

110,000,000

Strategy for Other Investments (Including Commercial Investments) 2019-20

Introduction

The Council invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

This investment strategy is a new report for 2019-20, meeting the requirements of statutory guidance issued by the government in January 2018, and focuses on the second and third of these categories.

Treasury Management Investments

The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of the GLA and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £75m and £100m during the 2019-20 financial year.

Contribution: The contribution that these investments make to the objectives of the Council is to support effective treasury management activities.

Further details: Full details of the Council's policies and its plan for 2019-20 for treasury management investments are covered in a separate document, the Treasury Management Strategy, available on the same agenda.

Service Investments:

Contribution: The Council has lent money, £50,000, to its wholly owned subsidiary, Islington Limited (ICo). ICo provides local services and aims to raise revenue for the Council. The loan serves to support the working capital of ICo where the timings of its payments and receipts do not coincide. The loan has been made at an interest rate of 5% per annum.

Security: The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, the Council ensures its exposure to service loans remains proportionate to the size of the Council and it regularly monitors the performance of ICo to ensure it remains capable of repaying the loan. The size of this loan does not expose the Council to undue risk

Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Council's statement of accounts from 2018-19 onwards will be shown net of this loss allowance. However, the Council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

Risk assessment: The Council assesses the risk of loss before entering into and whilst holding service loans by assessing the likelihood of ICo generating sufficient revenue to repay the loan. The Council has representation on the Board and regularly monitors ICo's performance.

Service Investments: Shares

Contribution: The Council holds shares of

1. Islington Limited (Ico): 100% shareholding
2. Transform Islington Phase 1 Holdings Limited 10% shareholding
3. Transform Islington Phase 2 Holdings Limited 10% shareholding

to support local public services and stimulate local economic growth. The fair value of these shares is immaterial and the shares are not traded in an active market. The Council has no current intention of disposing of some or all of these shareholdings.

Security: One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. However, the purpose of holding these shares is not necessarily to make a return but to support and control service delivery, e.g. the last two aim to manage the schools provided under BSF. These shares are also not traded in an active market. Normally, in order to limit this risk, upper limits on the sum invested in each category of shares would be set.

Commercial Investments: Property

Contribution: The Council currently holds 17 local commercial properties with the intention of making a profit (through rentals and / or capital growth) that will be spent on local public services. The most significant of these being retail and office space. The market value at 1st April 2018 of all such properties was £31.2m. These properties have been held for a significant time and the Council has not invested in new commercial properties in the recent past nor does it have any firm plans to do so in 2019-20. The rental income received in 2017-18 for these properties was £2.1m against direct expenditure of £0.5m.

Additionally, the Council has begun, alongside building dwellings for social housing within the HRA, building dwelling units to sell on the open market. The proceeds are then used to fund the building of additional social housing dwellings for Council tenants. The initial costs of building these for sale dwellings is met from capital receipts with minimal borrowing for cash flow purposes in the early stages of the scheme and any subsequent building costs met from sale proceeds.

In 2019-20 there is an anticipated spend of £13m on such for sale dwellings, of which £2m will be required from borrowing. This borrowing should all be repaid within 12-24 months as the dwellings are sold.

Security: In accordance with government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

A fair value assessment of the Council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Due to the historic nature of this portfolio accurate purchase costs is not easily available, however in the last two financial years the market value of the investment portfolio has increased by £8.8m. Should the 2018-19-year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.

Liquidity: Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Council ensures dwellings are of a type and location that is marketable and has proven demand. The Council also has the option of letting any such properties for social housing or temporary accommodation and generate income whilst they are being marketed. In addition, the Council has ensured that its borrowing requirements have been kept to a minimum.

Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council and are included here for completeness.

The Council has committed to make up the liabilities of its subsidiary, Ico, should it request it. At present there is no indication this is likely to happen. The net liabilities of Ico as at 31.3.2018 were £0.1m.

Capacity, Skills and Culture

Elected members and statutory officers: There are a number of procedures and processes that enable Elected members and statutory officers to make appropriate investment decisions, including:

- All Elected members and statutory officers are aware of the Council's strategic objectives.
- The Council's constitution and Financial Regulations determine the authorisations required for financial decisions and these ensure appropriate scrutiny and delegated authorities.
- All relevant reports require financial and legal (including statutory and regulatory frameworks) consideration and implications to be part of the decision making process.
- The Council has set up a multi-disciplinary Project Delivery Board which approves business cases and then monitors the delivery of those projects.
- External specialist advice is sought and considered where it is deemed necessary and these costs are included as part of the investment / project costs to be recovered by the project.
- The Council has an embedded risk management framework and this reported regularly to Members

Commercial deals: External Advisors are used where appropriate to help advise on commercial transactions and internal rates of return are set and used to evaluate the terms of the deal. Expert legal advice where appropriate is also used for drafting and reviewing contract terms where deemed necessary. The Council ensures external advisors are fully aware of the statutory and regulatory framework the Council operate within.

Memorandum of Understanding on the London 75% business rates retention pilot 2019-20



MAYOR OF LONDON

Stuart Hoggan

Stuart Hoggan, Deputy Director, Local Government Finance - Ministry of Housing, Communities and Local Government

John O'Brien

John O'Brien, Chief Executive - London Councils

Martin Clarke

Martin Clarke, Executive Director, Resources - Greater London Authority

Memorandum of Understanding on the 75% Business Rates Retention Pilot 2019-20 for London

Introduction

1. In the Spring Budget 2017, the London Devolution Memorandum of Understanding¹ included a commitment to exploring options for granting London government greater powers and flexibilities over the administration of business rates, including supporting the voluntary pooling of business rates within London, subject to appropriate governance structures being agreed.
2. Following the establishment of a pan London business rates pool to pilot the previously proposed principles of 100% Business Rates Retention in 2018-19, this Memorandum of Understanding confirms the commitment by the Government, the Mayor of London and London local government to pilot the principles of 75% business rates retention in 2019-20 through the continuation of the pan-London business rates pool. It sets out the basis on which the local authorities listed at **Annex A** will pilot 75% business rates retention.
3. This Memorandum of Understanding (MoU) comes into effect from 1 April 2019 and expires on 31 March 2020.
4. This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this MoU.

Pilot principles

5. The pilot pool will be voluntary, but will include all 32 London boroughs, the City of London Corporation and the Greater London Authority [“the London authorities”].
6. From 1 April 2019 the London authorities will retain 75% of their non-domestic rating income². They will also receive section 31 grants in respect of Government changes to the business rates system which reduce the level of business rates income. Section 31 grant will amount to 75% of the value of the lost income. Tariffs and top-ups will be adjusted to ensure cost neutrality.
7. In moving to 75% business rates retention, the Ministry of Housing, Communities and Local Government will continue not to pay Revenue Support Grant to the

¹ <https://www.gov.uk/government/publications/memorandum-of-understanding-on-further-devolution-to-london>

² As defined in the Non-Domestic Rating (Rates Retention) Regulations 2013 (SI2013/452) (as amended).

London authorities in 2019/20. The value of these grants in 2019-20 is set out in **Annex B**.

8. The London authorities will not be subject to more onerous rules or constraints under the 75% rates retention pilot, than they would have been if they had remained subject to the 67% scheme in place in 2017-18, reflecting the incremental impact of the Greater London Authority's partial pilot as a result of the 'rolling in' of its Revenue Support Grant and the Transport for London investment grant. No 'new burdens' will be transferred to London and participation in the pilot will not affect the development or implementation of the Fair Funding Review.
9. Levy and safety net payments due from/to the London business rates pool will be calculated, in accordance with the Non-Domestic Rating (Levy and Safety Net) Regulations 2013 (SI 2013/737) (as amended), as if the London authorities were not 75% 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%.
10. However, notwithstanding the calculation of levy and safety net payments under the Regulations, the Government will calculate levy and safety net payments due from/to the London business rates pool on the basis that it has a 'zero' levy rate and 'safety net threshold' of 95%, and that the London authorities will be retaining 75% of London's business rates income. The difference between any sums due under this calculation and the levy/safety net due under SI 2013/737 will be paid to the London business rates pool via a section 31 grant.
11. The piloted approach will have no impact on Enterprise Zones and 'designated areas' where the designations made by the Secretary of State come into force on or before 1 April 2019, along with other special arrangements, such as the statutory provision to reflect the unique circumstances of the City of London Corporation.

Distribution of any financial benefit

12. The 34 London authorities will prepare a framework agreement for the operation of a pilot pool in which, assuming the pool has 'growth' in comparison to its assessed business rates baseline:
 - each authority will receive at least as much from the pool as they would have individually under the existing 67% retention scheme;
 - 15% of any net financial benefit will continue to be set aside as a 'Strategic Investment Pot' (see paragraphs 13-16); and

- the resources not top-sliced for the investment pot will be shared between the GLA and the 33 billing authorities (the 32 boroughs and the City of London Corporation) 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 Government in September 2016.

Strategic investment

13. The Mayor of London commits that the GLA's share of any additional net financial benefit from the pilot will be spent on strategic investment projects. Decisions on the allocation of the GLA's share will be made by the Mayor of London.
14. For this purpose, and for the separate joint Strategic Investment Pot, 'strategic investment' will be defined as projects that will contribute to the sustainable growth of London's economy or support the delivery of new infrastructure, housing or employment, which lead directly to or are expected to facilitate an increase in London's overall business rates income.
15. The joint Strategic Investment Pot will be spent on projects that meet each of the following requirements:
- 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;
 - leverage additional investment funding from other private or public sources; and
 - have broad support across London government in accordance with the proposed governance process (see paragraph 17-18).
16. It is anticipated that approximately 50% of net additional benefits arising from the pilot pool will continue to be spent on strategic investment projects.

Governance

17. Decisions regarding the Strategic Investment Pot will be taken formally by the City of London Corporation – as the lead authority – in consultation with all member authorities, reflecting voting principles designed to protect Mayoral, borough and sub-regional interests, agreed under the 2018-19 100% pilot and previously endorsed by Leaders and the Mayor in the London Finance Commission (both 2013 and 2017), and set out in London Government's detailed proposition on 100% business rates in September 2016. These are that:

- both the Mayor and a clear majority of the boroughs would have to agree;
- a majority would be defined as two-thirds of the 33 billing authorities (the 32 boroughs and the City of London Corporation), subject to the caveat that where all boroughs in a given sub-region disagreed, the decision would not be approved;
- if no decisions on allocation can be reached, the available resources would be rolled forward within the pot for future consideration at the next decision-making round.

18. It is envisaged that decisions will be taken annually. Each authority will be required to take the relevant decisions through its own constitutional decision-making arrangements.

Evaluation

19. The Government will undertake a qualitative evaluation on the progress of the pilot with focus on the governance mechanism and decision-making process, and the scale of resources dedicated to strategic investment.

Next steps

20. As specified in paragraph 3, the pilot will operate for one year. The Government is committed to giving local government greater control over the revenues they raise, and plans to implement 75% business rates retention across England from 2020-21 onwards. Piloting at 75% in a key area like London will provide information about the immediate future. The Government will work with London authorities to explore legislative changes:

- a. needed to develop a Joint Committee model for future governance of a London pool; and
- b. regarding the re-listing of central list assessments located wholly or primarily in the Greater London area, such as London Underground and Docklands Light Railway, in an 'area list.'

21. Neither are achievable without primary or secondary legislation and so if this were to be implemented it would be necessary for there to be a commitment to a longer-term London business rates pool.

22. The Government will reflect the pilot pool arrangements in the Provisional 2019-20 Local Government Finance Settlement in December 2018. If any authority decides to opt out within the following 28 days – that is, by 28 days after the Provisional Local Government Finance Settlement – the pool would not proceed.

23. London Government will update the existing pooling agreement between the 34 London authorities by which London Government collectively decides how to operate the pool and distribute the financial benefits. Each authority will be required to take the relevant decisions through its own constitutional decision-making arrangements.

Annex A

Authorities in the London Pilot

Barking & Dagenham
Barnet
Bexley
Brent
Bromley
Camden
City of London
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
Greater London Authority

Annex B

Grants

The amount of Revenue Support Grant (RSG) to be 'rolled-in' to 75% rates retention for 2019/20 for each of the 33 billing authorities is set out below. This is in addition to the funding streams rolled in to the GLA's funding baseline in 2017-18 in respect of the Transport for London investment grant (£993 million in 2019-20) and the Greater London Authority's RSG (£127.9 million in 2019-20) under the GLA's partial pilot.

RSG	Amount (£m) for 2019/20
Barking & Dagenham	17.7
Barnet	6.2
Bexley	3.2
Brent	24.5
Bromley	0.0
Camden	22.3
City of London	6.2
Croydon	13.9
Ealing	17.2
Enfield	17.3
Greenwich	25.1
Hackney	34.8
Hammersmith & Fulham	17.1
Haringey	21.6
Harrow	1.6
Havering	1.4
Hillingdon	6.7
Hounslow	9.5
Islington	24.1
Kensington & Chelsea	9.9
Kingston upon Thames	0.0
Lambeth	31.7
Lewisham	27.5
Merton	5.1
Newham	36.2
Redbridge	10.2
Richmond upon Thames	0.0
Southwark	35.9
Sutton	6.6
Tower Hamlets	33.3
Waltham Forest	18.5
Wandsworth	23.1
Westminster	29.6

Budget 2019-22 Resident Impact Assessment

Title of plan, policy and/or procedure being assessed	Budget Savings Proposals 2019-22
Name of Service Area Assessed	Council-wide
Staff conducting assessment including contact details	Alan Layton alan.layton@islington.gov.uk
Date of assessment	29 November 2018

1. Introduction

This report provides an assessment of the likely impact of the Council's budget savings proposals for 2019-22 on residents and employees with 'protected characteristics' as defined by the Equality Act 2010.

Under Section 149 of the Act, the Council has a legal duty to have 'due regard' to the need to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity and
- foster good relations between different groups

The precise wording of the Public Sector Equality Duty (PSED) is set out at the end of this document, in Annex A.

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

The council is committed to crafting a fairer Islington and seeks to protect the borough's most vulnerable residents. We are required to demonstrate our fulfilment of our duty to pay 'due regard' in the decision making process and, as such, we need to understand the effect our policies and practices have on equality. Although the council is not legally obligated to reject savings that could have negative impacts on any particular groups, it must consider carefully and with rigour the impact of its proposals on the PSED, take a reasonable and proportionate view about the overall impact on particular groups and seek to mitigate negative impacts where possible.

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

From the detail available, we have identified that some of the savings could possibly:

- have some negative impact on equality of opportunity for staff;
- result in indirect consequences for people with protected characteristics; or
- impact on opportunities to promote good relations.

However, mitigations are in place as shown below to minimise these possibilities. 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 2018-22, our vision is to make Islington a fairer place – to create a place where everyone, whatever their background, has the same opportunity to reach their potential and enjoy a good quality of life.

Our priorities

In order to move us closer to this vision, we have the following priorities:

- Delivering decent and genuinely affordable homes for all
- Delivering an inclusive economy, supporting people into work and helping them with the cost of living
- Creating a safe and cohesive borough for all
- Making Islington the best place for all young people to grow up
- Making Islington a welcoming and attractive borough and creating a healthier environment for all
- Ensuring our residents can lead healthy and independent lives
- Continuing to be a well-run council and making a difference despite reduced resources

The council has also developed a number of equalities objectives:

- Supporting adults with mental health and learning disabilities needs into work through voluntary programmes
- Tackling violence against women and girls
- Improving access to mental health services for all, especially BAME residents
- Supporting adults with mental health and learning disabilities needs to live independently
- Focus on young people, including consulting them on major developments, supporting those at risk of being drawn into crime, supporting young people to grow up respecting difference, and providing a single point of access for children and young people with social, emotional and mental health needs.

We are currently expecting to have to close a budget gap of c£50m in the period 2019-22. This is in addition to the £225m savings which we have already had to make over the past eight years. Whilst 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.

3. Evidence and Demographics

Monitoring information, from sources such as the 2011 Census, the Joint Strategic Needs Assessment and The Islington Evidence Hub, shows 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 242,600 in 2019, and it is predicted to increase to around 248,600 by 2029, a further increase of 3%. It is the most densely populated local authority area in England and Wales, with 15,818 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 2019 population includes over 177,000 residents aged 18 to 64, around 43,000 children and only about 22,000 (9%) over 65. The highest rate of growth over the next ten years will be among the older population (2% increase for people aged 65 and over), although in absolute numbers the older population will remain the smallest age group. As of February 2018, about 6% of people aged 18 to 59 years are claiming employment and support allowance in Islington. Islington has the second highest proportion (30%) of children in poverty among local authorities in England: 26% of primary pupils and 31% of secondary pupils are eligible for free school meals – the 3rd and 2nd highest proportions in London, respectively. 47% of primary and 67% 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 14.6%.
- **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 10-17, are more diverse than the overall population (53% of residents aged 10-17 are from a BME group). 32% of residents are estimated to be born outside of the UK; this compares with a national average of 14%. From national figures, it is known that children growing up in BME households 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 79.5 years, an increase of 6 years since 2000. However, life expectancy for men in Islington remains lower than London (80.4) and is the 10th lowest among all London boroughs. For women in Islington, life expectancy is 83.4 years and is similar to England (83.1). Men who live in the worst-off areas are expected to live 10 fewer years than men living in the best-off areas in the borough, and women in the worst-off areas are expected to live 7 fewer years than women 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. As of 2015, instances of domestic violence are increasing, with 73% of female victims between the ages of 18 and 44 years.
- **Disability:** In February 2018, there were 7,580 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. National figures show that 28% of people in a family with at least one disabled person live in poverty, compared to 18% of people in families with no disabled people.
- **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 in 2011 was 2.06 people. Only 28% of all householders own their own home, less than half the national average. 9% of households are lone parents. Around 28% of households receive council tax support.

4. Cumulative impact of proposals for 2019-22

The Council continues to seek to curb any negative impact on those with the greatest need when considering its budget savings. Where possible, savings have focused on optimising efficiencies in service delivery. However, some reductions in services have been unavoidable. Where this is the case, we have assessed the potential impact on groups with protected characteristics.

In 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 that could potentially impact each protected characteristic. In the sections following the table the impacts, both positive and negative, are described for each of the Council’s objectives. Any potential cumulative impacts resulting from a series of proposals are highlighted and mitigations are proposed for any negative impacts identified.

Characteristic	Proposal	Main Objective
Age (older people)	2020 Customer Programme ASC Case Reviews Adults Localities Public Realm Transformation ASC transformation programme Telecare Age UK Adult Community Learning and Libraries	Cross Cutting Health and Independence Health and Independence Place and Environment Health and Independence Health and Independence Health and Independence Jobs and Money
Disability	2020 Customer Programme ASC Case Reviews Adults Localities Childrens Early Help Waste Collection Public Realm Transformation ASC transformation programme Telecare Advocacy Services	Cross Cutting Health and Independence Health and Independence Children and Young People Place and Environment Place and Environment Health and Independence Health and Independence Health and Independence

Age (younger people)	Childrens Early Help Children in Need Youth Offending Service Management Childrens services continuous improvement Young people's accommodation	Children and Young People Children and Young People Children and Young People Children and Young People Children and Young People
Gender	Public Health Lifestyle Environment & Regeneration investment	Health and Independence Place and Environment
Race	Public Health Lifestyle Youth Offending Service Management	Health and Independence Children and Young People
Pregnancy and maternity	Childrens Early Help	Children and Young People

Characteristic	Proposals
Sexual orientation	No specific impacts identified
Religion and belief	Not universally monitored
Marriage and civil partnerships	No specific impacts identified
Gender reassignment	No specific impacts identified

Homes - Delivering decent and genuinely affordable homes for all

The outcome covers two areas, temporary accommodation funded from the council's general fund and the housing revenue account, a ring-fenced account specifically held to deliver housing landlord services to council tenants and leaseholders.

General Fund

- Temporary Accommodation – £800k

Housing Revenue Account

- Leaseholder charges to redress undercharging (recover support services charges) and realignment of costs £1.892m
- Tenants charges (recover support services charges) and realignment of costs £1.984m

- Re-designing the delivery of a number of tenancy management services £1m
- Adjusting the budget to reflect an expected ongoing reduction in the number of void properties requiring work £200k
- Extended use of the repairs fleet £125k
- Increase vacancy factor from 1% to 2% £500k
- General efficiencies £900k

Reducing usage of private sector provision within temporary accommodation

The council is committed to reducing the number of households in temporary accommodation and has a relatively low number in comparison with other councils. However, on average a unit of temporary accommodation has a net cost to the council of £2,800 per annum. The saving proposal aims to increase the number of units of temporary accommodation that are cost-neutral through reducing the council's dependence on private sector housing provision. The council will do this by increasing the use of 1-bed flats from its own housing stock for 150 small families and through the acquisition of 20 family-sized properties for use as temporary accommodation.

- Households in temporary accommodation are more likely to be those with protected characteristics, such as women, those with a disability and BAME. Reducing the council's dependence on private sector housing provision will mean more households will be housed in the borough, resulting in more settled accommodation for families, closer to the schools and other services they use in Islington. This service change would have a positive impact on residents overall.

Saving proposals within the HRA aim to:

- Fairly apply charges to tenants and leaseholders for services received by estate residents.
- Redesign tenant-facing services to focus on the most vulnerable tenants by offering more simple transactions online
- Optimise the HRA's assets to increase income
- Improve cost effectiveness of the management of repairs
- Effective budget and asset management

Fairly applying charges

Tenants and leaseholders are required by law to have the appropriate fees and charges applied for services received.

Specifically, in relation to council tenants, services charged can be claimed for as part of a Housing Benefit (HB) or Universal Credit (UC) claim and therefore the most vulnerable residents will receive benefits payments to cover the proposed increases.

- Estimates from the council's rents database last year show that about 63% of residents are in receipt of housing benefit, of which 51% are on full HB and

49% are on partial HB. Rent and service charges increases do not incur additional costs for those on partial HB, as the rent they are responsible for relates to their earned income rather than their housing costs. Therefore, we anticipate that the financial impact on tenants will be minimal.

We do not hold much data on the demographics of leaseholders, as they tend to share less of this information with us. We do, however, know that a significant proportion of leaseholders let their properties out to private sector tenants. Although we do not receive many concerns from leaseholders about their ability to pay their service charge bills, any cases of hardship will be dealt with sensitively and support offered. Leaseholder charges in Islington are currently lower than other similar London Boroughs.

Redesign of tenancy services

The aim of the tenancy services redesign is to reduce the service costs of the simplest transactions and deliver a more outward-focused service, with officers spending more time on estates, focusing on the most vulnerable and challenging residents and spending less time on office-based processes. The customer services team will be remodelled and reduced to concentrate on statutory business processes, supporting officers working in a more mobile way, spending more time out on the estates we manage. The transformation aims to release staff to spend more time with tenants, supporting them in priority areas such as jobs and money, health and well-being and enable community development staff to work with the voluntary sector more on supporting residents to develop a greater sense of belonging.

- The service redesigns will focus service delivery towards our most vulnerable residents, some of who will be in protected characteristic groups.
- Those who are able to self-serve and require less support will be able to access more services online, at a time that suits them, and services will be delivered to them in a more time- and cost-efficient manner, promoting greater resilience in our communities. By freeing up resources, services will be able to focus on service users who are most in need of support and help at any point in time.
- Overall, we therefore anticipate a positive impact on our most vulnerable residents.

Managing the Housing Revenue Account

The council also seeks to make savings through effective HRA management, optimising assets and utilising underspends and staff vacancies, which will have minimal impact on residents.

Jobs and money - Delivering an inclusive economy, supporting people into work and helping them with the cost of living

Principal savings:

- Adult community learning (ACL) (£104k)
- Employment, iWork (£93k)
- Libraries and Heritage Services (£110k)
- Arts Service (£28k)

This objective has as its central focus the financial security of the borough's most vulnerable residents through providing support to gain and retain good jobs, developing skills, maximising income and enabling greater social inclusion. The council continues to commit to maintain its 11 libraries; fund resources through Adult Community Learning to build skills for life, including digital learning opportunities; and back our Arts Service to continue to support key priorities, including ensuring young people have fair access to cultural opportunities.

The savings proposed for the next 3-years' budget are mainly focused on efficiencies in employment services; more efficient use of earned income in the arts service; reduction in grants for festivals; savings in library stock to reflect the changing demand for the service; and staffing efficiencies. Staffing efficiencies include deletion of a post in the youth employment function as a result of moving from a reactive role to a coordination role across the whole school community via the new World of Work programme; deletion of posts in Adult Community Learning and Libraries to better utilise permanent staff, including deletion of vacancies, non front-line roles and reduction in sessional staff.

There is unlikely to be a negative impact on residents, as the majority of savings proposed will not affect frontline delivery. We have already piloted approaches that could have an adverse impact, such as stopping purchasing of audio-visual material which could affect poorer and older library users who may not have other means of obtaining them. It does not appear to have had an adverse and disproportionate impact, reflecting the fall in demand for these resources. We will continue to consider the potential impact and explore opportunities to counter the potential impacts.

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, and aim to address the rising cost of living, the impact of benefit changes and entrenched unemployment.

Safety - Creating a safe and cohesive borough for all

Principal savings for this area:

- Business support and GIS - £130k
- Trading Standards - £40k
- Compliance - £80k
- Commercial Environmental Health - £30k
- Youth Offending Service – £90k

As highlighted in the Islington Residents' Survey 2018, tackling crime is one of the key concerns for Islington residents. The council works closely with the police and community to deal with crime and tackle anti-social behaviour, with a number of programmes of work focusing on early intervention and prevention. The council is

committed to delivering services to ensure the safety of residents. Saving proposals have been made as a result of positive performance within some areas and efficiency opportunities.

The savings proposed over the next 3-year budget will include:

- Reduction of 7 posts within E&R Public Protection
- Reduction of 2 management posts within the Youth Offending service

The council has committed to use our licensing powers to take action against businesses who are not complying with the rules. Tackling health inequalities and protecting legitimate businesses from unfair competition, including tackling counterfeit goods such as alcohol, tobacco and beauty products are areas of focused work, which will continue following savings. Islington has also led the way in London in developing programmes around protecting tenants' rights when renting a property and will be expanding this work further using new licensing powers concerning Homes of Multiple Occupancy. Statutory obligations drive much of the expenditure within this area, with expenditure focused to protect all residents, visitors and businesses. The proposals may reduce the ability to enforce low level environmental crime, such as littering and domestic fly tipping, and higher priority activity will be prioritised.

The likelihood of being a victim of crime varies greatly depending on the crime type and the sociodemographic profile. Young people and young adults are often overrepresented as both victims and perpetrators of crime. The borough has committed to focus on work to ensure that fewer young people are involved in crime, building on the work already done by the Integrated Gangs Team, helping more young people at risk of gang involvement and criminality. The borough has also invested in targeted support for young people, providing mentors and independent caseworkers. This work aims not only to reduce youth crime but also anti-social behaviour and inequalities among young people. Positive outcomes as a result of this work has resulted in reductions in first time entrants and reduced caseloads in the Youth Offending Service.

Positive results have presented the opportunity to review the YOS and restructure the workforce, taking into consideration the reduced caseloads. Due to disproportionately high numbers of BAME individuals within the Criminal Justice system nationally and locally, proposals for changes in services will consider how to make a positive impact on these groups. This will be done through ensuring diversity within the workforce, commissioning specialist mentoring services and addressing broader correlates of disproportionality, such as school exclusions. Any proposal for change of service will have to consider these factors.

Children and Young People - Making Islington the best place for all young people to grow up

Principal savings over the next 3 years:

- Children in Need (£1,957k additional investment to achieve £4,345k saving)

- Early help (£448k)
- Children, Employment and Skills efficiencies, including vacancy factor based on anticipated service demand; and continuous improvement (£1,001k)
- Play and Youth (£300k)
- Young People's accommodation (£100k)

The council, even after the savings identified, is committing to spending more than £75m each year over the coming 3 years on services for children, young people and families, in addition to funding for schools. This is one of the largest areas of expenditure for the council, reflecting the critical importance of giving all children and young people the best start in life. This is at the heart of making the borough a fairer place for all. We want Islington to be a place where children and young people can achieve their potential, regardless of their background.

The council will retain a strong focus on universal support, preventative work and targeted early intervention, building up the resilience of our families, enabling more children to thrive. Despite pressure on budgets, the council will continue to invest over £2.5m per year in open access adventure play and youth provision, including preserving the 12 adventure playgrounds and the youth hubs. The council will also continue to invest over £3.5m in targeted early help for families who need additional support.

Much of our effort, focus and expenditure is on a very small cohort of children and young people who are especially vulnerable and whose lives involve a high level of complexity and risk. Our work with these children, young people and their families is fundamentally geared to reducing inequality by working intensively with them to improve their outcomes including enabling more families to stay together and fewer children needing to come into the council's care. We are seeing more complexity of needs among the families we support, and this is putting our services under pressure (of which financial pressure is only one component). We are investing in more social workers to support these endeavours (£1,957k additional investment to achieve £3,148k saving).

The savings proposed in the next 3-year budget are a mixture of:

- efficiency and continuous improvement savings (£1,010k);
- a review of the council's early help service that will ensure continued high quality and joined-up provision at a reduced budget that delivers against government expectations, is consistent with research and evidence on best practice, and supports children and families early and in ways that best meet their needs, supporting positive and sustained outcomes, preventing escalation of need (£448k);
- changes to commissioning and contracts in ways that preserve the availability or scope of play and youth services (£300k);

The proposed savings have been designed to protect the quality and range of our front-line services and it is not anticipated that the majority of savings will have any adverse impact on children and young people.

Some of the proposals, including some of the continuous improvement savings, are in the service design stage and Resident Impact Assessments will be carried out as appropriate to ensure there is a continual focus on achieving positive equalities outcomes and careful consideration is given to how any potential negative impacts can be reduced or avoided.

There will be a continued focus and effort on reducing inequality for children in Islington: within that context, these savings are relatively small. Effective services and improved outcomes for children, young people and their families will remain our priority. We can only do this in dialogue with partners and crucially with children and their families and carers. We are working hard to develop our services in ways that improve outcomes and reduce the impact of inequality, enabling children and young people, including those with disabilities, to thrive and reach their potential. The creation of a People directorate, joining together services for children and adults, will ensure an all-age approach to disability and enable more effective and joined up services to benefit residents.

Place and environment - Making Islington a welcoming and attractive borough and creating a healthier environment for all

These proposals aim to ensure services are as efficient as possible whilst maintaining the council's high reputation for being clean, tidy and attractive to residents, visitors and businesses. In line with this, the savings proposals maintain all manifesto obligations with the emphasis of any change on back-office support and managerial roles.

Principal savings over the next three years:

- E&R Income (£656k)
- Service Integration (£600k)
- Public Realm Transformation (£717k)
- WRC re-org (£555k)
- E&R Investment (£236k)

With the introduction of waste container charges to private landlords, although there is a risk that the cost will be transferred to residents, this will be minimal (unlikely to be more than 10p p/a) and a full Resident Impact Assessment is being prepared. No other income proposal has a known staff or resident impact.

There are several teams providing similar services across Parks, Street Environmental Services and Housing Caretaking services. Integrating these wherever possible will maintain a high quality service but at a reduced cost. This will reduce duplication and provide economy of scale. There is unlikely to be any resident impact as service specifications will not change. The savings will be identified through efficiencies in the service as opposed to service reductions or restructuring, ensuring services are protected and residents are not impacted. There may be a change in the way staff work, but no reduction in staff is proposed (unless currently engaged on an agency basis). The practical implications on specific roles

will be assessed as part of the organisational change. Clear and consistent staff communication will be undertaken, as required.

A complete redesign of the way Public Realm services are managed will ensure maximum efficiency for both staff and residents. There may be an impact on the elderly or other residents that do not have access to technology. However, traditional reporting methods will remain to prevent this. The introduction of a new IT system will have an impact on frontline SES staff, back office staff and management. Staff ages range from 18 to retirement age. The system will require staff to have a good level of technological knowledge and this may negatively impact on those with limited technology skills. This will be mitigated through a programme of training with all staff to overcome any potential issues. The proposal is likely to result in a positive impact on staff through the development of new skills potentially enabling new career opportunities.

A restructure at the Waste and Recycling Centre (WRC) will enable modernisation of the service and significant efficiencies to deliver savings. The proposal will lead to an automation of the access/egress arrangements at the Centre which is operated 24 hours per day. Seven posts will be deleted but efforts will be made to avoid redundancies by ring-fencing staff, enabling them to apply for vacancies elsewhere in the team that are currently covered by agency workers. The proposal does not impact on frontline service delivery at the WRC.

The E&R department is looking for opportunities to reduce long-term costs by investing in a more efficient infrastructure. The variation of highway lighting as well as the de-illumination of traffic signage may result in concerns from residents. However, all lighting levels will be controlled by a Central Management System (CMS) and this enables the ability to increase lighting in some vulnerable areas if required. As LED lights are brighter by default, there is unlikely to be any noticeable change to lighting levels by residents.

The Highbury Fields sports pitch improvement will increase football provision. However, there will be a loss of one netball court. There is likely to be a more significant impact on females (as this is generally a female-dominated sport). To mitigate this impact, we will aim to make the sports pitch multi-use, and the service will look to replace this court elsewhere in the borough. This proposal will give all residents the opportunity to engage in sporting activities in improved, refurbished facilities.

Health and independence - Ensuring our residents can lead healthy and independent lives

Principal savings over the next 3 years:

- Annual reviews of adult social care packages in line with relevant legislation (£2,850k)
- “Localities” programme (£3,500k)
- Adult Social Care Transformation (£1,500k)
- Efficiencies in Public Health lifestyle services (£582k)
- Telecare (£280k)

- Age UK (£130k)
- Single Advocacy Service (£120k)

This outcome area is one of the largest areas of expenditure for the council and includes key areas of work for adults in the borough, including health and social care interventions as well as our adult prevention and healthy living work funded through the Public Health grant. All of that is fundamentally geared towards reducing inequality and over the 3 year budget planning period we are committing to spend nearly £400m on supporting adults to live healthy, independent lives and to doing so in a way that reduces inequality – for example, strengthening our social care offer in HMP Pentonville so that we give the same quality of support to prisoners (when we know young black men are disproportionately likely to be incarcerated) or delivering our new drugs and alcohol service and ensuring we provide holistic support to adults with mental health issues who also have substance misuse issues.

The council is committed to delivering services in a way that draws on individual, family and community strengths and assets, building resilience and nipping issues in the bud, in line with the Care Act 2014. This asset-based approach will support us to reduce inequality by improving outcomes for people with protected characteristics, especially for disabled and older adults.

The savings proposed in the next 3-year budget will:

- Embed strength-based practice into adult social care ways of working through an intensive programme of reviews ensuring that there is recognition of residents' choices and goals, residents' strengths are the focal point of provision and recognising that people are experts on their own lives. We will also ensure that residents are at the centre of any safeguarding activities as we embed the Making Safeguarding Personal Approach (MSP). MSP will empower residents and ensure that any safeguarding protection plans are realistic and reflect the wishes, strengths and desired outcomes of residents. MSP at its core will ensure a stronger offer on prevention of abuse and neglect as the input from residents into their own safeguarding arrangements is more likely to lead to a reduction in the likelihood of poor/non-compliance with plans to prevent harm in future.
- Further integrate services, enabling joint-working and partnerships within the council, with the NHS and with the voluntary sector, with these things contributing to better outcomes and experiences for residents. This includes increasing partners' awareness of their statutory responsibilities to prevent harm and abuse and safeguard adults at risk;
- Ensure our behaviour change interventions and programmes are effectively targeted to those residents and population groups where lifestyle-related inequalities are greatest;
- Move towards innovative use of technology to meet people's needs; while promoting safety and prevention of harm;
- De-commission certain services and re-invest where there are gaps in provision to ensure early intervention and prevention provision is evidence based.

Most of these changes seek to re-provide services in a different, more cost-effective way, with minimal impact on residents/service users. Changes to NHS Health Checks and weight management services could potentially reduce access for certain high-risk groups, such as people living in areas of high deprivation, people from BME groups and men, who might be less likely to access/use the new offer. To mitigate this risk, we will take the following actions:

- In terms of NHS Health Checks, we will continue to incentivise GPs to proactively target Islington's residents at greatest risk of heart disease.
- We will continue to collect and monitor data on those accessing and using services including people who have experienced harm or neglect, to identify and understand any inequalities in access and outcomes, and adapt the marketing and delivery of services rapidly to address unmet need or areas of risk.
- We will review the local physical activity offer to ensure it has a core focus on reaching and engaging those who are less likely to access wider leisure services.

De-commissioning the Community Advocacy Service will have an impact on the current clients of the service. However, it has been determined that the take-up is currently low and so the effects of de-commissioning will be limited. Furthermore, there are several providers in the borough who already provide this type of support to their service users.

Well run council - Continuing to be a well-run council and making a difference despite reduced resources

Principal savings over the next three years:

- A small increase in Council Tax each year to secure additional income to continue to deliver key services for residents (£6.3m)
- Efficiencies and increased income through our Revenues and Benefit Administration services (£1.352m)
- Increased income, and savings, from reviewing use of our property portfolio to increase commercial income and reduce number of operational buildings (£3.297m)
- A review of commissioning and contracts across the council to identify the potential to reduce costs and optimise social value (£1.55m)
- Redesign of key corporate services (Finance, HR, Procurement) to focus on strategic support (£825k)
- Similarly, a redesign of the Chief Executive's Team to focus on supporting and communicating delivery of Corporate Plan objectives and the big organisational change programmes required to achieve these (£200k)
- Implementation of a new case management system in Legal Services to automate processes and reduce the time and resources required to operate the current paper-based system and income from increased legal fees for lease renewals (£255k)
- Reduction in facilities management / business costs associated with postage, stationery and cleaning products (£200k)

- Increased income through expanding the times and range of services offered through the Registrations Team, plus some small efficiencies in our Electoral Services team (£28k)

The Resources department delivers the core functions required to ensure that Islington is a Well-Run Council: it ensures finances are well managed, and that the council complies with legal and democratic processes, supports a skilled, diverse and motivated workforce and maintains the council's physical and digital infrastructure to help deliver outcomes to residents. The department also leads work across the council to advance equality of opportunity in a number of specific ways (for example, the council's Inspiring Leadership programme, designed to support BME 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 over the next three years are made up of income generation options, savings through service efficiencies and redesign, and a comprehensive review of the way we commission services to reduce duplication and waste, and maximise contract value.

The increase in Council Tax will enable us to continue to deliver good quality basic services – such as cleaning the streets and emptying the bins – together with vital support for the most vulnerable, including older people, children and families in need, and disabled people. The financial impact of the increase will be minimal – the proposed 2.99% increase in 2019/20 equates to 65p per week for a Band D property, and a further increase of 1.99% in 2020/21 and in 2021/22 will equate to an additional 45p per week. The increase will have a socio-economic impact and will affect elderly residents. However, we will continue to support and protect the most vulnerable groups: foster carers are exempt from paying Council Tax, older people will continue to receive £100 discount, and families struggling on low incomes (including single parents, disabled people, and BME families) can apply for a significantly reduced rate through our Council Tax Support Scheme. Anyone receiving full council support will pay 5p per week on a band D.

The Council's Revenues service will also aim to secure an additional £375k pa through increasing the rate of Council Tax collected in each year and through collection of old Council Tax and Business Rates debt.

A fundamental review of how we use our property assets will enable us to maximise income through commercial rents and minimise costs through the most efficient usage of our estate, whilst ensuring we have the right buildings to support the new approach around Locality working. This will enable us to work closely with communities to identify potential issues early on and put in place relevant support through the council and partners to prevent issues escalating.

The review of how we commission and procure services through third party contracts aims to identify duplication, functions that could be brought together, and opportunities to renegotiate contracts, to ensure we extract maximum value for money. In particular, we will look at how to ensure social value through our contracts

e.g. through contractors providing jobs and apprenticeships to Islington residents. The impacts on specific groups will be assessed as the review progresses and potential opportunities to reduce / renegotiate contracts are identified. The underlying principle will be to reduce unnecessary work / duplication, rather than stopping contracts which provide support for residents.

The Council's Resident Support Scheme provides vital support for residents facing financial hardship through Discretionary Housing Payments, crisis grants, community care, and welfare support. A small change to the Resident Support Scheme will see a reduction in the amount set aside within the scheme for Council Tax welfare support. The current level (£125k) has never been fully utilised so the amount will be reduced to £25k. There will be no impact on residents, as evidence shows that this is still well above the highest amount ever required in one year (£11k). However, the situation will be kept under review.

All 'back office' support functions have been reviewed, and services redesigned to better support business needs. A new case management system in Legal Services will serve to reduce the costs associated with copying, filing, and storing case notes, pulling together court bundles, and updating paper files and systems. This has enabled savings through a reduction of 34 FTE posts across Finance, HR, Procurement, Revenues and Benefits, Legal Services and Chief Executives Department. These savings will have no direct impact on residents. Impacts on staff will be minimal as most posts affected are currently vacant. However, Staff Impact Assessments will be undertaken where savings will have staffing implications.

Our Registration Service has identified opportunities to increase income through making its services available in evenings and at weekends. The service has responsibility for registration of births, deaths, marriages, civil partnerships and nationality. Fees are largely set by government but the council secures income through discretionary services such as weddings and private citizenship ceremonies. The team will increase income through offering appointments out of hours and at weekends, expand its wedding service to include Sundays (at a slightly higher fee), and offer new optional verification services for deeds and to support EU residents to apply for permanent residencies (both at a small fee of around £20-30). There will be no negative impact on residents, who will still be able to access the core services for registration and weddings at the current charges. The expanded offer will provide choice for those who need it. The new verification service will provide a competitive alternative to the use of solicitors and attorneys for verifying documents whilst the European Permanent Residency service will enable Islington residents from the EU (estimated 10,000) to get expert support to apply for residency, particularly in the light of Brexit.

Islington 2020 Programme

In addition to these service-specific initiatives, the Islington 2020 programme is overseeing a wide-ranging stream of work to enable the Council to work smarter and more efficiently through ensuring we have the right buildings, IT, processes and staff to deliver our ambitions. Details are still being developed, but key savings over the next three years will come from:

- A redesign of our customer offer, improving online services and streamlining customer transactions (£1.01m)
- Reviewing the structure of our workforce to ensure it is fit for purpose, specifically management tiers and spans and making best use of vital administrative support (£1m)
- Commissioning a new Enterprise Resource Planning system – an IT package that will bring together finance and HR business process and data in a modern integrated platform, automating processes, improving financial control and providing managers with immediate access to information on their service. This will reduce demand for support from HR and Finance saving (£500k)
- Smart Working – this workstream aims to change the way staff work. The aim is for staff to have greater connectivity to their colleagues, partners, work and customers. The primary drivers are to drive staff productivity and empower staff to work flexibly and have remote access to the office.

The Customer Programme aims to improve the experience for residents by streamlining applications, transactions and services, reducing the need to have to provide details and ID repeatedly to access different services, making it easier to do business quickly and simply online.

Whilst the overall impact should be improved access and better services for residents, we will need to ensure effective communications and support are in place to help people (especially the elderly and vulnerable) to make the shift towards digital, and ensure alternative channels continue to be available for those who are unable to do so.

These challenges were highlighted in our 2018 Residents Survey, which found that:

- One in ten residents (10%) do not have internet access, rising to 41% of those aged 65+.
- Telephone remains the most popular channel for contacting the council (71% of residents would normally phone, compared to 27% who use email).
- Whilst 65% of residents used our website for core council services, 22% said they were not likely to use the website for these services, rising to 53% for those aged 65+.

Separate work across the council to support residents moving to Universal Credit (the government's new online benefit system) has identified other key groups who may struggle to access services and support online. These include people with language or literacy issues, those with learning disabilities and homeless people.

Those who do not have IT / online access will be able to access free computers and scanners in the Digital Zone at 222 Upper Street and in our libraries. Targeted support will be provided to build confidence and digital skills for those groups who will struggle to go online, through our Adult and Community Learning Service. We will continue to offer phonecalls and face-to-face appointments through our Contact Islington service for those who need them. There may also be an impact on staff, some of whom will be Islington residents, as the move to online services will reduce the numbers of staff required in customer-facing and 'back office' roles.

The review of our workforce, and the introduction of a new Enterprise Resource Planning (ERP) system, will enable the council to better utilise staff resources, reducing bureaucracy and freeing up staff to focus on services to support residents. There will be no adverse impact on Islington residents but there is likely to be an impact on staff, as easy access to information enables reductions in back office support teams. Staff Impact Assessments will be undertaken as the proposals are developed.

Technology and enablement, as part of the 2020 programme, aims to improve our technology offer to staff to enable them to work more flexibly and remotely. It should enable staff to work more seamlessly with colleagues, partners and with customers on the frontline. For example, if we improve remote access for frontline staff out in the field, it may result in fewer administrative trips to the office, resulting in greater productivity and subsequently improved customer service. We also want to review and improve our flexible working offer and have greater consistency across the organisation.

We hope to do this through improving our computing offer, moving to cloud based working and shifting culture and focus to outcomes rather than outputs.

5. Child poverty and socio-economic disadvantage

The latest data indicates that Islington has the fourth 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.

The table below shows those proposals where there is a potential impact in relation to those that are less well-off.

Characteristic	Proposals
Lower socio-economic groups	Council Tax Childrens Early Help Public Health Lifestyle Temporary Accommodation Environment & Regeneration income Telecare Advocacy Services Adult Community Learning and Libraries

Poorer residents tend to be heavier users of council services and so may experience disruption with the introduction of new delivery models, although our council tax support scheme and resident support scheme will protect the most financially vulnerable. Though proposals have been prepared with an emphasis on prevention and efficient use of resources, careful planning and monitoring is in hand to manage changes.

6. Human Rights and Safeguarding

Human Rights

It is unlawful for the council to act in a way that is incompatible with a European Convention right (unless the council could not have acted differently as a result of a statutory provision).

An interference with a qualified right (e.g. the right to respect for private and family life) is not unlawful if the council acts in accordance with the law and the interference is necessary in a democratic society.

In deciding whether the interference is necessary, the law applies a proportionality test, including whether a fair balance has been struck between the rights of the individual and the interests of the community.

Implications for safeguarding in Adult Social Care

We are continuing to roll out our work on Making Safeguarding Personal (MSP). MSP is enshrined in the Care Act 2014 and the Pan London Safeguarding Adults Policies and Procedures. MSP puts the person at risk of harm or abuse at the centre of decisions and actions about them. Just like the Strengths Based Practice approach for general social work activities, MSP respects that adults often bring ideas and solutions which will work best for them and the outcomes they need support in achieving. In order to ensure we are offering a truly personalised safeguarding service, we have also created a system of quality standards and assurance which will enable the council and safeguarding adults board to better understand how we are supporting and enabling adults to stay safe and where we need to target our resources for the future. MSP generally has a greater likelihood of success in preventing the re-occurrence of abuse as the work undertaken in partnership with adults at risk highlights at an early stage the areas the person feels are important to address and the best mechanisms to achieve the right outcomes.

MSP is not only for councils, so we are working closely with our partners in the other statutory services and the voluntary and private sector to ensure that all organisations that come into contact with adults at risk of abuse understand their legal duties and are able to respond appropriately to safeguarding concerns.

The council is preparing for the proposed changes to the Mental Capacity Act (MCA). Currently the council undertakes a large number of statutory assessments under the MCA, called Deprivation of Liberty Safeguards assessments. The process for these assessments is tightly overseen by the council and we will continue to work with our partners in hospitals, care homes and other settings to ensure that we continue to provide an excellent service in authorising lawful deprivations of liberty of people who lack mental capacity where it is in their best interests to reside in a place for care or to keep them safe from harm.

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. The mitigation identified for each proposal reduces very significantly the risk of poor safeguarding practice. The council's mitigation should include not adopting any policy where safeguarding practice is adversely affected. The proposals put forward have been tested against effective safeguarding practice. The proposal to employ additional social workers in the Child in Need service will provide an even stronger safeguarding focus, building on a model of effective independently audited practice. A broad range of quality assurance measures are already in place and will continue to be monitored and responded to robustly.

7. Staffing Impacts

Many of the proposals will have staffing implications which cannot yet be fully determined, but may include changes to current roles or potential risk of redundancy. Our established organisational change process ensures we support all of our staff through this change. Where restructures are proposed we carry out a comprehensive Staffing Impact Assessment that identifies the implications for those with protected characteristics and finds ways to mitigate accordingly.

Where a redundancy situation is possible, we will take a number of steps including: -

- not filling vacancies in advance of a restructure so as many opportunities as possible are available to our existing staff
- using our redeployment process to help staff at risk find suitable alternative employment within the council
- considering alternative options to redundancy such as early retirement, flexible working or other 'working differently' options.
- Stress management support and counselling services will be offered to staff through the Employee Assist Programme to help them cope with the additional pressures that structural change may bring.

We have an ongoing commitment to making Islington an employer of choice and are Timewise accredited, supporting flexible working opportunities available where possible, including condensed hours, flexible start and end times and part time working.

We are committed to a workforce that is representative of the borough at all levels and will continue to look for new ways to improve progression routes for staff and equip them to be senior managers of the future. We also encourage BME staff and women to take up the coaching, mentoring and career development opportunities already available in the council. We will continue to promote our staff equality forums as a way of engaging with staff and working together to continually improve their experience of working in Islington.

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.

Pay Policy Statement 2019/20 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 £166,479.

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 2% payable from 01/04/18. A pay award for 19/20 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 31.3.2019 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+	134926-145054	5	Corporate Director of Children's, Employment and Skills Services.
CO1	112,232 - 134,994	10	All other Corporate Directors including the Director of Public Health* Director of Learning and Schools
CO2	101615-114,923	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 Director of Property Services Service Director - Housing Operations Service Director Housing Needs & Strategy Director of Adults Social Care, Operations. Director Adults Social Services – Strategy and Commissioning. Director, Public Realm Service Director - Planning & Development Service Director - Public Protection Assistant Director of Public Health
CO3	85538-101,168	7	Islington Deputy Director, Public Health* Camden Deputy Director, Public Health*
CO4	72,675 – 88,440	7	Assistant Director of Public Health Public Health Consultant Head of Partnerships and Service Support Islington 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.

their NHS band grade.

Table 1(b) refers to those posts which report into a Chief Officer post and are not evaluated on the Chief Officer scale, they are 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).

Table 1(b)

Grade	Pay Banding £	Number of points in pay banding including threshold point	Job Role
PO11	67,083 - 71,280	4	Head of Communications and Change Head of Strategy and Change
PO6	62382 - 65739	4	Children’s partnership Development & 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 staff.

The information below describes the pay ratio between the council’s highest paid employee (the Chief Executive who is on a salary of £166,479 per annum*) as at 1 January 2019 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 (midpoint 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 (£166,479)

	Reference Point	Annual Salary	Ratio to highest paid employee salary
i)	lowest paid full time council employee – London Living Wage £10.55 per hour <i>(excluding those on training schemes such as the apprenticeship scheme or work placements)</i>	£19254	1:8.6
ii)	Most common salary paid to a council employee (the mode)	£24081	1:6.9
iii)	Midpoint between the highest and lowest salaries (the median)	£30,900	1:5.3
iv)	Average salary (the mean)	£31588	1:5.3

The Islington Fairness Commission, set up by the council in June 2010 to look into how to make the borough a fairer place, produced its final report in June 2011 which recommended that the pay ratio between the highest and lowest salaries should be no more than 1:10 and this was adopted as policy by the council in its Corporate Strategy. The current pay ratio at 31 March 2019 is 1:8.6. This is a reduction from last year’s ratio of 1:8.8.

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

3 Recruitment of Chief Officers

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

The starting salary level of such officers is also agreed by the Personnel Sub-Committee. This Personnel Sub-Committee or the Audit Committee (both of which are politically balanced committees responsible for personnel matters) will also agree the starting salary for any other post where the overall remuneration package on new appointment (excluding pension contributions in accordance with the Local Government Pension Scheme regulations) is to exceed £100,000. This ensures that elected councillors are accountable for the salaries of these senior appointments and that they are made in a transparent way without delay to appointment processes.

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

are placed on a probationary period of six months, regardless of previous local government service, including senior staff. During this time, the new recruit is expected to demonstrate their suitability for their job role. Failure to do so could lead to their appointment being terminated. Employees who successfully complete their probationary period, in line with the performance appraisal policy are entitled to a salary increment, if it would otherwise mean that they would have to wait more than twelve months for their next salary increment.

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

4 Pension Arrangements

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

All senior staff members are entitled to be members of the LGPS. This is a contributory scheme, whereby the employee contributes to the scheme from his or her own salary. Employees will contribute 5.5%-12.5% of their salaries according to the figures set out in table 3 below in 2016/17. Government reviews the salary bands annually.

Table 3

Contribution table 2018/19			
Band	Actual pensionable pay for an employment	Contribution rate for that employment	
		Main section	50/50 section
1	Up to £14,100	5.50%	2.75%
2	£14,101 to £22,000	5.80%	2.90%
3	£22,001 to £35,700	6.50%	3.25%
4	£35,701 to £45,200	6.80%	3.40%
5	£45,201 to £63,100	8.50%	4.25%
6	£63,101 to £89,400	9.90%	4.95%
7	£89,401 to £105,200	10.50%	5.25%
8	£105,201 to £157,800	11.40%	5.70%
9	£157,801 or more	12.50%	6.25%

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

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

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

The NHS scheme is a contributory one and each scheme member contributes to the scheme from his or her own salary. Contribution rates from 2015 – 16 until 2018/19 vary from 5% for those on a salary of up to £15,431.99 to 14.5% for employees earning £111,377.00 and over. These rates are subject to review by Government and the employer's contributions are determined by Government.

5 Additional Payments

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

Table 4

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

The Corporate Director Children's Services post has a market supplement attached. The amount of this market supplement is fixed. See the council's website for further details.

Honoraria payments made to Chief Officers in accordance with policy are detailed on the council's website

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

Any new market supplement payment which results in the overall remuneration package (excluding pension contributions in accordance with the Local Government Pension Scheme regulations) for a post exceeding £100,000 or which affects a post the overall remuneration package for which already exceeds £100,000 will be approved by the Personnel Sub-Committee or the Audit Committee. Any market supplement which is more than 20% of the evaluated grade for the post, or is more than 15% of the evaluated grade of the post if the number of posts available exceeds 15, will also require approval of Personnel Sub-Committee or the Audit Committee.

There are a few other allowances which are payable to designated employees related to their job role such as on call or standby allowances. Chief Officers do not receive such payments other than those stated above and the council does not make bonus payments to such officers.

Where council officers undertake special duties in relation to the council's election functions, any fees in respect of these duties are paid in addition to their normal remuneration. The rate for these duties is in line with the London Council's Leaders Committee's published Scale of Returning Officers' Fees and Expenses.

Council officers designated as Local Area Liaison Officers to undertake responsibilities under the council's emergency planning Crisis Response Plan in the event of an incident occurring in the borough, may be paid a fixed allowance in respect of this responsibility. See the council's website for further details.

6 Hours of work

The basic full time hours of work for council employees are 35 per week. Employees on grades below that of senior officers, who work more than 35 hours per week may claim overtime for additional hours worked, if authorised.

The minimum basic working week for senior officers is 35 a week and additional hours worked above 35 per week per week attract neither payment in respect of overtime nor time off in lieu. Senior officers are contractually required to work flexibly and to undertake reasonable hours of work as necessary to perform the duties of their post. This may involve evening and weekend working.

7 Annual and other leave arrangements

Annual leave plays an important part of the council's commitment to work-life balance. The Chief Executive and senior officers of the council on Chief Officer pay and conditions are entitled to 27 days annual leave and after five years continuous local government service a further 5 days. Other employees receive 25 days annual leave with an additional five days after five years' service. All employees in addition to annual leave receive five privilege days and eight bank holidays per year.

8 Benefits

To maintain employee engagement the council recognises, particularly in the current financial climate, that it is important to reward and motivate staff through other non-salaried

means. The council promotes a range of benefits which all staff, irrespective of grade, can access. These include salary sacrifice schemes such as child care vouchers and a tax free bicycle scheme. There are also a number of discounted benefits which are open to all employees, such as discounted gym membership which is provided at no cost to the council.

9 Leaving the council

Employees who voluntarily leave the council are not entitled to a termination payment. Those who volunteer for redundancy under the council's voluntary redundancy scheme receive a payment as set out under the scheme in addition to any other entitlements they may have

Employees who are made redundant are entitled to a redundancy payment based on the statutory redundancy scheme with regards the calculation of the number of week's redundancy pay but, as sanctioned in the Local Government (Early Termination of Employment) Discretionary Compensation Regulations, actual salary is used rather than the statutory maximum of £508 per week.

In exceptional circumstances, the Council may exercise its powers under the above mentioned Regulations and award a discretionary payment to senior staff in line with the council's discretionary termination compensation policy, for those whose employment is terminated by reason of redundancy or in the interests of the efficiency of the service, including early retirement.

The following factors will be taken into account when deciding whether to award a compensatory payment under these Regulations and, if a compensatory payment is made, the amount of that payment:

- Individual financial and other personal circumstances
- The council's interests, including corporate and service imperatives
- The council's fiduciary duty, including its duty to protect the interests of council tax payers and to exercise prudence and propriety
- Overall work record of the employee, including performance, attendance, length of service, level of responsibility and disciplinary record
- Any other factor relevant to the individual case.

Where a Chief Officer's contract is terminated in the interests of the efficient exercise of the Authority's functions they are contractually entitled to six months' notice or may be paid in lieu of notice where their contract provides for this.

The Audit Committee (or its Personnel Sub-Committee) may hear representations in respect of the termination of a Corporate Director's employment in accordance with the JNC terms and conditions of employment for Chief Officers.

In the case of the Chief Executive, the Audit Committee (or its Personnel Sub-Committee) will approve the early retirement of the post holder and agree the award of any discretionary payments in connection with such retirement or redundancy in line with the policy outlined above. No such payments were made in the financial year 2016 - 17.

The Audit Committee (or its Personnel Sub-Committee) will also approve any payment funded by the council in line with the policy outlined above to any other officer which exceeds £100,000. No such payments were made in the financial year 2016 -17. This ensures that elected councillors are accountable for payments made in these circumstances without delay to finalising arrangements.

10 Returning to work for the council after leaving

Employees who leave the council voluntarily without a severance payment are free to apply for jobs that are advertised at their discretion.

Employees who leave the council with a redundancy payment and no enhancement and subsequently apply and are successful for a position within the council must repay any redundancy payment, if the appointment is within a month of their termination date. If the appointment start date is longer than a month the employee can return to work in the position offered but in accordance with the Redundancy Modification Orders, will lose their contractual rights to have their continuous service recognised for all purposes.

Employees who leave the council with an enhanced severance package will not normally be reemployed or engaged under a contract for services for a period of two years.

Employees who leave the council on ill-health retirement with the possibility of a return to work under the Local Government Pension Scheme Regulations or who are granted early retirement will be considered on a case by case basis depending upon the circumstances and having due regard to their termination package.