



**LEE VALLEY REGIONAL PARK AUTHORITY**

**AUTHORITY MEETING**

**18 JANUARY 2018 AT 14:00**

**Agenda Item No:**

**5**

**Report No:**

**A/4252/18**

**2018/19 REVENUE BUDGET AND LEVY**

Presented by the Director of Finance & Resources

**SUMMARY**

The Executive Committee considered the attached paper (Annex A, Paper E/540/18) at their meeting this morning (18 January 2018) which sets out budget proposals to support the delivery of the Authority's ambitions and objectives over the coming years (as set out in its business plan to 2020).

A verbal update will be provided to Members at the Authority meeting regarding the recommendations/proposals put forward by the Executive Committee at their meeting.

**RECOMMENDATIONS**

- Members Approve:
- (1) a proposed levy for 2018/19 as set out in the options in paragraph 17 of paper E/540/18;
  - (2) additional income and expenditure efficiencies as set out in Appendix C to paper E/540/18;
  - (3) financing for the capital programme and revenue contribution to capital of £1.2m as set out in paragraph 21 of paper E/540/18;
  - (4) a net revenue budget of £9.757m (option 1) or £9.817m (option 2) as set out in paragraph 31 of paper E/540/18; and
  - (5) a minimum level of reserves of £4m be maintained as set out in paragraph 30 of paper E/540/18.

**BACKGROUND**

- 1 A Budget Workshop was held on 14 December 2017 to consider proposals for the 2018/19 budget and levy. The views of the Workshop were considered as part of the paper presented to Executive Committee this morning as set out in Annex A to this report (Paper E/540/18).

- 2 The views of the Workshop and recommendations from Executive Committee need to be considered and approved by the full Authority.
- 3 The Authority is required to set a budget and levy annually by 24 January and notify contributing authorities by no later than 15 February in the year preceding that levy.

#### **ENVIRONMENTAL IMPLICATIONS**

- 4 There are no environmental implications arising directly from the recommendations in this report.

#### **EQUALITY IMPLICATIONS**

- 5 There are no equality implications arising directly from the recommendations in this report.

#### **FINANCIAL IMPLICATIONS**

- 6 These are dealt with in the body of the report attached as Annex A to this report (Paper E/540/18).

#### **HUMAN RESOURCE IMPLICATIONS**

- 7 These are dealt with in the body of the report attached as Annex A to this report (Paper E/540/18).

#### **LEGAL IMPLICATIONS**

- 8 The Authority is required to set a budget and levy annually by 24 January and notify contributing authorities by no later than 15 February in the year preceding that levy.

#### **RISK MANAGEMENT IMPLICATIONS**

- 9 These are dealt with in the body of the report attached as Annex A to this report (Paper E/540/18).

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#### **PREVIOUS COMMITTEE REPORTS**

Executive	E/527/17	Proposed Capital Programme 2017/18 Revised to 2021/22	14 December 2017
Executive	E/528/17	Authority Fees & Charges Review 2018/19	23 November 2017
Executive	E/519/16	2018/19 Budget Methodology, Assumptions, and Timetable	19 October 2017
Authority	A/4236/17	Proposed Budget & Levy 2017/18	19 January 2017

#### **ANNEX ATTACHED**

Annex A                      Paper E/540/18

 <p><b>Lee Valley Regional Park Authority</b></p> <p><b>LEE VALLEY REGIONAL PARK AUTHORITY</b></p> <p><b>EXECUTIVE COMMITTEE</b></p> <p><b>18 JANUARY 2018 AT 11:00</b></p>	<p><b>Agenda Item No:</b></p> <p><b>5</b></p> <p><b>Report No:</b></p> <p><b>E/540/18</b></p>
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## **2018/19 REVENUE BUDGET AND LEVY**

Presented by the Director of Finance & Resources

### **EXECUTIVE SUMMARY**

The Authority, like most public sector organisations, is facing a very challenging time with enormous pressures on public funding and the levy. The Authority is striving to be a community focused world class leisure destination, which is supported by a strong commercial base. It continues to seek an increase value to the regional constituency, whilst reducing the cost of Lee Valley Regional Park to the taxpayer.

The Authority has come through an exceptional period with the establishment of three Olympic legacy venues; the ongoing delivery of a range of business development/investment projects; transferring the operation and management of venues and services to Lee Valley Leisure Trust Ltd (trading as Vibrant Partnerships) and reducing the significant business rates liability it faced as a result of inheriting the legacy venues on its land.

The current levy was reduced by 6% for 2017/18 and this was the seventh consecutive year of reduction. The levy for 2018/19 onwards is yet to be determined, but will be subject to the significant challenges facing the Authority and those who contribute via the levy.

The actual levy for 2017/18 is £10.187m (which is 42.9% of the maximum chargeable). This equated to £0.88p per person in Herts, Essex and London. The budget included a net management fee of £2.8m to Lee Valley Leisure Trust Ltd to fund the net cost of venues and support service costs.

The Authority is required to set a budget and levy for 2018/19 by 24 January 2018 and notify contributing authorities by 15 February 2018.

This paper sets out budget proposals to support delivery of the Authority's ambitions and objectives over the coming years (as set out in its Business Strategy for 2010-2020 and the revised Business Plan 2016-2019).

The Budget Methodology & Assumptions paper (E/519/17) set out the assumptions for preparing the budget and the Levy Strategy Working Group will continue to make recommendations delivering a core objective of continuing to significantly decrease the levy and maintaining its downward trajectory.

## RECOMMENDATIONS

- Members Recommend to Authority:
- (1) a proposed levy reduction of either -6% (option 1) or -2% (option 2) for 2018/19;
  - (2) additional expenditure, income and efficiencies as set out in Appendix C to this report;
  - (3) financing for the capital programme and revenue contribution of £1.2m as set out in paragraph 21 of this report;
  - (4) a net revenue budget of £9.757m (option 1) or £9.817m (option 2) as set out in paragraph 31 of this report; and
  - (5) a minimum level of reserves of £4m be maintained through the period of the medium term financial plan as set out in paragraph 30 of this report.

## BACKGROUND

### 1 Remit

The Authority and its Members have a statutory duty to develop the 10,000 acre Park as a regional destination, but it is not required to deliver developments or activities directly itself. The Authority's vision for 2020 is that the Lee Valley Regional Park should be "A World Class Leisure Destination". A new vision and business strategy (2020-2030) is now being developed by officers for Member approval in 2018/19 and this will drive a new business plan from 2020 onwards.

### 2 Business Strategy

The Authority is continuing to be "community focused and commercially driven" as it works to deliver its vision. It continues to increase value and to enhance the visitor offer for constituent boroughs, whilst reducing the cost of Lee Valley Regional Park to the taxpayer. Following the 6% decrease in 2017/18 the levy is 42.9% of the maximum chargeable. The cost per head reduced to £0.88p in 2017/18. The future levy direction is considered as part of the Levy Strategy Working Group and the revised Business Plan 2016-2019.

### 3 As set out in the Authority's current Business Plan the aspiration is:

- to become a world class leisure destination;
- to establish a strong commercial base;
- to increase regional relevance and value; and
- to have an enhanced reputation and stronger political position.

### 4 Levy Policy

In January 2011 (paper A/4110/11) the Authority revised its medium term levy policy. Members approved that the Authority's levy would be decreased by 2% per annum in 2011/12 and 2012/13, subject to inflation and other prevailing economic factors at that time. There was no levy policy beyond this point in time, but subsequently the levy has reduced every year by 2% up to 2016/17 and then 6% in 2017/18.

As part of the 2016-19 business plan a Member led Levy Strategy Working

Group was established to review the levy policy going forward. Its objective was to look at options for a significant reduction of the levy during the period 2017/18 to 2020/21. The work of this group is incorporated within this paper.

- 5 The current levy is £10.187m (which is 42.9% of the maximum chargeable in 2017/18) and equates to £0.88p per head of population (see Appendix F to this report).

**6 Funding Strategy**

The Authority recognises the importance of developing new income streams, making efficiency savings and maximising the return from its assets to enable it to reduce its reliance on the levy. Over the past seven years the Authority has successfully applied a measured approach to reducing the levy by 2% per annum since 2011/12 and 6% in 2017/18, managed by realistic increases in income, some stretch targets and expenditure efficiencies, whilst incorporating major parts of the Olympic legacy into its property portfolio and increasing the quality and value of its services.

- 7 The Authority continues to focus on the following areas to reduce its reliance on the levy:

- break-even (excluding overheads) business plans for the legacy venues on Queen Elizabeth Olympic Park (Lee Valley VeloPark and Lee Valley Hockey & Tennis Centre) via Lee Valley Leisure Trust Ltd (the Trust);
- completion of the final phase of the Dobbs Weir site and ongoing development of Lee Valley White Water Centre;
- income generation schemes at Lee Valley Athletics Centre, working towards a break-even position (excluding overheads);
- investment in venues e.g. Lee Valley Hockey & Tennis Centre to reduce costs and generate further income; and
- identifying new business development opportunities, e.g. Ice Centre, Picketts Lock site, Broxbourne Riverside and Lea Bridge Road master planning.

- 8 Work is in progress on all of the above areas and detailed reports (have been) and will continue to be presented to the Executive Committee and/or Authority for consideration and approval in the coming months.

**9 Contributing Authorities – Funding**

On 25 November 2015 the Chancellor delivered the Autumn statement. The detail of the Local Government finance settlement for 2016/17 was published on the 18 December 2015 and Appendix G to this report sets out the remaining three years of the four year settlement for contributing authorities and the percentage change over this period. The Chancellor presented his new Budget on 22 November 2017 and the draft funding settlement (published on 19 December 2017) has changed to reflect a grant to compensate local authorities for reduced business rate income; average annual growth in the council tax base between 2013/14 to 2017/18; assumed increases in Band D council tax in line with the 3% referendum limit through to 2019/20; additional council tax available from the adult social care council tax flexibility; the Improved Better Care Fund; the 2017/18 Adult Social Care Support Grant; the New Homes Bonus (and the New Homes Bonus returned funding); the Rural Services Delivery Grant and a transitional grant that eased the pace of central government funding reductions during 2016/17 and 2017/18.

- 10 In 2018/19 the authorities who contribute to the levy face a decrease/increase in their funding settlement ranging from -2.2% to 2.3% with the average (mean) being an increase of 1.0%. 2019/20 sees a proposed average increase of 1.2%.
- 11 In addition the Mayor of the GLA has published a budget consultation (ending 12 January 2018). The GLA 2017/18 budget increased the band D from £276 by £4.02 (1.45%) to £280.02. The budget proposal for 2018/19 is to increase the Band D precept by £14.20 to £294.22 (5.07%) in order to provide additional resources to support front line policing and the London Fire Brigade.

#### **DEMANDS ON THE AUTHORITY**

- 12 The demands on the organisation over the next few years are significant:
  - successfully establishing the Trust as a sustainable business operating model;
  - successfully ensuring (via the Trust) the continued operation of three Olympic legacy sports venues – Lee Valley VeloPark, Lee Valley Hockey & Tennis Centre and Lee Valley White Water Centre;
  - successfully re-letting the Leisure Services Contract (LSC) from 2020;
  - generating additional income through a range of investment projects across the Trust's venues and the Park's open spaces;
  - enhancing the Regional Park as a visitor destination through a number of developments; and
  - marketing the Park to a regional audience and delivering greater value to the communities of London, Essex and Herts.
- 13 The Authority had to absorb the operating and maintenance costs of the legacy venues on its land – Lee Valley VeloPark, Lee Valley Hockey & Tennis Centre and Lee Valley White Water Centre. No additional external funding was provided to the Authority for running these venues. The transfer of management for these and other venues to the Trust secured savings of £2m including business rate savings of £1.7m from 2015/16. The Trust is currently working to further reduce this cost through a mixture of income generation and cost savings to enable a break-even position (excluding central overheads) to be achieved by 2019/20. A target and principal set out in the LSC.

#### **AUTHORITY'S FINANCIAL POSITION**

- 14 The Authority has a strong financial base. This has been achieved through prudent and efficient financial management with direct income (i.e., fees and charges/rents) now estimated to achieve 65% of the Authority's/Trust's gross expenditure compared to 35% in 2010/11.
- 15 The Medium Term Financial Plan (MTFP) has been developed to assist delivery of the Authority's vision to 2020 and its three year Business Plan to 2019. It provides a snapshot in time as it is difficult to predict with any level of certainty beyond a two/three year period. The figures beyond 2018/19 should only be used as a guide to determine the general direction of travel.
- 16 The MTFP for Option 1 is attached at Appendix A to this report reflecting the direction of travel resulting from the previous work of the Levy Strategy Working Group. The MTFP for option 2 is an alternative proposal put forward by the Labour group. Both options were discussed at the Budget & Levy Workshop

(held on 14 December 2017) in considering the 2018/19 budget and levy and for ease of reference are summarised in Table 1 below.

Future year budgets and levies (2019/20 to 2020/21) assume maintaining the downward trend in the levy which is in line with previous assumptions. Members of the Levy Strategy Working Group will continue to develop proposals for future years going forward.

**Table 1: Summary Medium Term Financial Plan**

		2018/19 £'000s Option 1	2018/19 £'000s Option 2
1	Base budget 2017/18 Authority Trust	7,835 2,822	7,835 2,822
<b>2</b>	<b>Total Base Budget</b>	<b>10,657</b>	<b>10,657</b>
3	Authority Net In year inflation and base adjustments	(179)	(119)
4	Authority 2018/19 net income/efficiencies LSC Management Fee Savings	(221) (500)	(221) (500)
<b>5</b>	<b>Total Net Savings</b>	<b>(721)</b>	<b>(721)</b>
<b>6</b>	<b>Revised Budget Requirement</b>	<b>9,757</b>	<b>9,817</b>
7	Base Budget 2018/19 Authority Trust	7,435 2,322	7,495 2,322
<b>8</b>	<b>Revised Total Budget</b>	<b>9,757</b>	<b>9,817</b>
<b>9</b>	<b>2017/18 Levy</b>	<b>(10,187)</b>	<b>(10,187)</b>
<b>10</b>	<b>Levy: 6 and 2% decrease</b>	<b>612</b>	<b>204</b>
<b>11</b>	<b>2018/19 Proposed Levy</b>	<b>(9,575)</b>	<b>(9,983)</b>
<b>12</b>	<b>Deficit/(Surplus)</b>	<b>182</b>	<b>(166)</b>

- 17 Proposed expenditure efficiencies/additional income for 2018/19, which will enable delivery of the corporate priorities, are set out in Appendix C to this report. A balanced budget (excluding one-off items) will be delivered by achieving on-going efficiencies/income of £721,000 in the 2018/19 proposed budget. A summary of the options put forward for discussion is set out below and shown at Appendices A and B to this report.

**Main Proposal Option 1: 6% Levy Reduction (Appendix A)**

- 6% Reduction in the levy in 2018/19
- Future year levy reduction 6% in 2019/20 and 7% in 2020/21
- Community Access Fund maintained at £80,000 in 2018/19
- Cumulative levy decrease up to 25% by 2020/21
- Future year surpluses to be invested in the Park
- Proposed Levy in 2018/19 at £9.575m
- Deficit for one off events up to £175K funded from reserves

**Alternative Proposal Option 2: 2% Levy Reduction (Appendix B)**

- 2% Reduction in the levy in 2018/19
- Future year levy reduction 2% in 2019/20 and 2% in 2020/21

- Community Access Fund increased by £60,000 a year from 2018/19
- Cumulative levy decrease up to 12% by 2020/21
- Future year surpluses to be invested in the Park
- Proposed Levy in 2018/19 at £9.983m
- Surplus to be utilised to minimise impact on efficiencies shown in Appendix C to this report and ongoing resources to be set aside funding to support financing of the Ice Centre development

18 The **key risk areas** in relation to the current MTFP are set out below:

- **Inflation** - the re-costed base budget assumes pay increases at 2% for 2018/19 and 2019/20 in line with the employers pay offer (5 December 2017). It covers a 5.0% increase assumed for insurances; a 5% increase for electricity and gas and 4% increase for water; 0.5% for investment income; and 0% for contractual arrangements/supplies and services except grounds maintenance which has a contractual uplift built in equating to 2% per year. However, the economic climate is uncertain at present and inflation has previously peaked at 5.6% (September 2011). A 1% variance in inflation could impact on the base budget by up to an additional £110k. The latest CPI is currently running at around 3.1% and 3.9% for RPI (November 2017). These figures will be monitored on a regular basis and any variation reported to Members through the quarterly revenue monitoring reports.
- **Contaminated Land** – the Regional Park contains a legacy created by a variety of uses, some of which have resulted in land contamination. The Authority (led by a Member task and finish group reporting to Executive Committee) has developed and approved a Contaminated Land Strategy and a Contaminated Land Policy Statement. Work on site investigations have been completed with no material financial impact identified in the short-term. The Authority will need to consider land contamination where change of use is granted or new development proposals come forward. There is currently limited budget available for dealing with any land contamination issues that may arise.
- **Major International Events for the Legacy Venues** – major international events have been an important feature of the three Lee Valley legacy venues. Before the 2012 Games there was a drive from the national governing bodies, UK Sport, regional bodies, the Boroughs and the Authority, to secure major events post Games across all the legacy venues. Bids were submitted for a host of events including three at Authority venues - 2016 Track Cycling World Championships, 2015 Canoe Slalom World Championships and 2015 European Hockey Championships. All three bids were successful and the Authority along with a range of partner agencies committed funding support for these major international events.

There is significant value to be gained for the Authority in hosting major international events. Extensive press and media coverage (including TV) will promote the venues and Lee Valley Regional Park to a regional, national and international audience. Officers will work to translate this high level of exposure into increased business. Naming rights sponsors and category sponsors are attracted by venues which host major, high profile events, so having major events in the venues programme assist in attracting sponsors. Investment in future major events is subject to meeting specific criteria and subject to a business case with one-off funding met via reserves subject to Executive approval. The 2018/19 budget includes



funding for two major events in 2018/19 – the Women’s Hockey World Cup (£90K approved, paper E/486/17) and the Track Cycling World Championships (£85K approved, paper E/533/17).

- **Budget uncertainties** – in addition to the above, there are a number of budget uncertainties. These include the level of sponsorship, car parking income, grain and milk prices and income levels at venues as a result of the economic climate. Estimates for these areas have been included within the budget proposals based on previous experience/usage. However there may be some variation to these figures, which will be reported to Members through the quarterly revenue monitoring reports.
  - **Investment Income** – low levels of investment income are anticipated as current investments mature in the coming months. Currently these investments are securing on average a 0.6% return. It is likely that similar reinvestments will achieve a slightly improved return of 0.7%. Future year’s returns will depend on investment periods, demands placed on the capital programme (resulting in outgoing of capital funds) and potential future land sales.
  - **Income from fees and charges** - forms a major part (circa 65%) of the Authority/Trust’s funding. Changes in demand, caused by weather, economic factors, terrorism, bad publicity, etc, could have a material effect in any given year on achieving a balanced budget. Both organisations carry business interruption insurance but this does not insure against risks like bad weather or bad publicity. The Authority mitigates some of this risk by maintaining reasonable levels of reserves; the Trust also needs to build its own level of reserves to mitigate this risk.
- 19 Subject to the underlying assumptions and risks/uncertainties as set out above, a proposed balanced and surplus budget can be achieved. One-off items for expenditure in 2018/19 will be funded by reserves following a report to Executive Committee detailing the proposal and the business case that would support the release of this funding, for example, major events.

## REVENUE CONTRIBUTION TO CAPITAL

- 20 The Authority is in a new phase of capital programming. Over the last couple of years there has been a shift from replacement and renewal to maintenance of assets and investment in existing assets/business development projects to increase income. The annual contribution has been reduced over recent years to reflect this shift and has been reduced from £2.9m in 2005/06 to £1.3m.

There are now some key sites where development will be considered, for example, redevelopment/relocation of the Ice Centre, the Picketts Lock site, Broxbourne Riverside and Lea Bridge Road master planning. These developments will continue to place pressure on the Authority’s planned capital demands going forward.

- 21 **The annual revenue contribution is proposed at £1.2m** and this will enable delivery of the current capital programme and enable the current estate to be maintained. A major part of the programme going forward is reliant upon land sale receipts to support future investment proposals. The Authority could also consider borrowing to fund any potential developments. Given the current favourable borrowing rates, it may be beneficial for the Authority to undertake

borrowing at this time if required. Any loan repayments would however need to be funded from the levy/additional income or savings.

- 22 The revised capital programme 2017/18 to 2021/22 was considered by the Executive Committee on 14 December 2017 (Paper E/537/17). Based on the proposed capital programme and financing (assuming land sales are actually achieved), capital reserves are projected to stand at an estimated £20.0m at the end of 2021/22.

## THE LEVY

- 23 The maximum levy is determined by law. The annual increase for the maximum levy is based on the RPI as at September. The RPI for September 2017 was 3.9%. Therefore the maximum levy for 2018/19 is set at £24.7m (2017/18 was £23.7m).
- 24 A 1% movement in the levy equates to approximately £101K per annum for the Authority. Whilst a 1% movement in the levy impacts between £185 and £13,475 for the smallest and largest contributing authorities respectively, with the majority of contributing authorities falling between £1.2K and £3.6K per annum.
- 25 Over the last three, five and ten years, the levy has been significantly below inflation (RPI) with a real term decrease of over 40% over the last 10 years.

	3 Year Change	5 Year Change	10 Year Change
Levy decrease	-10.0%	-14.0%	-15.0%
RPI increase	5.1%	10.9%	25.7%
	-15.1%	-24.9%	-40.7%

The change in the levy compared to RPI and other indicators such as the headline increase in Council Tax and Local Authority funding settlements is shown in the graph at Appendix E to this report.

- 26 The current draft funding settlement for contributing authorities following the budget in November 2017 (as set out in paragraphs 9 and 10 above) is detailed in Appendix G to this report and for most contributing authorities funding is projected to marginally increase. Appendix D to this report sets out the cash and real term decrease in the levy experienced by contributing authorities since 2010.
- 27 In terms of inflation indices used for the levy calculation and the budget, the CPI is running at 3.0% and the RPI at 3.9% (September 2017). Other indices for comparison are set out in Appendix E to this report.

## RESERVES

- 28 Any decision taken by Members that does not provide for a balanced budget will have a downward impact on reserves. The unallocated General Fund reserve was £4.6m as at 1 April 2017. Members agreed to fund the Ice Centre feasibility and carry forwards for 2017/18 from these reserves. The projected spend in 2017/18 is likely to reduce this balance to **£4.1m by 31 March 2018**.
- 29 **To use reserves to fund any on-going deficit is not recommended;** unless it

is only for a temporary period, i.e. one year and that it can be demonstrated there is a clear plan to address the ongoing deficit. The external auditor has previously highlighted the unsustainability of relying on general reserves to fund budget deficits.

- 30 Members approved the recommendation of the Director of Finance & Resources to set a **minimum general reserve of £4m**, based on the risk factors set out in the Budget Methodology and Assumptions paper (E/519/17) and those restated in this paper. It is again recommended that this minimum level of reserves is maintained over the medium term, although annual fluctuations may occur above/below this level depending on any "one-off" commitments approved by Members in a given year.

### **BUDGET OPTIONS & PROPOSED LEVY**

- 31 Subject to the underlying assumptions and risks/uncertainties as set out, the proposed **budget for 2018/19 is £9.757m (option 1) or £9.817m (option 2)** (and is in line with the Budget Methodology and Assumptions paper).
- 32 The Authority's aim has been to operate its venues (including legacy venues) at a break-even position (excluding central overheads). The MTFP includes stretch targets which would work towards achieving this objective by 2020/21.
- 33 The LSC with the Trust incorporates stretch income targets to enable legacy venues to work towards a break-even position by 2020. These stretch income targets commenced in 2015/16 and when achieved all venues will, at a minimum, be at a break-even position.
- 34 Appendix H to this report sets out the indicative impact of a 0% to 6% variation in the levy for contributing authorities based upon the 2017/18 Council Tax Band D calculations submitted. These calculations usually change between years and therefore will affect the actual sum charged in 2018/19.

### **CONCLUSIONS**

- 35 The Authority has significant demands in the coming years, including assisting the Trust to establish itself as a sustainable going concern; operation of the legacy venues on its land; implementation of a number of income generation initiatives to reduce its reliance on the levy; as well as delivering key land disposals to support the capital programme.
- 36 It continues to strive to increase value to the regional constituency, whilst reducing the cost of Lee Valley Regional Park to the taxpayer. It will continue to work with partners, outsource/buy-in services and further investigate shared service provision to push down on-costs and to improve quality. Furthermore, it will continue to assist the Trust to use technology to further improve efficiency, e.g. online bookings.
- 37 In the 2014/15 budget paper (A/4161/14) Members were advised that to deliver the current plan the Authority must ensure it resolved the long term deficit. Members will be aware that they took major decisions in establishing the Trust to help bridge a large part of the funding gap. These decisions started to have an impact from April 2015 with annual savings of circa £2m resolving the previously identified deficit.

- 38 Increases or maintaining the levy at its current level (£10.187m) will have an impact on the contributing authorities who themselves are already under significant financial pressure to make reductions and savings, even a small reduction may not meet the expectations of contributing authorities due to the financial pressures that they are under. This view needs to be balanced against the Authority's (and Members) own statutory remit as set out in the Lee Valley Regional Park Act 1966. A longer term levy policy/direction may offer contributors more reassurance in this area and is the subject of on-going work by the Levy Strategy Working Group.

#### **NEXT STEPS**

- 39 The Budget Workshop was required to put forward recommendations for consideration at Executive Committee on 18 January 2018 who will then make a recommendation to the full Authority, also on 18 January 2018.
- 40 The Authority will then approve a budget and levy for 2018/19.

#### **ENVIRONMENTAL IMPLICATIONS**

- 41 There are no environmental implications arising directly from the recommendations in this report.

#### **FINANCIAL IMPLICATIONS**

- 42 The financial implications are fully considered within the body of the report.

#### **HUMAN RESOURCE IMPLICATIONS**

- 43 There are no human resource implications arising directly from the recommendations in this report

#### **LEGAL IMPLICATIONS**

- 44 The Authority is required to set a budget and levy annually by 24 January 2018 and notify contributing authorities by no later than 15 February in the year preceding the levy.

#### **EQUALITY IMPLICATIONS**

- 45 There are no equality implications arising directly from the recommendations in this report.

#### **RISK MANAGEMENT IMPLICATIONS**

- 46 Paragraph 18 sets out the main risks to the Authority in achieving the budget during 2018/19. Most significantly the economic climate remains extremely uncertain and could impact significantly on the assumptions made.

**PREVIOUS COMMITTEE REPORTS**

Executive	E/527/17	Proposed Capital Programme 2017/18 Revised to 2021/22	14 December 2017
Executive	E/528/17	Authority Fees & Charges Review 2018/19	23 November 2017
Executive	E/519/17	2018/19 Budget Methodology, Assumptions, and Timetable	19 October 2017
Authority	A/4236/17	Proposed Budget & Levy 2017/18	19 January 2017

**APPENDICES ATTACHED**

Appendix A	Medium Term Financial Plan – option 1
Appendix B	Medium Term Financial Plan – option 2
Appendix C	Proposed Efficiencies and increased Income 2018/19
Appendix D	Cash & Real Term Savings - Contributing Authorities since 2010
Appendix E	Levy Trend and comparator indices
Appendix F	Levy Per Head of Population for Herts, Essex & London
Appendix G	Three year draft funding settlement for contributing Authorities
Appendix H	0% to 6% change in levy for contributing authorities

**LIST OF ABBREVIATIONS**

MTFP	Medium Term Financial Plan
RPI	Retail Price Index
CPI	Consumer Price Index
GLA	Greater London Authority
CAF	Community Access Fund
LSC	Leisure Services Contract
the Trust	Lee Valley Leisure Trust Ltd (trading as Vibrant Partnerships)
Park Act	Lee Valley Regional Park Act 1966

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# AUTHORITY SUMMARY MTFP JANUARY 2018 - OPTION 1

	Notes	2017/18	2018/19	2019/20	2020/21	2021/22
		£'000	£'000	£'000	£'000	£'000
Base Budget		7,835	7,835	7,835	7,835	7,835
One-off Budget Adjustments Out after 2017/18		0	(547)	(547)	(547)	(547)
One-off Budget Adjustments in for 2018/19 to 2020/21		0	215	68	68	0
Other Adjustments		0	0	0	0	0
<b>Approved Base Budget</b>		<b>7,835</b>	<b>7,503</b>	<b>7,356</b>	<b>7,356</b>	<b>7,288</b>
Impact of Pay Award @ 2% per year	a	0	84	168	252	336
Impact of Increments	b	0	36	86	86	86
Impact of Insurance Premiums	c	0	14	28	(72)	(62)
Non Salary Inflation (Net)	d	0	20	40	120	200
Income inflation	e	0	(20)	(40)	(60)	(80)
Utilities plus Business Rates	f	0	19	22	25	28
Pension Fund Adjustment	g	0	0	0	100	100
Projected Revenue Overspend 2017/18 (2nd Quarter)	h	0	0	0	0	0
Reduced Investment income	i	0	0	0	0	0
Net In year inflation and base adjustments	j	0	0	0	0	0
<b>Leisure Services Contract Management Fee</b>		<b>0</b>	<b>153</b>	<b>304</b>	<b>451</b>	<b>608</b>
<b>Total Projected Budget</b>	k	<b>2,822</b>	<b>2,322</b>	<b>1,622</b>	<b>1,322</b>	<b>1,000</b>
<b>Proposed Levy Reduction (%)</b>		<b>10,657</b>	<b>9,978</b>	<b>9,282</b>	<b>9,129</b>	<b>8,896</b>
Proposed Levy	l	-6.00	-6.00	-6.00	-7.00	-2.00
Budget Deficit	m	(10,187)	(9,575)	(9,001)	(8,371)	(8,204)
		470	403	281	758	692
Savings Schedule 2018/19	n	0	(221)	(366)	(1,401)	(1,651)
<b>Revised Budget Requirement</b>		<b>10,657</b>	<b>9,757</b>	<b>8,917</b>	<b>7,729</b>	<b>7,246</b>
Revised Budget (Surplus)/Deficit		470	182	(85)	(643)	(959)
<b>General Reserves:</b>						
Available General Reserves		(4,612)	(4,142)	(3,960)	(4,045)	(4,687)
Budget (Surplus) / +Deficit		470	182	(85)	(643)	(959)
Balance Carried Forward:		(4,142)	(3,960)	(4,045)	(4,687)	(5,646)

## **Notes & Assumptions**

- a Removal and addition of one-off items added to budget in 2017/18 plus additions going forward
- b Pay Assumed at 2% 2018/19 and 2019/20 2% thereafter
- c Estimated annual increments for eligible staff based on existing scale points
- d Insurance premiums estimated at 5% but assumes £100k saving as building insurance transferred under long term full repairing lease
- e Non-salary inflation on contracts e.g Grounds Maintenance
- f Income Inflation at average 2%
- g Gas and Electricity at 5% 2018/19 onwards plus additional rates following 2017/18 revaluation - business rate appeal outstanding at VeloPark
- h Potential Estimated adjustments to pension fund following future triennial valuations
- i Estimated revenue overspend 2017/18 Period 6 £124k matched by in year savings -124K so 0 balance
- j Investment income static (assumed rate of return of 0.5%) and within base budget
- k Assumes £500k reduction in Management Fee in 2018/19 and £700k reduction in 2019/20 - thereafter £300k reductions
- l Proposed levy 2018/19 onwards as per existing MTFP and assumed 2% reduction 2021/22 onwards
- m Budget deficit before savings implemented
- n Authority efficiencies/increased income started in 2017/18 and growing in future years

Minimum Reserve level of £4m maintained from 2019/20 onwards

## **General**

Plan has been based on Authority's strategic direction to 2020 and Revised Business Plan 2016-2019

Does not include impact of Park Development Framework

Based upon Revised Draft Capital Programme December 2017 approved by Members

Budget (Surplus) / +Deficit assuming all risk areas and stretch targets achieved

No assumption re LSC Management Fee beyond 21/22 but sum could drop to zero from 2020/21 following retender exercise

Assume +/- 5% error margin on figures based on net budget circa £0.5m

Excludes any one-off clause 14 adjustment(s) under the LSC due to variation - to be funded by reserves not the levy.

Assume no revenue overspend at year end as per Q2 revenue monitoring to achieve budget by year end.



# AUTHORITY SUMMARY MTFP JANUARY 2018 - OPTION 2

Notes	2017/18	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000	£'000
Base Budget	7,835	7,835	7,835	7,835	7,835
One-off Budget Adjustments Out after 2017/18	0	(547)	(547)	(547)	(547)
One-off Budget Adjustments in for 2018/19 to 2020/21	0	215	68	68	0
Other Adjustments	0	60	60	60	60
<b>Approved Base Budget</b>	<b>7,835</b>	<b>7,563</b>	<b>7,416</b>	<b>7,416</b>	<b>7,348</b>
Impact of Pay Award @ 2% per year	0	84	168	252	336
Impact of Increments	0	36	86	86	86
Impact of Insurance Premiums	0	14	28	(72)	(62)
Non Salary Inflation (Net)	0	20	40	120	200
Income Inflation	0	(20)	(40)	(60)	(80)
Utilities plus Business Rates	0	19	22	25	28
Pension Fund Adjustment	0	0	0	100	100
Projected Revenue Overspend 2017/18 (2nd Quarter)	0	0	0	0	0
Reduced Investment income	0	0	0	0	0
Net In year inflation and base adjustments	0	153	304	451	608
<b>Leisure Services Contract Management Fee</b>	<b>2,822</b>	<b>2,322</b>	<b>1,622</b>	<b>1,322</b>	<b>1,000</b>
<b>Total Projected Budget</b>	<b>10,657</b>	<b>10,038</b>	<b>9,342</b>	<b>9,189</b>	<b>8,956</b>
<b>Proposed Levy Reduction (%)</b>	<b>-6.00</b>	<b>-2.00</b>	<b>-2.00</b>	<b>-2.00</b>	<b>-2.00</b>
<b>Proposed Levy</b>	<b>(10,187)</b>	<b>(9,983)</b>	<b>(9,784)</b>	<b>(9,588)</b>	<b>(9,396)</b>
<b>Budget Deficit</b>	<b>470</b>	<b>55</b>	<b>(442)</b>	<b>(399)</b>	<b>(440)</b>
<b>Savings Schedule 2018/19</b>	<b>0</b>	<b>(221)</b>	<b>(366)</b>	<b>(1,401)</b>	<b>(1,651)</b>
<b>Revised Budget Requirement</b>	<b>10,657</b>	<b>9,817</b>	<b>8,977</b>	<b>7,789</b>	<b>7,306</b>
<b>Revised Budget (Surplus)/Deficit</b>	<b>470</b>	<b>(166)</b>	<b>(807)</b>	<b>(1,799)</b>	<b>(2,091)</b>
<b>General Reserves:</b>					
Available General Reserves	(4,612)	(4,142)	(4,308)	(5,115)	(6,915)
Budget (Surplus) / +Deficit	470	(166)	(807)	(1,799)	(2,091)
Balance Carried Forward:	(4,142)	(4,308)	(5,115)	(6,915)	(9,005)

## **Notes & Assumptions**

- a. Removal and addition of one-off items added to budget in 2017/18 plus additions going forward
  - b. Pay Assumed at 2% 2018/19 and 2019/20 2% thereafter
  - c. Estimated annual increments for eligible staff based on existing scale points
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  - g. Gas and Electricity at 5% 2018/19 onwards plus additional rates following 2017/18 revaluation - business rate appeal outstanding at VeloPark
  - h. Potential Estimated adjustments to pension fund following future triennial valuations
  - i. Estimated revenue overspend 2017/18 Period 6 £124k matched by in year savings -124K so 0 balance
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  - k. Assumes £500k reduction in Management Fee in 2018/19 and £700k reduction in 2019/20 - thereafter £300k reductions
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  - m. Budget deficit before savings implemented
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- Minimum Reserve level of £4m maintained from 2019/20 onwards

### **General**

Plan has been based on Authority's strategic direction to 2020 and Revised Business Plan 2016-2019

Does not include impact of Park Development Framework

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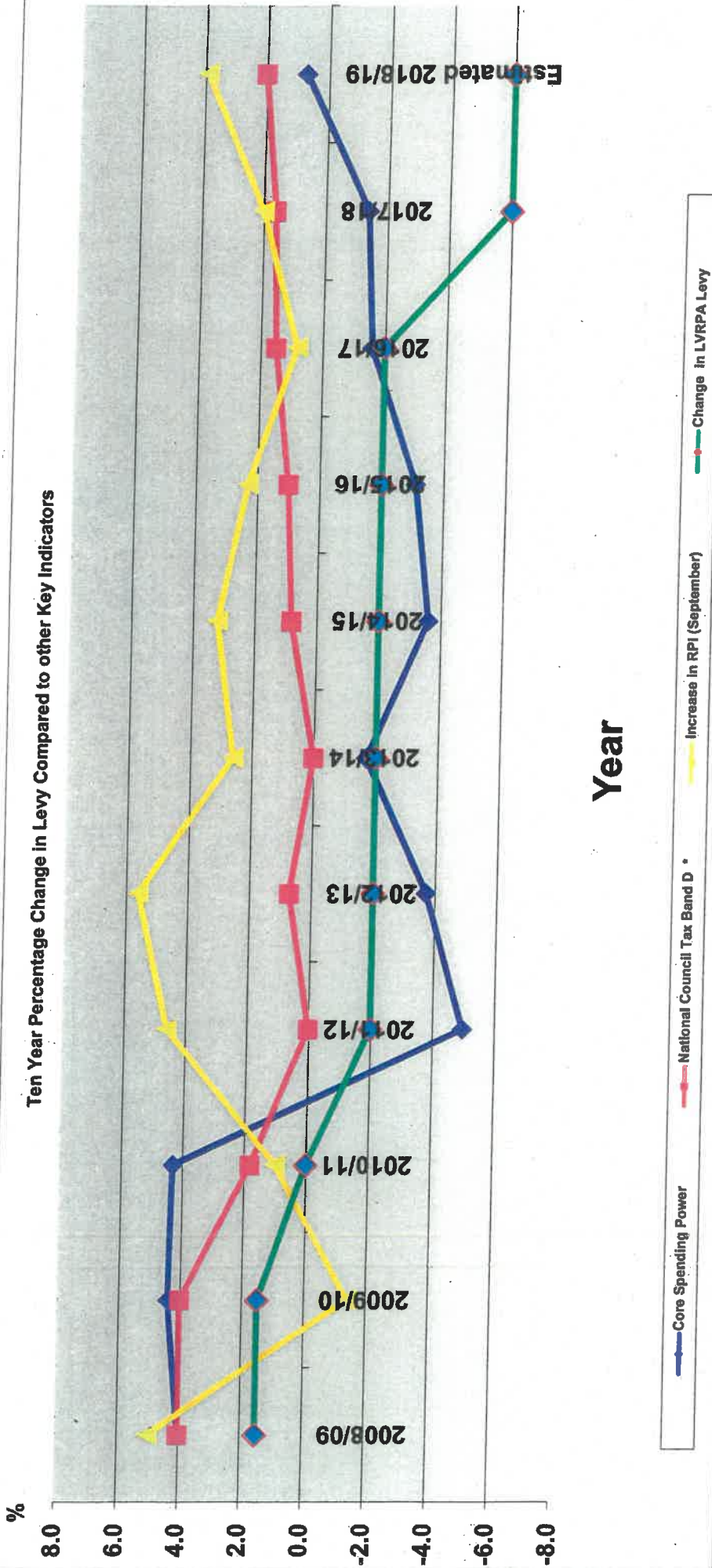
## Growth &amp; Savings Schedule

Item Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Comments
<b>Efficiencies/Increased Income</b>					
<b>Efficiency Savings</b>					
Reduce Revenue Contribution to capital					
GM Savings	(50,000)	(50,000)	(50,000)	(50,000)	Land sale receipts expected from 2018/19.
Abbey Gardens Savings	(36,000)	(36,000)	(36,000)	(36,000)	To be identified from Scheduled/Non Scheduled work
Service Reviews	(100,000)	(190,000)	(240,000)	(240,000)	To be identified through review of lease
Shared Services	0	(70,000)	(70,000)	(70,000)	To be identified from e.g. MH Café, Property, Ranger service and Active Communities review
Consultancy	(40,000)	(40,000)	(40,000)	(40,000)	To be identified from corporate structure following service review
<b>Increased Income</b>					
Ice centre	0	0	(500,000)	(500,000)	Identified so build into base budget
Picketts Lock 1	0	0	(240,000)	(240,000)	Pending decisions to be made
Picketts Lock 2 Leisure Attraction	0	0	(160,000)	(325,000)	Pushed back a year gross offer £350K less £110K for cinema rent (excludes profit share)
Picketts Lock 2 Business Development	0	0	(85,000)	(170,000)	Phased pending decisions to be made (excludes profit share)
					Phased pending decisions to be made (excludes profit share)
<b>Total</b>	<b>(276,000)</b>	<b>(436,000)</b>	<b>(1,471,000)</b>	<b>(1,721,000)</b>	
<b>Budget Pressures</b>					
Loss of commercial income Langley & Mile Nursery	15,000	30,500	30,500	30,500	Subject to sale. Decision to sell 23/11/2017 E/526/17
Delete 50% Sponsorship stretch Target	25,000	25,000	25,000	25,000	Retain 50% of income budget as a stretch target
Increase in software licencing GIS	15,000	15,000	15,000	15,000	Committee decision 19/10/2017 E/523/17
<b>Total</b>	<b>55,000</b>	<b>70,500</b>	<b>70,500</b>	<b>70,500</b>	
<b>Net Savings</b>	<b>(221,000)</b>	<b>(365,500)</b>	<b>(1,400,500)</b>	<b>(1,650,500)</b>	
<b>Annual Saving</b>	<b>(221,000)</b>	<b>(144,500)</b>	<b>(1,035,000)</b>	<b>(250,000)</b>	

	2010/11	2010/11 RPI Inflated	2017/18	Real Term Change in Levy	Cash/Actual Change in levy
	£	£		£	£
CORPORATION OF LONDON	18,101	22,102	18,542	(£3,560)	£441
Inner London Boroughs					
CAMDEN	290,471	354,665	232,285	(£122,380)	(£58,186)
GREENWICH	238,976	291,789	204,053	(£87,736)	(£34,923)
HACKNEY	224,407	274,001	179,627	(£94,374)	(£44,780)
HAMMERSMITH AND FULHAM	241,201	294,506	199,426	(£95,080)	(£41,775)
ISLINGTON	262,883	320,980	202,765	(£118,215)	(£60,118)
KENSINGTON AND CHELSEA	303,768	370,901	251,393	(£119,508)	(£52,375)
LAMBETH	316,383	386,303	271,822	(£114,481)	(£44,561)
LEWISHAM	266,974	325,975	212,950	(£113,025)	(£54,024)
SOUTHWARK	294,190	359,206	251,957	(£107,249)	(£42,233)
TOWER HAMLETS	257,344	314,218	233,162	(£81,056)	(£24,182)
WANDSWORTH	381,264	465,524	336,946	(£128,578)	(£44,318)
WESTMINSTER	395,345	482,717	333,460	(£149,257)	(£61,885)
Outer London Boroughs					
BARKING AND DAGENHAM	157,533	192,348	124,147	(£68,201)	(£33,386)
BARNET	419,370	512,051	365,166	(£146,885)	(£54,204)
BEXLEY	253,997	310,131	209,487	(£100,644)	(£44,510)
BRENT	294,306	359,348	245,072	(£114,276)	(£49,234)
BROMLEY	405,286	494,855	337,523	(£157,332)	(£67,763)
CROYDON	386,067	471,388	318,405	(£152,983)	(£67,662)
EALING	357,095	436,013	291,853	(£144,160)	(£65,242)
ENFIELD	334,569	408,509	249,599	(£158,910)	(£84,970)
HARINGEY	260,130	317,619	197,921	(£119,698)	(£62,209)
HARROW	263,505	321,739	219,285	(£102,454)	(£44,220)
HAVERING	272,109	332,245	228,007	(£104,238)	(£44,102)
HILLINGDON	298,868	364,917	255,316	(£109,601)	(£43,552)
HOUNSLOW	263,044	321,177	216,920	(£104,257)	(£46,124)
KINGSTON UPON THAMES	188,889	230,633	160,730	(£69,903)	(£28,159)
MERTON	226,549	276,617	190,246	(£86,371)	(£36,303)
NEWHAM	227,614	277,916	185,434	(£92,482)	(£42,180)
REDBRIDGE	275,740	336,678	224,871	(£111,807)	(£50,869)
RICHMOND UPON THAMES	271,235	331,178	231,529	(£99,649)	(£39,706)
SUTTON	224,871	274,567	187,686	(£86,881)	(£37,185)
WALTHAM FOREST	230,253	281,139	193,698	(£87,441)	(£36,555)
Hertfordshire and Essex Authorities					
HERTFORDSHIRE	1,359,909	1,660,449	1,145,974	(£514,475)	(£213,935)
ESSEX	1,614,250	1,971,000	1,347,581	(£623,418)	(£266,669)
THURROCK	157,303	192,067	132,062	(£60,005)	(£25,241)
<b>Total Levy on Local Authorities</b>	<b>12,233,800</b>	<b>14,937,470</b>	<b>10,186,900</b>	<b>(£4,750,570)</b>	<b>(£2,046,900)</b>

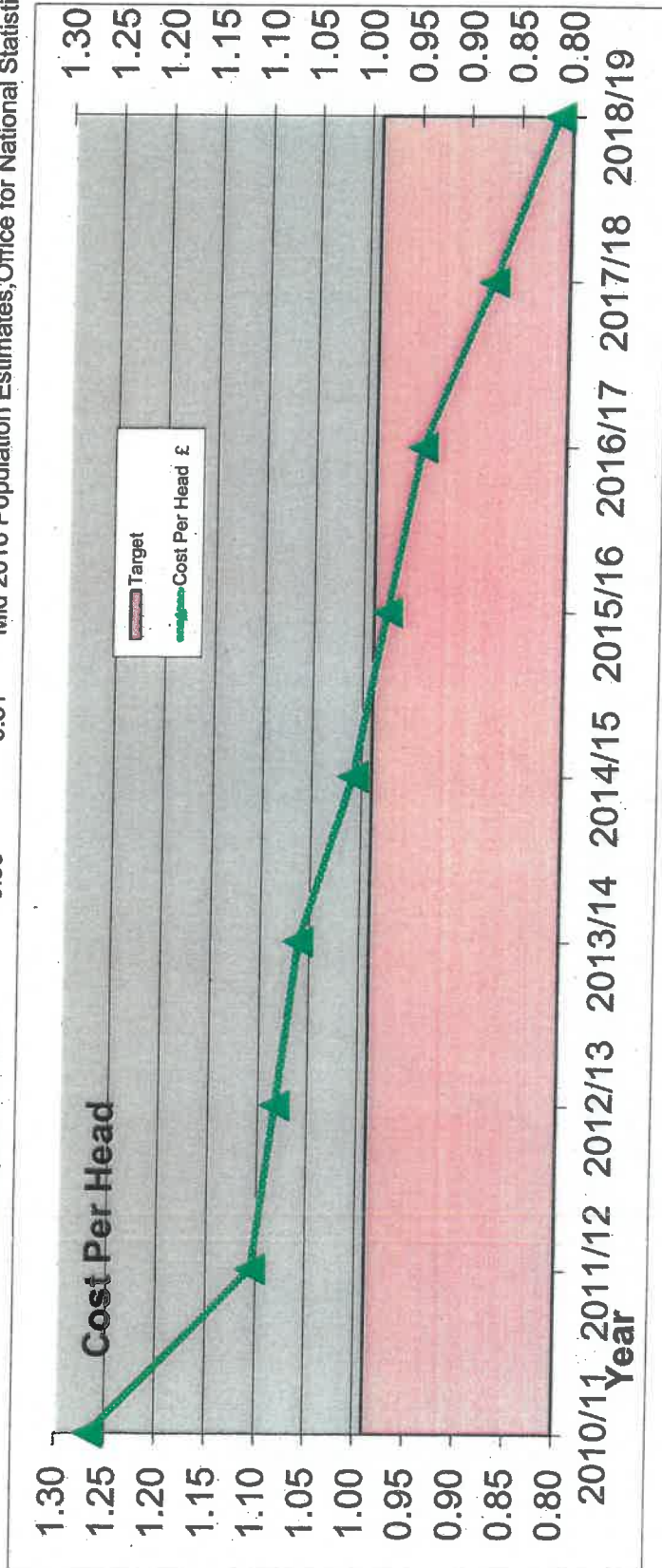


Ten Year Percentage Change in Levy Compared to other Key Indicators



Year	Core Spending Power	National Council Tax Band D *	Increase in RPI (September)	Change in LVRPA Levy
2008/09	4.0	4.3	4.0	4.0
2009/10	4.0	1.8	4.0	1.5
2010/11	4.0	0.0	4.6	0.0
2011/12	-5.0	0.0	0.0	0.0
2012/13	-3.7	0.7	5.6	-2.0
2013/14	-1.7	0.0	2.6	-2.0
2014/15	-3.6	0.8	3.2	-2.0
2015/16	-3.1	1.0	2.3	-2.0
2016/17	-1.6	1.5	0.8	-2.0
2017/18	-1.4	1.6	2.0	-6.0
Estimated 2018/19	0.7	2.0	3.9	-6.0
<b>3 Yr Average</b>	<b>-2.03</b>	<b>1.37</b>	<b>1.70</b>	<b>-3.33</b>
<b>5 Yr Average</b>	<b>-2.28</b>	<b>0.98</b>	<b>2.18</b>	<b>-2.80</b>
<b>10Yr Average</b>	<b>-0.36</b>	<b>1.96</b>	<b>2.97</b>	<b>-1.20</b>

Year	Population	Levy £	Year	Target	Cost Per Head £	Source of Population Data
2008/09	9,660,031	12,053,000	2008/09	0.00	1.25	Census Population Office for national Statistics
2009/10	9,660,031	12,233,800	2009/10	0.00	1.27	Census Population Office for national Statistics
2010/11	9,660,031	12,233,800	2010/11	0.99	1.27	Census Population Office for national Statistics
2011/12	10,841,295	11,989,124	2011/12	0.99	1.11	Census Population Office for national Statistics
2012/13	10,841,295	11,749,300	2012/13	0.99	1.08	Census Population Office for national Statistics
2013/14	10,841,295	11,514,314	2013/14	0.99	1.06	Census Population Office for national Statistics
2014/15	11,178,353	11,284,028	2014/15	0.99	1.01	Mid 2012 Population Estimates, Office for National Statistics June 2013
2015/16	11,310,293	11,058,347	2015/16	0.99	0.98	Mid 2013 Population Estimates, Office for National Statistics June 2014
2016/17	11,466,609	10,837,100	2016/17	0.99	0.95	Mid 2014 Population Estimates, Office for National Statistics June 2015
2017/18	11,627,089	10,186,874	2017/18	0.99	0.88	Mid 2015 Population Estimates, Office for National Statistics June 2016
2018/19	11,766,776	9,575,662	2018/19	0.99	0.81	Mid 2016 Population Estimates, Office for National Statistics June 2017



## Core Spending Power - Local Authority Summary

Local Authority	£ millions		£ millions		£ millions		Dwellings As At September 2017	£					
	2017-18		2018-19		2019-20			2017-18		2018-19		2019-20	
	£ millions	%	£ millions	%	£ millions	%		£	£	£	£	£	£
1 Barking and Dagenham	148.2	1.5	150.3	1.8	153.1	1.8	74,883	1,979	2,008	2,045			
2 Barnet	258.7	1.8	263.4	1.7	268.0	1.7	148,978	1,736	1,768	1,799			
3 Bexley	156.9	1.5	159.2	1.7	162.0	1.7	98,120	1,599	1,623	1,651			
4 Brent	252.5	2.0	257.5	3.1	265.5	3.1	120,323	2,099	2,140	2,206			
5 Bromley	204.0	0.4	204.7	1.5	207.9	1.5	139,771	1,459	1,465	1,487			
6 Camden	244.0	0.4	244.9	-0.2	244.5	-0.2	108,439	2,250	2,259	2,255			
7 City of London	32.0	-2.2	31.3	-1.8	30.8	-1.8	6,937	4,615	4,514	4,433			
8 Croydon	273.7	1.8	278.7	1.6	283.3	1.6	155,046	1,765	1,797	1,827			
9 Ealing	243.6	1.1	246.3	1.3	249.5	1.3	134,918	1,805	1,825	1,849			
10 Enfield	229.6	1.2	232.3	0.9	234.4	0.9	124,281	1,847	1,869	1,886			
11 Essex	881.9	2.1	900.2	1.8	916.3	1.8	631,032	1,397	1,427	1,452			
12 Greenwich	226.6	1.5	230.0	1.4	233.2	1.4	114,676	1,976	2,006	2,034			
13 Hackney	257.6	-1.6	253.4	1.2	256.4	1.2	112,916	2,281	2,244	2,270			
14 Hammersmith and Fulham	157.2	0.7	158.2	1.8	161.0	1.8	87,986	1,786	1,798	1,830			
15 Haringey	222.2	0.9	224.3	1.2	227.0	1.2	108,507	2,048	2,067	2,092			
16 Harrow	172.4	2.2	176.2	1.4	178.8	1.4	90,849	1,898	1,940	1,968			
17 Havering	172.5	0.8	174.0	2.1	177.7	2.1	104,697	1,648	1,662	1,697			
18 Hertfordshire	736.2	1.7	748.9	1.5	760.2	1.5	488,048	1,509	1,534	1,558			
19 Hillingdon	185.2	0.7	186.6	2.6	191.4	2.6	110,951	1,669	1,681	1,725			
20 Hounslow	172.6	2.3	176.5	2.4	180.8	2.4	102,080	1,691	1,729	1,771			
21 Islington	224.9	-0.9	222.8	0.8	224.6	0.8	107,680	2,089	2,069	2,085			
22 Kensington and Chelsea	156.3	1.1	157.9	0.5	158.7	0.5	88,573	1,764	1,783	1,792			
23 Kingston upon Thames	123.6	0.4	124.0	0.4	124.6	0.4	66,818	1,850	1,856	1,864			
24 Lambeth	286.8	1.3	290.4	0.8	292.8	0.8	141,149	2,032	2,057	2,074			
25 Lewisham	249.4	0.3	250.2	1.1	252.9	1.1	126,823	1,966	1,973	1,994			
26 Merton	139.7	0.6	140.5	0.8	141.7	0.8	84,312	1,657	1,667	1,681			
27 Newham	252.0	1.1	254.8	0.1	255.2	0.1	113,789	2,214	2,239	2,243			
28 Redbridge	185.3	1.9	188.7	1.3	191.2	1.3	103,351	1,793	1,826	1,850			
29 Richmond upon Thames	152.2	0.9	153.5	-0.2	153.1	-0.2	84,271	1,806	1,821	1,817			
30 Southwark	284.9	1.2	288.2	1.3	291.9	1.3	137,751	2,068	2,092	2,119			
31 Sutton	148.4	1.4	150.5	1.5	152.8	1.5	82,862	1,792	1,817	1,844			
32 Thurrock	115.0	2.1	117.4	1.4	119.0	1.4	67,202	1,711	1,747	1,771			
33 Tower Hamlets	279.6	0.9	282.0	1.2	285.5	1.2	127,529	2,192	2,211	2,238			
34 Waltham Forest	204.7	1.8	208.4	1.7	212.0	1.7	103,495	1,978	2,014	2,048			
35 Wandsworth	184.0	1.2	186.3	1.7	189.4	1.7	143,641	1,281	1,297	1,319			
36 Westminster	203.3	0.3	203.8	0.4	204.7	0.4	125,958	1,614	1,618	1,625			
<b>Average (mean)</b>		<b>1.0</b>		<b>1.2</b>		<b>1.2</b>							



Analysis of Percentage Change in Levy 2018/19  
assuming Council Tax base remains the same

Appendix H to Paper E/540/18

	0%	1.00%	2.00%	3.00%	4.00%	5.00%	6.00%
	Current Levy	Decrease	Decrease	Decrease	Decrease	Decrease	Decrease
	£	2018/19	2018/19	2018/19	2018/19	2018/19	2018/19
	£	£	£	£	£	£	£
<b>CORPORATION OF LONDON</b>	18,542	18,357	18,171	17,986	17,800	17,615	17,429
<b>Inner London Boroughs</b>							
CAMDEN	232,285	229,962	227,639	225,316	222,994	220,671	218,348
GREENWICH	204,053	202,012	199,972	197,931	195,891	193,850	191,810
HACKNEY	179,627	177,831	176,034	174,238	172,442	170,646	168,849
HAMMERSMITH AND FULHAM	199,426	197,432	195,437	193,443	191,449	189,455	187,460
ISLINGTON	202,765	200,737	198,710	196,682	194,654	192,627	190,599
KENSINGTON AND CHELSEA	251,393	248,879	246,365	243,851	241,337	238,823	236,309
LAMBETH	271,822	269,104	266,386	263,667	260,949	258,231	255,513
LEWISHAM	212,950	210,821	208,691	206,562	204,432	202,303	200,173
SOUTHWARK	251,957	249,437	246,918	244,398	241,879	239,359	236,840
TOWER HAMLETS	233,162	230,830	228,499	226,167	223,836	221,504	219,172
WANDSWORTH	336,946	333,577	330,207	326,838	323,468	320,099	316,729
WESTMINSTER	333,460	330,125	326,791	323,456	320,122	316,787	313,452
<b>Outer London Boroughs</b>							
BARKING AND DAGENHAM	124,147	122,906	121,664	120,423	119,181	117,940	116,698
BARNET	365,166	361,514	357,863	354,211	350,559	346,908	343,256
BEXLEY	209,487	207,392	205,297	203,202	201,108	199,013	196,918
BRENT	245,072	242,621	240,171	237,720	235,269	232,818	230,368
BROMLEY	337,523	334,148	330,773	327,397	324,022	320,647	317,272
CROYDON	318,405	315,221	312,037	308,853	305,669	302,485	299,301
EALING	291,853	288,934	286,016	283,097	280,179	277,260	274,342
ENFIELD	249,599	247,103	244,607	242,111	239,615	237,119	234,623
HARINGEY	197,921	195,942	193,963	191,983	190,004	188,025	186,046
HARROW	219,285	217,092	214,899	212,706	210,514	208,321	206,128
HAVERING	228,007	225,727	223,447	221,167	218,887	216,607	214,327
HILLINGDON	255,316	252,763	250,210	247,657	245,103	242,550	239,997
HOUNSLOW	216,920	214,751	212,582	210,412	208,243	206,074	203,905
KINGSTON UPON THAMES	160,730	159,123	157,515	155,908	154,301	152,694	151,086
MERTON	190,246	188,344	186,441	184,539	182,636	180,734	178,831
NEWHAM	185,434	183,580	181,725	179,871	178,017	176,162	174,308
REDBRIDGE	224,871	222,622	220,374	218,125	215,876	213,627	211,379
RICHMOND UPON THAMES	231,529	229,214	226,898	224,583	222,268	219,953	217,637
SUTTON	187,686	185,809	183,932	182,055	180,179	178,302	176,425
WALTHAM FOREST	193,698	191,761	189,824	187,887	185,950	184,013	182,076
<b>Hertfordshire and Essex Authorities</b>							
HERTFORDSHIRE	1,145,974	1,134,514	1,123,054	1,111,595	1,100,135	1,088,675	1,077,215
ESSEX	1,347,581	1,334,106	1,320,630	1,307,154	1,293,678	1,280,202	1,266,727
THURROCK	132,062	130,741	129,421	128,100	126,780	125,459	124,138
<b>Total Levy on Local Authorities</b>	<b>10,186,900</b>	<b>10,085,031</b>	<b>9,983,162</b>	<b>9,881,293</b>	<b>9,779,424</b>	<b>9,677,555</b>	<b>9,575,686</b>
Decrease (-) Increase (+)	0	-101,869	-203,738	-305,607	-407,476	-509,345	-611,214