

**LONDON COUNCILS JOINT COMMITTEE  
CONSOLIDATED STATEMENT OF ACCOUNTS  
YEAR ENDED 31 MARCH 2016**

## **LONDON COUNCILS - JOINT COMMITTEE**

### **Contents**

	Page
Review of the year	1-21
Narrative Report to the Statement of Accounts	22-25
Statement of Responsibilities for the Statement of Accounts	26
Approval Certificate	27
Annual Governance Statement	28-33
Independent Auditors' Report	34-36
Consolidated Movement in Reserves Statement	37-38
Consolidated Comprehensive Income and Expenditure Statement	39
Consolidated Balance Sheet	40
Consolidated Cash Flow Statement	41
Notes to the Consolidated Accounts	42-71
Appendices	72-75
Glossary	76-80

## **REVIEW OF THE YEAR**

### **About London Councils**

London Councils represents London's 32 borough councils and the City of London.

It is a cross-party organisation that works on behalf of all of its member authorities regardless of political persuasion.

London Councils makes the case to government, the Mayor and others to get the best deal for Londoners and to ensure that our member authorities have the resources, freedoms and powers to do the best possible job for their residents and local businesses.

London Councils runs a number of direct services for member authorities including the Freedom Pass, Taxicard and Health Emergency Badge. It also runs an independent parking appeals service and a pan-London grants programme for voluntary organisations.

London Councils acts as a catalyst for effective sharing among boroughs – be that ideas, good practice, people, resources, or policies and new approaches.

The strategic direction of London Councils is set by the Leaders' Committee, which comprises the Leaders and directly elected Mayors of all of London's local authorities. There is also a cross-party Executive, which guides the organisation's day-to-day work.

### **Adding Value for London Boroughs**

London Councils acts as host for a number of bodies which add value to the work of our member authorities by helping them co-ordinate their work with pan-London organisations.

These include:

**London Safeguarding Children Board (LSCB)**, representing London's councils in a broader partnership with police, health and other partners to promote child safeguarding across London.

**London Young People's Education and Skills (YPES) Board** – the lead strategic body for 14-19 education and training in the capital.

London Councils is the **Regional Employers' body for London local authorities**. Boroughs are members of the Greater London Employment Forum and are represented on the Greater London Provincial Council for the purposes of negotiations with trades unions.

**Capital Ambition**, established in 2008 as the regional improvement and efficiency partnership for London. Capital Ambition has led and supported London local authorities in realising greater efficiency, performance improvement, innovation and new ways of working together to delivery local public services in the boroughs. Since 2013, Capital Ambition has driven innovation in local government through the **London Ventures** programme.

**London European Partnership for Transport (LEPT)**, which provides the London boroughs with support and access to European funding for transport projects.

London Councils was also instrumental in 2015 in the creation of a new collective investment vehicle for Local Government Pension Scheme (LGPS) funds, the **London CIV**. The London CIV, established by London Councils and initially chaired by Mayor Jules Pipe, was created to help reduce costs and improve investment returns for LGPS funds across the capital.

In September 2015 Lord Kerslake was appointed non-executive chair of the interim board of directors and in November 2015 the London CIV became the first such scheme to be fully authorised in the UK by the Financial Conduct Authority.

## REVIEW OF THE YEAR (continued)

London Councils also provides a key interface between boroughs, the London Fire Brigade, the Greater London Authority (GLA) and the other emergency services on issues around city management and resilience.

### Advancing London Local Government

Member authorities have their own relationships with pan-London organisations and in particular with the Mayor and the GLA. There are, however, a range of issues where the Mayor, the GLA and other pan-London organisations seek to establish negotiation or dialogue with London's boroughs. On these issues, London Councils acts as the focal point for representing borough interests – informed by the political and professional networks that we run. We then enable that information to be shared and disseminated quickly with member boroughs.

To ensure that our member authorities have influence in the decisions made at pan-London level that impact on them and the communities they serve, London Councils has developed a series of shared arrangements with the Mayor, Transport for London (TfL), Metropolitan Police, health and other partners, including London business organisations. London Councils nominates – on a cross party basis – members to serve in such shared governance arrangements, including the:

- London Crime Reduction Board
- London Enterprise Partnership
- London Health Board
- Homes for London Board
- London Waste and Recycling Board

Some of these have statutory underpinning. The overall progress of these is monitored jointly by the Mayor and borough leaders.

In addition, London Councils ensures that the London local government perspective is part of policy development at national level by, for example, organising a full set of ministerial meetings and senior official discussions, and also by promoting ideas and policies at each of the party conferences.

London Councils was also instrumental in establishing the **London All Party Political Group (APPG)** in May 2015, set up to promote London in the interests of all its people, places and businesses as a global city and powerhouse of the economy. Since then the London APPG has met regularly to explore a London approach to key areas of the devolution agenda, housing, transport, welfare and infrastructure. Most recently the APPG secured a debate on education funding in London.

London Councils provides the secretariat to the group on behalf of London government, including the Mayor of London and the London Assembly.

### Devolution and Public Service Reform

Both in their scale and in their complexity, the challenges facing London are unique. At a time of growing demand and ongoing public finance constraint, devolution and public service reform are not merely desirable but essential. That is why London Councils, in partnership with the Mayor, has been making the case for an ambitious new settlement across all tiers of government that can provide a sustainable solution.

Over the past four years the Mayor and the boroughs have worked together, and with partners across London and beyond, to promote the benefits of reform. We have argued that democratically accountable, locally integrated services offer the best solutions to meeting the challenges faced by a global city in the 21st century.

**REVIEW OF THE YEAR (continued)**

London Councils has long been in the vanguard of the devolution debate; supporting the Mayor of London's London Finance Commission, jointly commissioning the Royal Society for the encouragement of Arts, Manufacturers and Commerce (RSA) City Growth Commission with the Core Cities, Local Government Association and Greater London Authority and working closely with the Greater London Authority on the London Growth Deal.

In July 2015, the Mayor and the borough leaders agreed a 'London Proposition on Devolution and Reform' that encapsulated the broad territory for negotiation with government officials on a package of measures designed to deliver clear benefits for Londoners, the economy in London and in the country as a whole.

In September 2015, London Councils and the Mayor of London submitted joint proposals to government setting out a series of inter-related reforms that London government wishes to deliver to provide a sustainable solution to tackling the capital's deep seated challenges.

In its response to these proposals, the government has agreed significant next steps in the areas of employment support, skills, health and fiscal devolution.

- The government has made a specific commitment that the Mayor of London and London boroughs will jointly commission employment support to assist the very long term unemployed and those with health conditions and disabilities to (re)-enter work-(from 2017 through the new Health and Work Programme).
- The government has indicated that the Adult Education Budget will be devolved to London government from 2018/19 onwards.
- A London Health and Care Collaboration Agreement and a London Health Devolution Agreement between the Chancellor, Mayor of London, and Health partners. The London Health and Care Collaboration Agreement describes the role of five pilots in delivering transformation across London.

In October 2015 the government proposed that local government should retain 100 per cent of the business rates it collects by 2020. London Councils has long advocated the devolution of business rates, along with other taxes, and has worked consistently to develop practical proposals to support that aim. In December, our Leaders' Committee agreed to work jointly with the Mayor of London to develop a 'London Proposition' for business rates, and endorsed four overarching ambitions for the proposed reforms, stating that rates retention and the transfer of responsibilities should:

- Be contingent on improvements to the business rates system.
- Support London's ambitions for devolution and public service reform.
- Support the devolved governance of London.
- Be the start, not the end, of fiscal devolution.

London Councils has been leading the work with London local government as a whole, and with the Mayor of London, to translate these ambitions into a set of principles that can underpin discussions with government on a devolved regional approach to setting, collecting and managing business rates in the capital.

In March, the government confirmed that it would explore early implementation of the reforms in London (along with Greater Manchester and Liverpool).

**Finance and Resources**

An essential core of London Councils' work is to ensure that our member boroughs have the resources to deliver and improve services for Londoners and the places our communities live and work. We make the case to government and others on behalf of member boroughs in terms of both specific funding streams and overall resources base to ensure the capital's councils are able to continue to deliver the services and environment a global city requires. In 2015/16, we:

**REVIEW OF THE YEAR (continued)**

- Made the case for and secured four year funding allocations in the 2016/17 Local Government Finance Settlement in February, providing greater certainty over medium term funding allocations.
- Produced a range of analysis and tools for boroughs to use as part of their financial planning.
- Lobbied for a more equitable method for distributing Revenue Support Grant to be more reflective of need and wider resources available to local authorities. The government listened, changing the method of RSG distribution in the 2016/17 Local Government Finance Settlement to the benefit of London boroughs as a whole by around £500 million over four years.
- Lobbied consistently for the retention of business rates for London – including in our in SR15 submission. The government announced in October 2015 that the sector as a whole will retain 100 per cent of business rates by 2020. London has been announced as a pilot area to explore devolution of business rates prior to 2020 (confirmed in Budget 2016). London Councils has been leading the work with London local government as a whole and with the Mayor of London, to develop the principles that would underpin a London Proposition to government on Business Rate Retention.
- Lobbied for adult social care funding pressures to be fully funded at the 2015 Spending Review. The government found an additional £3.5 billion nationally for adult social care over the next four years. While this is unlikely to be enough to fully fund adult social care pressures in London, it does show the lobbying arguments proposed by London Councils, the LGA, ADASS and others about the adult social care funding pressures were recognised by government.
- Successful engagement with Department for Work and Pensions over discretionary housing payment allocations led to amendment to distribution methodology that directed an extra £1 million to London boroughs.

**Housing and Planning**

Housing is a critical issue for London. The capital's housing market has become increasingly out of kilter with the rest of the country, resulting in real pressures on affordability for a growing number of Londoners. We need to build tens of thousands of new homes every year to keep pace with a growing population and address a long standing housing need backlog that has a range of implications for the capital and its economy. In December the number of homeless London households in temporary accommodation exceeded 50,000, representing three quarters of all households in temporary accommodation in England.

In a survey commissioned by London Councils and carried out by Ipsos MORI in October 2015, more than 88 per cent of Londoners cited housing as their number one concern, compared to Ipsos' national monthly issues index where housing is only the fifth most important issue for those outside the capital.

London Councils has been at the forefront of highlighting London's housing crisis and its implications. We continue to work closely with boroughs to support their efforts to manage the effects of the crisis and make the case for stronger housing delivery powers to help powers address its cause.

In 2015/16 this work has included:

- Working closely with MPs, peers and government officials through the passage of the Housing and Planning Bill to promote amendments and influence the shape of the legislation.
- Commissioning research to scope the potential for collaborative housing delivery mechanisms across London boroughs and agreeing a set of asks of government to support a new approach.

## REVIEW OF THE YEAR (continued)

- Negotiating a joint London government proposal for a case to government for reforms in housing and planning to increase supply.
- Supported the early activity of the London Land Commission and implementation of the Mayor's Housing Zones policy.
- Lobbied to raise concerns about the impact of the 1 per cent rents cut on housing in London, presenting evidence on the impact on housing supply, and calling for an exemption for supported housing. This cut has now been suspended for a year pending further government consideration.
- Responded to government's proposals to 'Pay to Stay' for social housing tenants, promoting the need for more local discretion and a taper system. Following our lobbying, government has confirmed intention to introduce a taper system to help ensure rent increases are proportionate.
- Lobbied government for flexibilities around the use of council Right to Buy receipts, including full receipt retention locally and the ability to combine with other funding streams.
- Influenced the housing debate through submissions to the Lyons Commission, IPPR London Housing Commission, and others.
- Supported borough housing development activity by publishing case studies of local housing investment approaches and facilitating a workshop for officers to discuss local housing companies, share good practice and hear legal advice.
- Commissioning and promoting polling data from Ipsos Mori that secured coverage in *Evening Standard* and other key media.
- Conducting research into the impact of office to residential permitted development rights in London, backed with a media campaign, successfully securing continued exemptions until 2019.
- Responded to government consultation on proposed changes to National Planning Policy Framework, highlighting London's concerns about changing definitions of affordability, and securing Starter Homes amendments in the House of Lords
- Pressed the government to localise planning fees: following pressure from London Councils and partners, government has recently announced a commitment to allow 'well-performing' councils to increase their fees in line with inflation
- Publishing independent research to assess how councils are contributing to temporary accommodation (TA) costs through their own local resources and to understand how homelessness pressures have changed over recent years.
- Submitted evidence to Treasury and DCLG on the costs of TA to local authorities and calling for the protection of the homelessness prevention grant funding, which has now been maintained; our lobbying also helped secure an increased and devolved settlement for the TA management fee, as well as an additional £5 million funding for London boroughs to help relieve TA pressures.
- Published homelessness information resource for journalists and borough communications teams, to clarify local authority responsibilities and the context in which decisions are taken.
- Working with boroughs to improve data sharing and notification in relation to temporary accommodation placements outside London, to ensure a better understanding of the issue and more accurate media coverage.

**REVIEW OF THE YEAR (continued)**

- Promoting collaboration between boroughs to secure a consistent approach to nightly paid TA, securing costs savings for boroughs on new nightly bookings.
- Facilitating events and case studies for borough officers to share best practice on homelessness relief and prevention.

**Transport, Environment and Infrastructure**

London Councils works with and for its member boroughs on a range of transport, environment and infrastructure challenges faced by the capital. London Councils' work in this area is governed by its Transport and Environment Committee (TEC), a statutory committee of councillors from the 32 London boroughs and the City of London. In 2015/16, we:

- Agreed Joint Working Arrangements between TEC and Thames Regional Flood and Coastal Committee (TRFCC) and approved levy increase.
- Set Fixed Penalty Notice (FPN) levels for anti-social spitting and urinating etc in public, noise in public, feeding birds in public spaces; and Penalty Charge Notice (PCN) levels for illegal builders' skips. For clarity, we published a comprehensive FPN/PCN table on our public website.
- Worked with TfL to develop a Car Club Strategy for London.
- Made the case for increased resource and capacity for flood management.
- Provided legal advice to boroughs on EU infraction through the London Air Quality Steering Group.
- Opposed TfL's proposal to replace the 10 year age limit for taxis with a voluntary decommissioning scheme for taxis between 10 and 15 years-old.
- Developed closer working with LEDNET through a new officer post established within London Councils and through a joint response to London Assembly investigation on environmental pressures of growth.
- Commissioned polling of Londoners' attitudes to infrastructure on London and how it should be funded – and hosting a successful member and officer event on Opportunity Areas and their infrastructure needs. London Councils first infographic 'London Needs' (November 2015).
- Established a working group with TfL and borough reps to influence TfL's decision regarding the process for LIP funding in 2017/18 and 2018/19.
- Jointly, with London Travel Watch and Trust for London, commissioning and publicising research into the travel costs of outer London commuters. The final report 'Living on the Edge' achieved wide media coverage.
- Made successful representations to the London Assembly Transport Committee on boroughs' concerns about rail devolution (impact on Freedom Pass costs and the need to involve boroughs in franchising decisions).
- Submitted a successful OLEV bid with TfL and GLA and receiving £13 million in OLEV funding as a result.
- Made the case for increased borough input into rail franchises that has been reflected in the DfT / TfL rail prospectus launched in January 2016.

**REVIEW OF THE YEAR (continued)**

We have represented borough views on a wide range of consultations and reviews in the past year, including:

- The London Assembly investigation on solar power in London.
- TfL night bus consultation response,
- Crossrail 2 Growth Commission consultation (and gave oral evidence).
- TfL Crossrail 2 Consultation (January 2016).
- TfL Private Hire Regulations Review.
- The National Infrastructure Commission call for evidence.
- The Mayor's London Local Air Quality Management proposals (borough concerns discussed with the GLA prior to the consultation led to changes with outstanding borough concerns reflected in London Councils consultation response).
- TfL consultation on ULEZ; this resulted in positive outcomes with TfL announcing that a further 400 Euro V buses outside central London would be retrofitted to meet the Euro VI standard, which responded to one of our key ULEZ lobbying points. TfL has also started work to consider the expansion of the ULEZ, following our lobbying and boroughs have been invited to be part of an engagement group. TfL has kept boroughs engaged in the process of considering options for expanding the ULEZ, which included an update to TEC (December 2015).
- We also submitted a response to the Energy and Climate Change Committee's call for priorities for scrutiny, suggesting the scrapping of zero carbon homes and Green Deal without replacement, the Climate Change Levy, changes to FiT, changes to VED and the roll out of smart meters (August 2015)

**Economic Growth and Regeneration**

The London economy is the biggest net contributor to both government finance and the UK economy. London has led the recovery and over the past decade it has created more than three quarters of a million jobs. But despite its size, London has a varied economy, and Londoners face a distinct set of challenges in accessing the labour market. Too many Londoners are workless and we need to do more to ensure our residents have the skills to compete effectively in a competitive global economy. Over recent years, London Councils has been making its case, in partnership with the Mayor of London and other partners both within the capital and nationally, that devolution and reform of public services will be essential to deliver clear benefits for Londoners, the economy in London and in the country as a whole. In pursuit of these goals in 2015/16, we:

- Secured a commitment in the 2015 Spending Review that the government will co-design and co-commission the new Work and Health Programme with London government. Only London and Manchester received this level of commitment.
- Secured a commitment in the 2015 Spending Review that JCP will increase its co-location with local authorities and are working with DWP to inform the development of Universal Support.
- Ensured that London boroughs played a leadership role in the Area Review process around adult skills, with borough Leaders chairing the sub-regional area review steering groups and London Councils determining sub-regional geographies for the area reviews that reflect boroughs' joint working.

**REVIEW OF THE YEAR (continued)**

- Developed proposals for a two-tier system of devolution of adult skills in London, where some funding will pass to sub-regional groups of boroughs, and agreed this with the Mayor of London.
- Developed a skills vision for London, working with the GLA, to guide the commissioning of the Adult Education Budget (AEB) should this be devolved to London government.
- Developed specifications for European Social Fund (ESF) programmes around adult skills and troubled families that reflect London borough priorities. These will be commissioned by the Skills Funding Agency (SFA) and the Department for Work and Pensions (DWP) on a sub-regional basis, determined by London boroughs.
- Published a summary report to demonstrate the wide range of support that London boroughs provide for arts and culture, with proposals for sustaining some of this report under financial pressure, and secured extensive media coverage for this.
- Published a report outlining the tools and powers London boroughs need to continue to support economic growth in their high streets and town centres.
- Held our annual London Borough Apprenticeship Awards in September 2015 to celebrate the work of London boroughs in generating and supporting apprenticeships and continued to support boroughs to create over 1,500 apprenticeships in 2014/15.
- With the Federation of Small Businesses, held a Small Business Friendly Borough Awards in November 2015 to celebrate the work of boroughs to support small businesses in their area.

**Education and Children**

Our Children and Young People team co-ordinates policy work and represents the interests of boroughs on a pan-London basis in relation to all aspects of children's services in the capital. They work closely with groups such as the Association of London Directors of Children's Services (ALDCS) on a wide range of issues relating to children, young people and their families.

**School places**

**London schools have been transformed over the past 15 years. In 1989, the year before boroughs took over responsibility from the Inner London Education Authority, fewer than 9 per cent of pupils in inner London secondary schools achieved five or more GCSE at grade A\* - C, compared to 17 per cent nationally. Today, the equivalent figures are 71.2 per cent for London compared to 66.5 per cent nationally.**

Demand for London schools continues to grow and London has seen its school age population grow at twice the rate of any other region in recent years. In April 2015, London boroughs received 103,387 applications for primary school places – a record number for the capital and 900 more than in the previous year. And in March 2016 the number of applications for London secondary schools was 86,954, a 3 per cent increase over the previous year and reflecting the emerging pressure London is facing as London's primary growth works its way through to secondary schools.

Keeping pace with such a rapid increase in pupils is a significant challenge for London's boroughs. In recent years boroughs, with the hard work of school leaders, have managed to increase school capacity by nearly 213,000 places across the capital (May 2010 – May 2014), but a further 10 per cent capacity will need to be added between 2015 and 2020, almost twice as much capacity compared to the rest of England.

**REVIEW OF THE YEAR (continued)**

London Councils' research has been key to making the case to government that London cannot realistically continue to meet the growing shortfall in school capacity without sufficient funds. In September 2015, London Councils published the latest in its series of *Do the Maths* publications, which track the pressure on the capital's schools. This analysis demonstrated that London will need to create an additional 146,000 (78,275 primary and 34,845 secondary) school places over the next five years. London needs at least £1.5 billion of Basic Needs Funding by 2020 to create the new places required.

And the picture of school demand in the capital is further complicated by the fact that more London pupils cross boundaries to attend school than anywhere else in England, with more than 136,000 London pupils being taught in a school outside of the local authority they live in. This represents 13 per cent of the total and is twice the rate in Greater Manchester (6 per cent). Getting the right schools in the right places is vital to the continuing success of the capital's schools and, in October 2015, a YouGov poll commissioned by London Councils found that 80 per cent of the capital's parents agreed that their local council should have the final say on the location of new schools within their boundaries.

London Councils' analysis has supported a widespread campaign to raise awareness of the pressures on London schools that has achieved considerable media coverage, including a front page story in the *Evening Standard*.

In November 2015 the government announced plans to introduce a new National Funding Formula for schools and in the 2016 Spring Budget the Chancellor announced plans to require all schools to become Academy schools by 2022.

London Councils recently submitted its response to the first part of the consultation on the introduction of the NFF for schools in April 2017. This response made clear London local authority concerns that any change to the way schools are funded should be fair and transparent and that no local authority area should experience a loss in schools funding as a result of the introduction of the NFF. We have led calls on behalf of London boroughs for a levelling up of funding across the country to ensure every school is given the tools to be able to match the country's best performing schools in London.

The consultation response also makes clear boroughs' concerns that rolling out an NFF at the same time that maintained schools will be converting to academy status could create considerable turbulence in the system that could financially destabilise our schools and put continued improvement at risk.

Other key outcomes in 2015/16 included:

- Securing £200 million of new SEND school places funding.
- Securing government agreement to conduct an independent analysis of the costs of childcare.
- Coordinating the successful transfer of commissioning responsibility for health visiting and Family Nurse Partnership commissioning and secured additional funding that ensures the London starting position is £5.4 million per year better than it would have been.
- Promoting ideas and best practice to improve child protection in the capital, including through the London Safeguarding Children Awards and, in March 2016, a conference on safeguarding children from extremism.

**Health and Adult Care**

London boroughs have longstanding responsibilities for adult social care and have more recent widened responsibilities for new public health functions. London faces the significant challenge of taking on these new responsibilities and caring for a rapidly growing population, particularly among vulnerable groups more likely to need care, at a time of ongoing tightening public finances and significant reform of health services generally.

**REVIEW OF THE YEAR (continued)**

London Councils has been engaging with government and the NHS to ensure London local government's commitment to and responsibilities for the health of Londoners are recognised and reflected in reforms. London Councils was the first to develop a credible model of the financial costs of the Care Act used to highlight new burdens pressures of £85 million in 2015/16 and further new burdens of at least £738 million between 2016/17 and 2019/20.

This work was critical in getting the Department of Health to redistribute funds available for the introduction of the Care Act in 2015/16 and London Councils' lobbying for additional funding for adult social care was also exemplified in the new power to levy an adult social care precept, announced in the 2015 Spending Review.

London Councils fully supports moves to greater integration between health and care and supports the government's ambitions for the Better Care Fund (BCF) to drive forward transformation and integration.

London Councils made the case for a reduction of the overly bureaucratic and complex systems that local areas had to go through in reporting for the 2015/16 BCF plans, and it is therefore particularly welcome that in 2016/17 there will be a reduction in the reporting that local areas will have to go through in the assurance process.

All local areas also now have a target of 2017 to ensure that they have a plan for how they will achieve full integration by 2020. London Councils will be lobbying government to ensure that local areas are not overly burdened by complex systems and that they are given flexibility in drawing up their local plans for full integration.

London Councils has also played a key role in bringing together boroughs and partners across the health landscape to secure a collective agreement to transform health and wellbeing outcomes for Londoners.

In December 2015 negotiations with government concluded and two public agreements were announced:

1. A Health and Care Collaboration Agreement between London partners, CCGs, London boroughs, the Mayor of London, NHS England in London and Public health England in London. The Agreement describes the role of five pilots in delivering transformation across London:

- Sub-regional care transformation – Barking & Dagenham, Havering and Redbridge
- Sub-regional estates – Barnet, Camden, Enfield, Haringey and Islington
- Local care integration (two pilots) – one in Hackney and one in Lewisham
- Local prevention – Haringey

2. A London Health Devolution Agreement between the Chancellor, Mayor of London, the Chief Executive of the NHS, the Chair of London Councils, the Secretary of State for Health, the Chair of the London Clinical Commissioning Council and the Chief Executive of Public Health England.

Taken together both agreements present significant opportunities to improve the health and care of Londoners through devolution and a significant programme of work for London boroughs engaged in the devolution pilots that will require governance at a borough, sub-regional and pan-London level.

**Policing and Crime**

Crime is naturally a key concern for residents, businesses and visitors to the capital and London Councils works to ensure that the interests of Londoners and their local democratic representatives are fully recognised in policing the capital, in the development of community safety policies and in the allocation of funding.

**REVIEW OF THE YEAR (continued)**

Our team works on a wide range of policy issues relating to crime, criminal justice and community safety, including the threat of terrorism, violence against women and girls, anti-social behaviour, anti-violence and reducing re-offending.

Work in 2015/16 included:

- Setting up and supporting the delivery of the new London CONTEST board, in collaboration with the Metropolitan Police Service, the Mayor's Office for Policing and Crime and government. Launched in July 2015, the London CONTEST board has been created to deliver a strategic approach to tackling threat, risks and vulnerabilities in London, looking across the four strands of the government's counter-terrorism strategy: Prevent, Protect, Pursue and Prepare.
- Working to influence the future of local policing and community safety during a critical time in the public spending and planning cycle. This included responding to the MPS/ Royal Society of Arts consultation on the future of the MPS, to emphasise the importance of local and neighbourhood policing. We have also facilitated informal conversations with MPS Management Board and worked with MOPA to help shape future Crime Prevention Funding
- Fully engaging with pan-London partnership working, including through the London Crime Reduction Board and on a bilateral basis, for example with the Community Rehabilitation Company to make the case for a continued local approach to integrated Offender management.
- Work with MOPAC and the CRC to ensure that boroughs are able to maximise their use of the Pan-London Gangs Exit and Resettlement. Our focus is on ensuring that the referral routes are well publicised and all boroughs have fair access to the 300 places that will be available on the scheme per year.
- Supported boroughs in delivering locally led youth justice provision, engaging with national and regional partners on options for reform and arguing for the maintenance of local resources.
- Supported local government in leading on tackling Anti-Social Behaviour. This included collating and publishing a comprehensive set of borough good practice case studies showcasing borough approaches to managing risk and vulnerability in relation to anti-social behaviour and examples of ways in which boroughs have successfully implemented new tools and powers available under the Anti-Social Behaviour Act 2014.
- Supporting and promoting local responses to tackling crime and its causes through the POP (Problem Oriented Partnership) Awards. The awards are a collaboration between London Councils, the Metropolitan Police Service, the Mayor's Office for Policing and Crime and Transport for London. Now in their 10<sup>th</sup> year, 2015 Award winners included schemes in Ealing, Lambeth, Newham and Waltham Forest.
- Supported boroughs in tackling violence against women and girls, working with MOPAC and the VAWG Panel, to take forward the 5 objectives agreed as part of the London Strategy; This included organising and hosting a well attended member event on tackling sexual and domestic violence and publishing a number of borough case studies highlighting good practice and sharing learning in tackling violence against women and girls.

**Transport and Mobility Services**

Alongside our policy work, London Councils runs a number of direct services for and on behalf of Londoners and our member boroughs, where leaders have identified a clear benefit in these being administered by London Councils. In 2015/16, work in these areas included:

**REVIEW OF THE YEAR (continued)**

**Freedom Pass:**

- Successfully completing the renewal of 805,000 Freedom Passes which expired in March 2015, achieving an 87 per cent renewal rate and far exceeding expectations and with 74 per cent renewing via the newly developed online portal.
- Planned and began the renewal process of a further 175,000 Freedom Passes due to expire at the end of March 2016.

**Taxicard:**

- Carried out research into the declining use of the Taxicard scheme. This found that there was a high degree of satisfaction among users of the Taxicard, with 83 per cent stating that Taxicard met their expectations and 75 per cent were either extremely satisfied, or very satisfied. However the research indicated a complex set of factors relating to users' mobility needs were affecting overall usage. Many of these issues will be taken up by London Councils as part of the work with TfL on the Social Needs Transport Review.

**LEPT:**

- Successfully delivered the final stages of the STARS and PTP-Cycle LEPT projects as lead partner. (see case studies below)

**London Tribunals:**

- Managed the move of all appeals staff and infrastructure from Angel Square to new premises at Chancery Exchange.
- Managed the contract transition from CAPITA to Northgate Public Services in July 2015 for the provision back office and IT services, including the introduction of entirely new IT systems.
- Introduced the facility to make on-line appeals for the first time and on-line case management for boroughs.
- Rebranded from the Parking and Traffic Appeals Service to London Tribunals, supporting the Environment and Traffic Adjudicators and the Road User Charging Adjudicators.

**Freight and Lorry control:**

- Working with all boroughs, assisted TfL to launch the new London Safer Lorry Scheme in September, which requires the fitting of side-guards and extended view mirrors to all vehicles over 3.5 tonnes.
- Worked closely with TfL on developing a more strategic approach to managing freight in London, including the establishment of a new Freight Borough Officer Liaison Group.

**Traffic and Parking:**

- Published a Code of Practice for the erection of signs and lighting on buildings so boroughs can adopt new legislative powers that will help reduce street clutter and costs.
- Through persistent lobbying at each stage of the Deregulation Bill achieved significant concessions that helped ensure the Government's parking reforms had minimal impact on London authorities ability to manage parking effectively, especially in relation to retaining the use of CCTV enforcement outside schools and on red routes.

**REVIEW OF THE YEAR (continued)**

- Facilitated seminars, workshops and the sharing of good practice for the better coordination of Car Clubs across London.
- Consulted and agreed penalty charge levels for the enforcement of builders skips unlawfully sited on the public highway.

**TRACE:**

- Successfully implemented a new web-based portal to allow people to search for their towed away vehicle on-line and via smart phones.

**Young People's Education and Skills**

The Young People's Education and Skills Board is the lead strategic body for 14 to 19 education and training in London. It provides pan-London leadership for 14 to 19 education and training provision in relation to the current and future needs of learners and employers, supports local authorities in undertaking their statutory functions, and assists other stakeholders in planning, policy and provision.

Young People's Education and Skills works for London's boroughs and exists to guide and support them in developing their local strategic plans in tune with regional priorities. The Board brings together key stakeholders from across London to help set the region's priorities to influence and shape the education provision on offer to young people. A small staff resource is based in London Councils to support the work generated by the Board. In 2015/16 the team worked to further four key priorities:

- Business and Education – London's education and learning institutions and the business community should work better together to enable more young people to succeed.
- Careers Guidance – Young people should expect to exercise informed choices about their options, progress and reach their potential.
- Better Support to Young People at 17 and 19 - Young people need to be better prepared, especially at 17 and 19, for progression to further and higher education and employment.
- Working Together – Stakeholders should work collaboratively in the interests of young people.

Achievements in 2015/16 included:

- Launching and leading the design and delivery of a coherent framework for a careers offer for all London's young people - London Ambitions - in partnership with the London Enterprise Panel and the Greater London Authority.
- Successfully delivering phase one of a labour market tool for London - Skills Match – with no cost burden to London's local authorities (Department for Business, Innovation and Skills and Cabinet Office funding).
- Supporting local authority colleagues with implementing significant special educational needs and disability reforms initiated by the Children and Families Act 2014.
- Commissioning research into the progression of young Londoner's into Higher Education, with a particular focus on graduate job entry, to support boroughs to widen participation and improve social mobility.
- Sponsoring Skills London, the single largest jobs and careers fair in London.

**REVIEW OF THE YEAR (continued)****Capital Ambition**

London Councils is home to the Capital Ambition programme that evolved from the regional improvement and efficiency partnership. Between 2008 and 2013 the Capital Ambition grants programme invested £34 million in funding projects in all London local authorities to achieve £87 million of cashable savings. By 2016 the programme is forecast to have delivered total savings of £356 million. This would take the programme return on investment to an impressive 13:1.

The Capital Ambition Board continues to oversee and support a wide range of innovative projects, programmes and activities in London. Over the past year some of the key highlights included:

- The London Ventures programme. Working in partnership with EY, this programme seeks to provide London's local authorities with access to innovative products that will raise the effectiveness and efficiency of how services are delivered (see case study below).
- Supporting health and social care integration through a collaborative project with GLA, local authorities and NHS.
- Working with the Behavioural Insights Team to support local authorities in improving how citizens can access and use services, with the ultimate aim of improving effectiveness and efficiency while reducing costs.

Despite the financial challenges facing London and its citizens and the significant pressures on public services Capital Ambition remains committed to providing a space for innovation and support for London's local authorities.

**Case Study: London Ventures**

**Issue:** The need to maintain and improve service delivery to a growing number of Londoners while reducing costs.

**Activities:** Set up using Capital Ambition funds in 2013, London Ventures brings innovative private sector products and ideas to London's local authorities in order to deliver significant benefits for London residents through reducing costs and improving the effectiveness and efficiency of services. London Ventures is a joint partnership between EY and London Councils and is overseen by the Capital Ambition Board. London Ventures' main priorities in choosing venture partners are for them to:

- Work cross organisation and cross sector
- Reduce cost
- Achieve better outcomes for Londoners
- Achieve increased investment in public services.

**Process:** EY brokers conversations with potential London Venture partners – those with viable sounding propositions are asked to submit their 'big idea' for evaluation by the Capital Ambition Board. Using a rapid, *dragon's den* style approach EY present the ideas to the Board. The Board members have the opportunity to ask questions and decide if the potential Venture is of strategic importance and if it sounds commercially viable. If successful in the 'dragon's den' potential Venture Partners are asked to develop an outline business case. The outline business case is presented to the Board by the potential Venture partner – and again allows Board members the opportunity to ask more questions. If the outline business case is approved by the Board, EY broker a commercial deal with the new London Ventures Partner. This outlines the commercial arrangement with the partner. The London Councils programme team plays a key role in awareness raising of the programme with local authorities.

**REVIEW OF THE YEAR (continued)**

**Outcomes:** London Ventures currently operates a portfolio approach with delivery focused on ventures representing greatest strategic importance and commercial viability. The London Ventures portfolio consists of 11 venture partners across three generations. Approximately two thirds of London Local Authorities have implemented at least one venture and all London Local Authorities have engaged with the programme. To date, the programme has identified more than £6 million in potential financial benefits for London's boroughs.

Examples of some of the products and services being developed or offered through London Ventures includes:

- **Oxygen Finance's Early Payment Programme** allows participating Local Authorities to generate a new source of revenue while improving their relationship with suppliers. This initiative allows Local Authorities and their suppliers to negotiate a revenue stream through early payment of invoices. As a result, local authorities generate income.
- **Xantura's Child Safeguarding Profiling model** has achieved better outcomes for Londoners by identifying children most at risk of neglect or abuse but not previously known to Local Authorities.
- **FISCAL Technologies** software solution supports councils in three key areas of financial accountabilities; strong governance, improved risk mitigation and strengthening compliance. The software works alongside all Enterprise Resource Planning (ERP) systems on a continuous monitoring basis to prevent payment errors and identify potential fraud, reducing the need for time-consuming manual checks and recovery audit fees to ultimately save time and money.

**Grants and Community Services**

London Councils runs a longstanding, pan-London grants scheme on behalf of all 33 London councils. Through our grants programme, we fund projects to address four pan-London priorities:

- Homelessness
- Sexual and Domestic Violence
- Tackling poverty through employment
- Supporting voluntary and community organisations to improve services.

The third priority – tackling poverty through employment – is half-funded by the European Social Fund (ESF) - every pound the boroughs contribute is matched by a pound of European Social Fund.

In the first three quarters of 2015/16\*, our grants programme delivered:

- Nearly 7,000 interventions to prevent homelessness and tackle it early
- Nearly 7,000 interventions with young people
- More than 500 interventions to support voluntary and community organisations in tackling homelessness
- More than 8,000 interventions to prevent sexual and domestic violence
- Nearly 36,000 advice sessions
- Help with finding refuge in 1,000 cases
- Emergency refuge to people in 194 cases

**REVIEW OF THE YEAR (continued)**

- 460 interventions to support voluntary and community organisations in tackling sexual and domestic violence
- Nearly 2,000 interventions to tackle harmful practices such as female genital mutilation
- More than 700 interventions to improve the effectiveness and efficiency of services
- More than 600 interventions to improve effectiveness by improving engagement in services
- Some 500 interventions to tackle inequalities in services.

*\*Full year figures will be available in July 2016 and will be presented to the Grants Committee then*

In the cycle ending in this year, the ESF-funded element helped:

- Nearly 1,500 people into work
- More than 700 people into work that lasted more than 26 weeks
- More than 950 people into education and training.

In March 2016, borough leaders agreed that there should be a London Councils Grants programme beyond the end of the current four-year funding cycle in March 2017, addressing the first three of the four priorities in the cycle. This will ensure vital support for vulnerable Londoners for a further four years.

**London Care Services**

London Care Services works on behalf of 40 local authorities (32 London boroughs, the City of London and seven partner authorities). It supports them in their local commissioning of outstanding services for looked-after children and young people.

To do this, London Care Services has developed a single model contract for services for looked-after children. It negotiates and signs the contract and fees with providers across all 40 participating authorities. The authorities can then draw down the services from the providers without having to renegotiate contract terms and fees.

This service eliminates wasteful bureaucracy by centralising the contracting work, while giving councils the freedom they need to choose between contracted providers.

It removes the need for boroughs to undertake the same checks on the same contracts and organisations.

In representing 40 members, London Care Services has a significantly stronger bargaining position when negotiating fees with providers. This produces value for money for boroughs in a large, complex and costly market.

In 2015/16 we completed the following work on behalf of member boroughs:

- Signed up 163 providers of 332 resources.
- Drew up a new contract, agreed with boroughs, which is being used in 2016/17.

**REVIEW OF THE YEAR (continued)****London Self Improvement Board**

London Councils co-ordinates and helps to encourage collaborative work between boroughs on self-improvement and mutual challenge through supporting the London Self Improvement Board (SIB). Comprising a number of borough chief executives, senior chief officer representatives and the chief executive of London Councils, SIB liaises at a political level with the Chair of the London Councils Leaders' Committee on key issues and with relevant political portfolio holders across London.

The board seeks to offer both challenge and support to London local government performance.

Since 2013, SIB has identified key risk areas where it wishes to concentrate its efforts; Adult Social Care, Children's Social Services and the overall financial and corporate health of individual authorities.

Under the Board's direction, London Councils has helped to develop, review and challenge some of the hard and soft tools available for gathering and analysing performance information. The London Authority Performance Solution (LAPS) and Chief Executive to Chief Executive (CE2CE) and Treasurer to Treasurer (T2T) peer challenge processes are part of these developments.

SIB believes it is valuable for the sector to demonstrate a consistent approach to self-improvement and that councils are inviting a level of challenge from their peers to show that they are open to identifying performance challenges and acting upon them. 2015 saw the highest number of boroughs represented since each programme began.

Work in 2015/16 included:

- Continued provision of the LAPS performance measurement tool used consistently by the vast majority of boroughs in 2015/16.
- Continued provision of the HR metrics service – which received overall ratings of 92 per cent from member boroughs in the recent light touch review.
- Continued provision of the school performance toolkit – delivering key performance benchmarking indicators for London boroughs' schools performance managers.
- Increased participation of the peer support programmes for Chief Executives and Treasurers.

**London Procurement Strategy Board**

London boroughs spend around £8 billion on purchasing goods and services from third parties and the London Procurement Strategy Board (LPSB) was formed by Leaders in 2010 to assess what opportunities exist to achieve greater savings by exploiting the significant purchasing power of London local government.

The LPSB acts as the governance board (when required) for London-wide procurement projects; reviews existing, and proposals for new, framework structures across London in order to support the development of a consistent and coherent approach; and provides a forum for sharing expertise, learning and good practice between London local authorities.

The board draws on the expertise of its membership which includes representatives from London Councils, the Society of London Treasurers, the London Procurement Network and sub-regional shared services groupings.

In 2015/16 work included:

- The continued sharing of contract and spend data through the London contracts register and spend analytics tools.

**REVIEW OF THE YEAR (continued)**

- Delivering a regular London Procurement Newsletter to member boroughs.
- Providing support and advice for a number of pan-London procurement projects including:
  - Postal Services Collaboration – a framework contract agreed with 24 boroughs enabling significant purchasing influence to be exerted in contract and performance talks with Royal Mail. Generated savings of £1.2 million in 2015/16 and achieved finalist status at this year's [National GO Awards](#)
  - MSTAR 1 project – standardised pay rates for children's social care agency staff across 17 boroughs. Has generated £14.5 million of savings from temporary agency spend since 2011.
  - Supplier Chain Resilience Review Project - developing a toolkit and consolidated framework for supply chain resilience management. Involved 9 boroughs and partners Zurich Municipal – work is ongoing in 2016/17 (nominated for an [Alarm Risk Award 2016](#) for partnership work).

**Events and Awards**

**The London Summit** – Our annual flagship event is free to all London members and senior borough officers. Our 2015 Summit - held on Saturday 21 November at the City of London's Guildhall - saw hundreds of delegates - councillors of all political parties from the 32 London boroughs and the City of London, as well as representatives from the business, public and voluntary sectors - gather to engage in debate and share experiences from across the capital. You can watch a short video of the day here <https://www.youtube.com/watch?v=hembolDJLyU>

**Awards** – London Councils supports and organises a number of awards on behalf of boroughs that highlight and share their successes:

**The London Borough Apprenticeship Awards:** Established in 2011 to showcase the value of apprenticeships to London boroughs, how borough staff have contributed to apprentices' success and how boroughs are helping to maximise apprenticeship opportunities with contractors and suppliers. The 2015 Awards attracted a record number of entrants. The Apprentice of the Year was Sidonie Smith, a Domestic Violence Support Officer at the London borough of Bexley. Apprentices from Camden, the City of London, Greenwich and Southwark were also among the winners of individual awards.

**The London Homelessness Awards – in memory of Andy Ludlow:** The awards are sponsored by the London Housing Foundation, the London boroughs and Shelter and run by London Councils. Inside Housing magazine is our media partner. The awards are the country's leading homelessness awards, with prize money awarded to the organisations that demonstrate innovative and creative solutions for tackling homelessness in the capital. The Asylum Support Appeals Project's Defending Asylum Seekers Rights to Food and Shelter was the overall winner of the 2015 Award,

**The Small Business Friendly Awards** - organised by London Councils and the London Region of The Federation of Small Businesses (FSB) the awards are an opportunity to celebrate projects or initiatives delivered by the London boroughs that have a positive impact on London's small business community. Harrow was named best all round small business friendly borough in the 2015 Awards, while the work of Bexley, Enfield, Greenwich, Merton and Westminster was also recognised in individual categories.

**Keeping You Informed**

**Website** – London Councils' website was visited by just under 1 million unique visitors and had 4.5 million page views in 2015/16. The website, which was completely updated and relaunched in April 2015, serves a variety of purposes and functions for a wide range of stakeholders, including members, officers and policy makers, as well as Londoners and London businesses who rely on services such as the Freedom Pass, the Health Emergency Badge or the London Lorry Control Scheme.

**REVIEW OF THE YEAR (continued)**

Among the features of the new website are:

- a fully updated and responsive (easier to view and navigate on tablets and mobile phones as well as PCs);
- the members' dashboard, which enables our members to edit and personalise their own content;
- a new platform for our rich policy and services content including comments, blogging and more.

**Key Issues** – our weekly e-newsletter, sent to more than 12,000 subscribers across the capital each Wednesday morning, provides a quick summary of the issues affecting London local government and the evolving policy landscape in the capital.

**Member Briefings** – our member briefing service provides members with timely policy analysis and information across all our main policy themes directly to their inbox. The newly designed website enables members to edit and amend their preferences more easily than ever before. In 2015/16 we sent 77 policy briefings to subscribing members.

**Parliamentary Briefings** – we regularly brief MPs and Peers on government bills that affect London Boroughs. In 2015/16 these included briefings in support of our lobbying work on several bills including the Housing and Planning Bill, on issues such as starter homes, right to buy and pay to stay, the Welfare and Reform Bill and the Cities and Local Government Devolution Bill. In addition, we have briefed on the Local Government Finance Settlement. Our briefings and policy positions were cited on a large number of occasions in both Houses.

**Twitter** – London Councils' Twitter account @londoncouncils has more than 16,300 followers who receive up-to-date news on all the latest developments in London local government as they happen.

**London Government Directory** – a free copy of our annual London Government Directory, sponsored by the London Communication Agency, is sent to every member and senior officers in all 33 London local authorities. The Directory is also available to view online at [www.directory.londoncouncils.gov.uk](http://www.directory.londoncouncils.gov.uk).

**Policy reports** – London Councils publishes a comprehensive range of policy reports providing data, analysis and recommendations on key policy challenges in the capital. In 2015/16 these included reports on: Developing Employment Support; Local Government Support for Arts and Culture; School Places Pressure; Young Londoners' Higher Education Journey; Work Programme Equalities Impact Assessment; The Impact of Permitted Development Rights for Office to Residential Conversions; London's Future Infrastructure Needs; the Impact of Freezing LHA Rates; Building on the Success of London's Town Centres; Transport Affordability; and Joint Working to Deliver Better Care.

**LOOKING FORWARD TO 2016/17**

In 2016/17, London Councils needs to undertake its role against the backdrop of three significant challenges facing our member authorities. They are:

- Supporting councils in their work to meet the challenges of significant further restrictions in funding over the spending review period to 2020.
- Seeking to secure even greater devolution to London government and London boroughs in order to help drive a broader agenda of public service reform based on close integration of local public services, a focus on managing service demand and helping boost sustainable growth across London. In particular, 2016/17 will see significant work in collaboration to boost housing supply and developing a potential London proposition to government on Business Rate Devolution, working with boroughs and the Mayor of London.

**REVIEW OF THE YEAR (continued)**

- Ensuring that boroughs, individually and in groupings, are supported to exploit the reform opportunities that have been created, particularly in areas such as Skills, Employment Support and Health.

**London Councils Challenge**

During 2016/17, London Councils will also be reflecting upon how best it can serve London local government over the next five years. A Challenge process has been commissioned to support the organisation and its members in this thinking. The outcome of this will, of course, impact upon business plans going forward in future years.

Our over-arching themes for 2016/17 are as follows:

**Resourcing London.** In a period of acute financial retrenchment, we will continue to work alongside our member boroughs and partners to:

- Ensure the best possible public financing climate for London.
- Provide support on proposed changes in the basis of financing local government and fiscal devolution following the 2015 Spending Review and the commitment to Business Rates Devolution.
- Mitigate the impact of financial reductions upon London boroughs.
- Support councils as they seek to manage significant reductions in their available funding.

**Securing further devolution and localism.** We will:

- Continue to highlight the strong London argument for boroughs, groups of boroughs and the Mayor to be at the heart of commissioning a broader range of integrated local public services.
- Work to develop collaborative approaches to boosting housing supply.
- Work closely with the new Mayor of London to develop further the devolution settlement for London.
- Continue to play a strong brokerage role to help develop opportunities that can be applied more broadly across London local government, and, in particular, to support the implementation of the reform that has been agreed in areas such as Skills, Employment Support and Health.
- Support London local government in its work to turn this into practice on the ground by supporting shared learning and developing London frameworks that allow this devolution to take place at local level.

**Supporting London Delivery.** We will:

Provide a defined range of direct services to Londoners and London organisations directly on the collective behalf of boroughs.

Support London local government's collective efforts to enhance the effectiveness of public services across the capital.

Act as a focal point for brokerage and co-ordination between different London public services, the GLA group and boroughs on key delivery issues.

**REVIEW OF THE YEAR (continued)**

Work with key political, professional and managerial groupings across London local government to help strengthen the capacity of our membership to deliver high quality and cost effective services.

Continue to both host and foster the full development of the London CIV on behalf of London local government.

**Organisational Change.** In the context of significant organisational changes in the last five years, we will focus on:

Preparing for and engaging with the London Councils Challenge process early in the new financial year.

Continue to manage our resources to drive on-going improvements in value for our member authorities, in a way which continues to meet the evolving needs of our member authorities over the next five years.

Equipping ourselves with the skills, knowledge and competences required to support London local government in this critical period.

Creating an environment in which we continue to attract talented people and challenge them to deliver outstanding performance.

Working with members to review key roles and positioning of London Councils going forward to reflect a changing environment.

Our directorate programmes detail the range of work that will support our overall objectives, all of which relate in some way to our over-arching themes of resourcing London, securing devolution and localism, supporting London delivery and organisational change.

## NARRATIVE REPORT TO THE STATEMENT OF ACCOUNTS

This Statement of Accounts represents the consolidation of the accounts of the activities of London Councils Joint Committee, London Councils Grants Committee and London Councils Transport and Environment Committee. Due to the unique nature of the Committee's activities, a breakdown of the main headings contained in the Comprehensive Income and Expenditure Statement are detailed in appendices A to C.

### Financial information

The Director of Corporate Resources has pleasure in presenting the Consolidated Accounts which consist of the following:

- Statement of Responsibilities for the Statement of Accounts (page 26);
- Consolidated Movement in Reserves Statement (pages 37 - 38);
- Consolidated Comprehensive Income and Expenditure Statement (page 39);
- Consolidated Balance Sheet (page 40);
- Consolidated Cash Flow Statement (page 41); and
- Notes to the Consolidated Accounts (pages 42 – 71).

### Revenue expenditure

Set out below is a comparison between the actual and budget for the year.

	<b>Revised Budget</b>	<b>Actual</b>	<b>Variation</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Expenditure	68,395	68,888	493
Income	(66,666)	(69,314)	(2,468)
Interest income and expenditure	(75)	758	833
<b>Deficit for the year</b>	<b>1,654</b>	<b>332</b>	<b>(1,322)</b>
Transfer from Reserves	(1,654)	(3,625)	(1,971)
<b>Net Surplus for the year (including transfers from reserves)</b>	<b>-</b>	<b>(3,293)</b>	<b>(3,293)</b>

The surplus of £3.293 million is split over the three funding streams as follows:

	<b>Grants Committee</b>	<b>Transport, and Environment Committee</b>	<b>Joint Committee</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Total Expenditure	8,889	46,405	13,594	68,888
Total Income	(9,509)	(46,945)	(12,860)	(69,314)
Interest income and expenditure	32	241	485	758
<b>(Surplus)/Deficit for the year</b>	<b>(588)</b>	<b>(299)</b>	<b>1,219</b>	<b>332</b>
Transfer from Reserves	(579)	(731)	(2315)	(3,625)
<b>Net Surplus</b>	<b>(1,167)</b>	<b>(1,030)</b>	<b>(1,096)</b>	<b>(3,293)</b>

**NARRATIVE REPORT TO THE STATEMENT OF ACCOUNTS (continued)**

Transport and Environment (TEC) and the Grants Committee (GC) are separate joint-committees that require separate accounts to be prepared (refer to Note 1, Item I on page 47 and Appendices A and B on pages 72 and 73).

**Grants Committee**

The surplus of £1.167 million is attributable to a surplus of £179,000 in relation to London Councils main grants programme and a surplus of £988,000 in the European Social Fund (ESF) match funded grants programme.

The surplus of £179,000 on the main grants programme is attributable to:

- an underspend of £201,000 in relation to payments for commissioned services relating to 2015/16; and
- a net overspend of £22,000 in relation to grants administration expenditure attributable to overspends of £13,000 in respect of salary costs and £23,000 for general running costs and central recharges, offset by £14,000 from investment income received on Committee reserves.

For the ESF/borough funded commissions, the provisional surplus of £988,000 is split between:

- a projected breakeven position relating to payments in respect of the expired 2013-15 borough/DWP ESF programme, where total residual payments to providers of £952,000 and administration costs of £56,000 have been funded by ESF grant of £494,000, a transfer from accumulated ESF reserves of £499,000 and borough contributions received in advance in 2014/15 of £15,000; and
- a projected net underspend of £988,000 in respect of the new 2016+ ESF programme, the start of which has slipped into the 2016/17 financial year. Administrative costs, estimated to be in the region of £12,000, have been incurred in respect of preparatory bid work and may be subject to a retrospective grant claim once the new programme has commenced. However, at this stage, as no substantive spend was incurred in 2015/16 on the new programme, no ESF grant will be receivable. The underspend, therefore, effectively relates to the £1 million borough contributions made during 2015/16 in respect of the funding of the new programme.

**Transport and Environment Committee**

A surplus on revenue activities of £299,000 has been posted for 2015/16 which, after a net transfer of £731,000 from reserves has led to an overall surplus after net transfers from reserves of £1.03 million. The surplus is due to:

- **Freedom Pass non-TfL bus services (-£698,000)** - In December 2014, TEC approved a budgetary provision of £2.2 million for 2015/16 to cover the cost of payments to non-TfL bus operators under the national concessionary fares scheme, the overall cost of which is demand led by eligible bus users. Claims from operators amounting to £1.502 million have been received and accepted for 2015/16, which has led to an underspend of £698,000. The underspend is attributable to a number of factors:
  - a fall of 2% in the past 12 months on bus journeys across London and on most LSPs, partly due to the age eligibility increase;
  - one of the LSP operators ceased to operate in January 2015, after the 2015/16 budget had been set;

**NARRATIVE REPORT TO THE STATEMENT OF ACCOUNTS (continued)**

- TGM, which used to run two routes in London, is now operating under Arriva Kent management and one of the transferred routes was withdrawn in May 2015;
  - Arriva the Shires lost one the most expensive routes (797) to Unibus, which now runs the route a shorter distance and the average fare is lower than it used to be with Arriva; and
  - A review of the postcodes of the stops in London determined that for three operators (Arriva the Shires, Abellio and Metrobus), a few stops on routes fell outside of the London area and as result, the length of journeys included in claims reduced significantly;
- **Lorry Control Administration/PCN income (-£416,000)** - The administration of the London Lorry Control Scheme overspent the budget of £542,000 by £59,000. This is attributable to bailiff fees of £37,000, registering debt at the County Court of £10,000, additional contract payments of £5,000, plus additional central recharges of £7,000 following the cessation of the POPLA contract. However, there was a significant overachievement in the collection of PCN income of £475,000 above the budgetary provision of £550,000, due to continued effective performance of the outsourced enforcement function meaning that transaction volumes continue to increase, leading to higher levels of debt actually being raised and collected. In addition, the continued functionality of the Adaptis computer management system allows outstanding debt to be registered at the Court more quickly. Of the £1.025 million income due for the year, £136,000 has yet to be collected and has been registered with the County Court. A bad debt provision of £108,000 has been established in respect of this outstanding amount, in accordance with usual accounting practice. This is a reduction of £180,000 on the bad debt provision of £288,000 as at 31 March 2015, so the net surplus income increases to £596,000 for the year.;
  - **Net Freedom Pass survey and issue costs (-£257,000)** - The budget for the pass survey and issue processes for the year was £1.518 million. This budget covers the issuing of Freedom Passes to new applicants and for the replacement of passes which are lost, stolen or faulty. Provisional total expenditure for 2015/16 is £1,623,773, which includes £193,000 expenditure of residual 2015 pass issue work. Excluding the 2015 issue work, total spend is £87,227 less than the budgetary provision of £1.518 million. In addition, a sum of £670,473 was collected during 2015/16 in respect of replacement Freedom Passes, £170,473 in excess of the £500,000 budgetary provision. In net terms, therefore, there was a surplus of £257,700;
  - **Net position on parking appeals (+£225,000)** - The number of appeals and statutory declarations heard during the year was 42,846 against a budget of 69,434, generating income of £1.341 million, £978,000 less than the budget estimate of £2.319 million. However, this is offset by a significant reduction in adjudicator, contractor and administration costs of £753,000. The throughput of appeals was 2.43 appeals per hour, compared to a budget figure of 3.03 and an actual figure of 3.28 appeals per hour for 2014/15. This trend is attributable to the fact that services were interrupted during the year by the move of the appeals hearing centre from Angel Square to Chancery Exchange and the change of parking managed services provider from Capita to Northgate, which involved the introduction of an entirely new IT system;
  - **London Tribunals Administration (+£165,000)** - After excluding the unit administration cost of the appeals, the hearing centre overspent its budget of £2.653 million by £165,000. The sum includes a one-off payment of £52,000 in relation to change management costs, leaving an underlying overspend of £113,000, primarily attributable to ETA operations. Salaries overspent by £75,000, premises costs overspent by £118,000, primarily due to having to take on the lease for Chancery Exchange for the whole of 2015/16, instead of for 10 months, as originally budgeted for. Additional central recharges of £96,000 were incurred, following the cessation of the POPLA contract. These additional costs have been offset by savings on the fixed costs associated with the new Northgate contract of £65,000 and £112,000 on general office running costs; and
  - Residual variances of -£49,000.

## NARRATIVE REPORT TO THE STATEMENT OF ACCOUNTS (continued)

## Joint Committee

The surplus of £1.096 million is attributable to:

- **Employee Costs (-£184,000)** - The headline position is an underspend of £119,000 on officer salary costs, plus an additional saving of £60,000 in respect of the maternity budget. There was a marginal underspend of £5,000 in respect of indirect staffing costs, such as training and recruitment costs;
- **Improvement and Efficiency work (-£109,000)** - This relates to the funding of former Capital Ambition performance and procurement legacy projects that the Leaders' Committee agreed to continue in December 2011. These are managed via a variety of borough networks, the budget for which in 2015/16 was £305,000. Work has continued on three projects during 2015/16, amounting to £196,000, leading to the underspend of £109,000, which includes £40,000 in respect of member development work;
- **Research and Commissioning (-£221,000)** - Expenditure on commissioning and other priority work amounted to £279,000 for the year, leading to an underspend of £221,000 against the approved budget of £500,000. This budget is expected to be used during 2016/17 to support joint work to secure further progress on public sector reform and further devolution. An additional £100,000 was spent as a contribution to the London health agenda, in line with the approved budget;
- **Borough Contributions towards London Care Placements (-£87,000)** - Contributions from boroughs and other subscribers exceeded the budgeted target of £222,000 by £26,000. In addition, contributions carried forward as a receipt in advance from 2014/15 of £61,000 led to overall additional income of £87,000;
- **Central Recharge Income (-£481,000)** - Additional income in respect of central recharges of £481,000 has arisen, of £305,000 related to the recharging of Southwark Street premises costs to the TEC and Grants funding streams and to externally funded projects and licenced tenants. A breakdown of the additional recharges broadly comprise of the following:
  - Recharges for communications staffing and running costs of £115,000;
  - Recharges for Corporate Governance functions, including that of the Chief Executive's Office of £60,000;
  - Recharges for Corporate Resources staffing, SLAs with the City of London, External Audit and general office costs of £37,000 to TEC and the Grants Committee; and
  - Recharges for Corporate Resources staffing, SLAs with the City of London, External Audit and general office costs of £269,000 to externally funded functions and licenced tenants; and
- Residual variances of £14,000.

## Budget for 2016/17

On 8 December 2015, the Leaders' Committee approved a total expenditure budget for 2016/17 of £64.253 million, exclusive of the borough payments of £333.940 million to Transport for London (TfL) in respect of Concessionary Fares. Total income sources, including the use of existing balances of £2.469 million were also estimated to be £64.253 million, leaving a projected balanced budget for the year.

The Committee has arrangements in place to secure economy, efficiency and effectiveness in the use of its resources.

**STATEMENT OF RESPONSIBILITIES FOR THE STATEMENT OF ACCOUNTS****The Committee's Responsibilities**

The Committee is required to:

- make arrangement for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In this Committee, that officer is the Director of Corporate Resources;
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets; and
- approve the Statement of Accounts.

**The Director of Corporate Resources' Responsibilities**

The Director of Corporate Resources is responsible for the preparation of the Committee's statement of accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom ("the Code").

In preparing this Statement of Accounts, the Director of Corporate Resources has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent; and
- complied with the Code.

The Director of Corporate Resources has also:

- kept proper accounting records which were up to date; and
- taken reasonable steps for the prevention and detection of fraud and other irregularities.

**Responsible Finance Officer's Certificate**

I certify that the Statement of Accounts presents a true and fair view of the financial position of the Committee at 31 March 2016 and of its income and expenditure for the year ending 31 March 2016.

F Smith CPFA  
Director of Corporate Resources

22 September 2016

**APPROVAL CERTIFICATE**

At a meeting of London Councils' Audit Committee held at 59½ Southwark Street, London, SE1 0AL on 22 September 2016, the statement of accounts were approved on behalf of the Committee.

Cllr Roger Ramsey  
Chair of London Councils' Audit Committee

22 September 2016

## ANNUAL GOVERNANCE STATEMENT

### Scope of responsibility

London Councils (the Committee) is responsible for ensuring that its business is conducted in accordance with the law, that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Committee is also responsible for securing continuous improvement in the way its functions are exercised.

In discharging this overall responsibility, the Committee is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and which includes arrangements for the management of risk.

London Councils has approved and adopted a code of corporate governance in the form of a framework, which is consistent with the principles of the CIPFA/SOLACE Framework Delivering Good Governance in Local Government. A copy of London Councils Corporate Governance Framework can be obtained from the Director of Corporate Governance at 59½ Southwark Street, London SE1 0AL. This statement explains how London Councils has applied this code.

### The purpose of the governance framework

The governance framework comprises the systems, processes, culture and values by which the Committee is directed and controlled and such activities through which it accounts to, and engages with, its stakeholders. It enables the organisation to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risks of failure to achieve policies, aims and objectives and can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Committee's policies, aims and objectives, to evaluate the likelihood of those risks being realised, the impact should they be realised and to manage them efficiently, effectively and economically.

The governance framework has been in place at London Councils for the year ended 31 March 2016 and up to the date of approval of the statement of accounts.

### The governance framework

The key elements of the Committee's governance framework include:

- **Identifying and communicating the Committee's vision of its purpose** – The Committee produces an annual Corporate Business Plan which sets out the organisation's priorities for the year. This is informed by on-going liaison with key borough stakeholders and specifically by a programme of meetings between the Chair and all Executive portfolio holders. The Corporate Business Plan is submitted to the Leaders' Committee. There are a number of ways in which the Committee communicates with relevant stakeholders which include member briefings, committee and other meetings and events such as the London Councils' Summit.
- **Reviewing the Committee's vision** - The Committee produces an Annual Review at the end of each financial year. The review provides a summary of the key activities over the last year and highlights the key achievements.

**ANNUAL GOVERNANCE STATEMENT (continued)**

- **Measuring the quality of services** - Data collected during the year feeds into the production of a key achievements report at the year end. London Councils Corporate Management Board (CMB), the London Councils Executive and the Grants and Transport and Environment Committees receive regular financial management reports that monitor actual income and expenditure trends against approved budgets. London Councils operates a complaints procedure which provides an opportunity to put things right if an error is made and assists in the search to improve the quality of services to member authorities and to Londoners. There are also a number of internal management mechanisms, such as 1:1 review meetings and a fully embedded performance appraisal framework which monitor on-going progress against objectives.
- **Defining and documenting roles and responsibilities** – The London Councils Agreement sets out the main functions and obligations of London Councils and its member authorities. The Agreement includes the standing orders and financial regulations which provide details of the delegation arrangements in place. There is a scheme of delegation in place which was last reviewed, updated and approved by the Leaders' Committee at its Annual General Meeting on 2 June 2015. There is an established protocol which provides guidance on the working relationships between elected members and officers. Additional information on the roles and responsibilities of London Councils Leaders' Committee, Executive, Grants Committee and Transport and Environment Committee are documented in their individual Terms of Reference. All London Councils officers are issued with a job description which confirms their duties within the organisation.
- **Developing, communicating and embedding codes of conduct** – All London Councils Staff have been made aware of the staff handbook which is located on the intranet site. The staff handbook sign posts staff to London Councils policies and procedures which are on the intranet. All staff are encouraged to refer to the intranet when they require guidance on London Councils policies and procedures. Reference to the staff handbook is also included in the induction training of all new staff joining London Councils with their attention specifically drawn to the financial regulations, the code of conduct, data protection and London Councils whistle blowing policy.
- **Reviewing the effectiveness of the Committee's decision-making framework** - The standing orders and financial regulations are included within the London Councils Agreement. The standing orders were last reviewed and the changes approved by Leaders' Committee on 2 June 2015. The financial regulations were also reviewed and the changes approved by the Leaders Committee on 2 June 2015. Minutes of Committee meetings are posted on London Councils website and provide an official record of decisions made.
- **Identifying and managing risks** - London Councils Risk Management Strategy and Framework was reviewed and updated in 2011/12 and approved by the Audit Committee in March 2012. London Councils Corporate Risk Register is primarily compiled from the Risk Registers for each of London Councils three Directorates. The Corporate Risk Register is reviewed in accordance with London Councils Risk Management Framework which includes an annual review by the Audit Committee and was last reviewed in September 2015. The Directorate Risk Registers are reviewed by the Audit Committee on a rolling basis. London Councils' Corporate Management Board ensures that the risk registers, both Directorate and Corporate, continue to support London Councils' corporate priorities, which provides members with assurance on how the risks identified are being managed. An internal audit review of London Councils risk management arrangements was carried out during 2015/16. The review established that an effective risk management framework is in place and recommended that a formal review of the framework should be carried out every three years.

**ANNUAL GOVERNANCE STATEMENT (continued)**

- **Anti-fraud and anti-corruption arrangements** – London Councils is committed to having an effective Anti-Fraud and Anti-Corruption strategy designed to promote standards of honest and fair conduct, prevent fraud and corruption, detect and investigate fraud and corruption, prosecute offenders, recover losses and maintain strong systems of internal control. There are two separate policies in place London Councils Whistle Blowing Policy which was last updated in November 2013 and London Councils Policy to Combat Fraud, Bribery and Corruption, which was agreed by London Councils Audit Committee in March 2014. Both were reviewed in February 2016 and are available on London Councils' intranet and website.
- **Effective management of change and transformation** – London Councils has a framework for managing organisational change which is available to all staff on the intranet. The framework provides guidance on the statutory elements of managing change and issues that should be considered when implementing changes.
- **Financial management arrangements** – London Councils' financial management arrangements conform with the governance requirements of the CIPFA statement on the Role of the Chief Financial Officer in Local Government.
- **Assurance arrangements** – London Councils' internal audit function is carried out by the City of London's internal audit team under a service level agreement for financial support services. These arrangements conform with the governance requirements of the CIPFA statement on the Role of the Head of Internal Audit in public service organisations and Public Sector Internal Audit Standards.
- **Discharge of the monitoring officer function** – • This is a statutory post under Section 5 of the Local Government and Housing Act 1989 and as such is not applicable to London Councils which is a joint committee<sup>1</sup>. However, legal advice is provided to London Councils by the City of London Corporation including governance advice and support which in a local authority would generally be provided by the borough.
- **Discharge of the head of paid service function** – London Councils' Chief Executive is the head of paid service. As with all Committee officers, the Chief Executive is issued with a job description which confirms his duties within the organisation. He is subject to appraisal arrangements with Group Leaders who assess his performance against agreed objectives.
- **Audit Committee** – London Councils' Audit Committee has its own comprehensive Terms of Reference. The Terms of Reference were reviewed by the Audit Committee on 24 September 2010. On 19 March 2015, the Audit Committee considered a revision to its Terms of Reference to include the responsibility to make a recommendation to Leaders' Committee on the appointment, reappointment and removal of the external auditor. The Audit Committee meets three times a year and is chaired by a leading member from a borough who can be a member of the Executive. The members of the Audit Committee will normally, but not necessarily, be members of London Councils Leaders' Committee and with the exception of its chair, are not members of the Executive.
- **Compliance with relevant laws and regulations** - London Councils has comprehensive financial regulations and a comprehensive set of human resources policies and procedures which are reviewed on a regular basis. These arrangements ensure compliance with all applicable statutes, regulations and other relevant statements of best practice in order to ensure that public funds are properly safeguarded and are used economically, efficiently and effectively and in accordance with the statutory and other authorities that govern their use.

<sup>1</sup> *London Councils is a joint committee of the authorities participating in the arrangements and constituted under sections 101 and 102 of the Local Government Act 1972 and section 9EB and 20 of the Local Government Act 2000, as relevant*

**ANNUAL GOVERNANCE STATEMENT (continued)**

- **Whistle-blowing** – London Councils has a whistle-blowing policy which is available to all staff on the intranet. The policy aims to encourage staff and others to feel confident in raising serious concerns by providing clear avenues through which those concerns can be raised and reassuring staff who raise concerns that they will not be victimised if they have a reasonable belief and the disclosure was made in good faith. It is also on the website and staff are encouraged to bring this policy and the policy to combat fraud, bribery and corruption to the attention of contractors and third parties.
- **Identifying the development needs of members and officers** – London Councils has access to a programme of training and development, which is available to all staff and can be found on the intranet. The aim of the programme is to assist in the achievement of the organisation's aims and objectives by providing opportunities for staff to gain the necessary skills and knowledge required to perform their tasks and duties effectively. London Councils also has a performance appraisal scheme which provides all staff with regular assessments of their performance and development needs in relation to their work objectives. Members have access to training in their own authorities. There is a member only section on London Councils' website which provides them with useful information, regular briefings in specific policy areas and a forum for information exchange.
- **Establishing clear channels of communication** – London Councils actively engages with relevant stakeholders when developing its vision and strategies. All Committee meetings are open to the public and consultations are undertaken where relevant. London Councils issues member briefings and arranges a number of events, conferences and seminars that also provide opportunities for stakeholder engagement. London Councils produces an Annual Review which provides a summary of the key achievements over the last year and annual statutory financial statements. Information on consultations, minutes of committee meetings and publications are posted on London Councils website [www.londoncouncils.gov.uk](http://www.londoncouncils.gov.uk). London Councils consults with Chief Officer groupings across boroughs in the development of its work.
- **Enhancing the accountability for service delivery and effectiveness of public service providers** - All working arrangements with public service providers are subject to signed agreements/contracts which set out the terms of the service provided. All agreements/contracts are reviewed to ensure that the roles and responsibilities of the parties involved are clearly defined and the terms are beneficial to London Councils and its member authorities. Key performance indicators are incorporated into agreements where appropriate and monitored regularly. Nominated officers are responsible for managing the outcomes of the service and establishing clear lines of communication with providers.
- **Partnership arrangements** – London Councils has a set protocol for staff to follow when working in partnership with outside bodies. A checklist is to be completed for each new partnership or project. Partnership arrangements are also subject to signed agreements which include objectives, roles and responsibilities. The performance of partnerships are monitored in the same manner as other service providers. London Councils does not currently have any material partnership arrangements.

**Review of effectiveness**

London Councils has responsibility for conducting at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of London Councils Corporate Management Board which has responsibility for the development and maintenance of the governance environment, the internal audit annual report and also by comments made by the external auditors in their annual audit letter and other reports. The review of the effectiveness of the governance framework includes:

**ANNUAL GOVERNANCE STATEMENT (continued)**

- The work of Internal Audit, undertaken by the City of London under a service level agreement, and the annual opinion of the Head of Audit & Risk Management at the City of London. Internal Audit plays a central role in providing the required assurance on internal controls through its comprehensive risk-based audit of all auditable areas within a five-year planning cycle, – with key areas being reviewed annually. This is reinforced by consultation with London Councils Corporate Management Board and London Councils' Audit Committee on perceived risk and by a rigorous follow-up audit regime. The Internal Audit Section of the City of London operates, in all aspects, in accordance with the CIPFA Code of Practice and Public Sector Internal Audit Standards. An internal audit review of governance arrangements was carried out during 2012/13 with the outcome reported to the Audit Committee in March 2013.
- The Audit Committee's review of the governance arrangements in place during 2015/16.
- London Councils Corporate Management Board considers an annual report on Corporate Governance, which includes work completed during the current year and highlights work planned for the following year.

**Areas for development during 2016/17**

The review of the effectiveness of London Councils governance arrangements has revealed the following areas for development during 2016/17:

**ICT Strategy, Security & Operational Control**

A review of the Committee's ICT strategy, security and operational control was undertaken during 2013/14. The review revealed that whilst an adequate control framework was in place, there were a number of areas that required improved controls. Management has already taking action to address a number of the issues that were raised but there are still improvements to be made in areas such as system security and infrastructure during 2016/17.

A separate review to establish and evaluate the adequacy of the updated ICT strategy was undertaken in 2015/16. It identified areas for improvement in respect of disaster recovery testing, documentation of disk storage thresholds and verification of third party compliance. These improvements will be carried out during 2016/17.

**Inventory**

A review of the Committee's key finance controls was carried out during 2015/16. The objective of the review was to ascertain and evaluate the adequacy of controls in relation to income and expenditure. The review revealed that there was a sound control environment in place with risks to system objectives reasonably managed. However, it also revealed that the information held on the inventory list for furniture and equipment was not fully compliant with the requirements of London Councils' financial regulations. An exercise to update the inventory list will be completed during 2016/17.

**Risk Management and Business Continuity**

An internal audit review of risk management and business continuity was undertaken in 2015/16. The review revealed that there was an adequate control framework in place but there were areas of improvement in relation to the frequency of reviews of the risk management framework, the reporting of the results of business continuity tests and the contents of the Business Continuity Plan. These improvements will be carried out during 2016/17.

**ANNUAL GOVERNANCE STATEMENT (continued)**

London Councils will take adequate steps over the coming year to address the above matters in order to further enhance its governance arrangements. London Councils is satisfied that these steps will address the improvement needs identified in the effectiveness review. London Councils will monitor their implementation and operation as part of our next annual review.

**Significant governance issues**

There are no significant governance issues.

John O'Brien  
Chief Executive

22 September 2016

Cllr Claire Kober OBE  
Chair of London Councils

22 September 2016

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE LONDON COUNCILS JOINT  
COMMITTEE (THE "COMMITTEE")**

(To be provided by KPMG)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE LONDON COUNCILS JOINT COMMITTEE (THE "COMMITTEE") (continued))**

(To be provided by KPMG)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE LONDON COUNCILS JOINT COMMITTEE  
(THE "COMMITTEE") (continued))**

(To be provided by KPMG)

**CONSOLIDATED MOVEMENT IN RESERVES STATEMENT FOR THE YEAR ENDED 31 MARCH 2016**

This statement shows the movement in the year on the different reserves held by the Committee, analysed into usable reserves and unusable reserves. The surplus or deficit on the provision of services line shows the true economic cost of providing the Committee's services, more details of which are shown in the Comprehensive Income and Expenditure Statement.

	<b>General Reserve £000</b>	<b>Specific Reserve £000</b>	<b>Total Usable Reserves £000</b>	<b>Unusable Reserves £000</b>	<b>Total Reserves £000</b>
<b>Balance at 1 April 2015</b>	<b>11,482</b>	<b>-</b>	<b>11,482</b>	<b>(25,557)</b>	<b>(14,075)</b>
Deficit on the provision of services	(332)	-	(332)	-	(332)
Other Comprehensive Income and Expenditure (note 9)	-	-	-	3,896	3,896
<b>Total Comprehensive Income and Expenditure</b>	<b>(332)</b>	<b>-</b>	<b>(332)</b>	<b>3,896</b>	<b>3,564</b>
Adjustments between accounting basis and funding basis under regulations (note 6)	1,491		1,491	(1,491)	-
<b>Net Decrease before Transfers to Earmarked Reserves</b>	<b>1,159</b>	<b>-</b>	<b>1,159</b>	<b>2,405</b>	<b>3,564</b>
Transfers to/(from) Earmarked Reserves (note 7)	(1,000)	1,000	-	-	-
<b>Increase/(Decrease) in 2015/16</b>	<b>159</b>	<b>1,000</b>	<b>1,159</b>	<b>2,405</b>	<b>3,564</b>
<b>Balance at 31 March 2016</b>	<b>11,641</b>	<b>1,000</b>	<b>12,641</b>	<b>(23,152)</b>	<b>(10,511)</b>

## CONSOLIDATED MOVEMENT IN RESERVES STATEMENT FOR THE YEAR ENDED 31 MARCH 2015

	General Reserve £000	Specific Reserve £000	Total Usable Reserves £000	Unusable Reserves £000	Total Reserves £000
<b>Balance at 1 April 2014</b>	<b>9,887</b>	<b>1,800</b>	<b>11,687</b>	<b>(16,334)</b>	<b>(4,647)</b>
Deficit on the provision of services	(1,287)	-	(1,287)	-	(1,287)
Other Comprehensive Income and Expenditure (note 9)	-	-	-	(8,141)	(8,141)
<b>Total Comprehensive Income and Expenditure</b>	<b>(1,287)</b>	<b>-</b>	<b>(1,287)</b>	<b>(8,141)</b>	<b>(9,428)</b>
Adjustments between accounting basis and funding basis under regulations (note 6)	1,082	-	1,082	(1,082)	-
<b>Net Decrease before Transfers to Earmarked Reserves</b>	<b>(205)</b>	<b>-</b>	<b>(205)</b>	<b>(9,223)</b>	<b>(9,428)</b>
Transfers to/(from) Earmarked Reserves (note 7)	1,800	(1,800)	-	-	-
<b>Increase/(Decrease) in 2014/15</b>	<b>1,595</b>	<b>(1,800)</b>	<b>(205)</b>	<b>(9,223)</b>	<b>(9,428)</b>
<b>Balance at 31 March 2015</b>	<b>11,482</b>	<b>-</b>	<b>11,482</b>	<b>(25,557)</b>	<b>(14,075)</b>

# **CONSOLIDATED COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 MARCH 2016**

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices.

	Notes	2015/16 Gross Expenditure £000	2015/16 Gross Income £000	2015/16 Net £000	2014/15 Gross Expenditure £000	2014/15 Gross Income £000	2014/15 Net £000
<b>Cost of Services</b>							
London Councils Grants Committee	Appx A	8,889	(9,509)	(620)	11,057	(10,388)	669
London Councils Transport and Environment Committee	Appx B	46,405	(46,945)	(540)	49,310	(49,005)	305
London Councils Joint Committee	Appx C	13,594	(12,860)	734	13,652	(13,926)	(274)
<b>Net Revenue Cost of Services</b>		<b>68,888</b>	<b>(69,314)</b>	<b>(426)</b>	<b>74,019</b>	<b>(73,319)</b>	<b>700</b>
Financing and investment income and expenditure	8			758			587
<b>Deficit on Provision of Services</b>				<b>332</b>			<b>1,287</b>
Actuarial (gain)/loss on pension assets/liabilities	9			(3,896)			8,141
<b>Other Comprehensive Income and Expenditure</b>				<b>(3,896)</b>			<b>8,141</b>
<b>Total Comprehensive Income and Expenditure</b>				<b>(3,564)</b>			<b>9,428</b>

**CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2016**

The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Committee. The net assets or liabilities of the Committee (assets less liabilities) are matched by the reserves held by the Committee. Reserves are reported in two categories. The first category of reserves are usable reserves, i.e. those reserves that the Committee may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use. The second category of reserves is those that the authority is not able to use to provide services. This category includes reserves that hold unrealised gains and losses such as the Pension Reserve.

	<b>Note</b>	<b>31 March 2016</b>	<b>31 March 2015</b>
		<b>£000</b>	<b>£000</b>
Property, Plant and Equipment	10	1,722	1,115
Intangible Assets	11	1	8
<b>Long Term Assets</b>		<b>1,723</b>	<b>1,123</b>
Short Term Debtors	12	4,868	5,299
Cash and Cash Equivalent	13	16,852	19,217
<b>Current Assets</b>		<b>21,720</b>	<b>24,516</b>
Short Term Creditors	15	(10,394)	(13,700)
Provisions	16	(180)	(338)
<b>Current Liabilities</b>		<b>(10,574)</b>	<b>(14,038)</b>
Provisions	16	(354)	(227)
Other Long Term Liabilities	9	(23,026)	(25,449)
<b>Long Term Liabilities</b>		<b>(23,380)</b>	<b>(25,676)</b>
<b>Net Liabilities</b>		<b>(10,511)</b>	<b>(14,075)</b>
Usable Reserves	17	12,641	11,482
Unusable Reserves	18	(23,152)	(25,557)
<b>Total Reserves</b>		<b>(10,511)</b>	<b>(14,075)</b>

The notes on pages 42 to 71 form part of the accounts.

**CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2016**

The Cash Flow Statement shows the changes in cash and cash equivalents of the Committee during the reporting period. The statement shows how the Committee generates and uses cash and cash equivalents by classifying cash flows as operating, investing, and financing activities. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute towards the Committee's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Committee.

	<b>2015/16 £000</b>	<b>2014/15 £000</b>
Net deficit on the provision of services	(332)	(1,287)
Adjustments to net deficit on the provision of services for non-cash movements	(1,213)	6,304
Adjustments for items included in the net deficit on the provision of services that are investing and financing activities.	(93)	(123)
<b>Net cash flows from Operating Activities (note 19)</b>	<b>(1,638)</b>	<b>4,894</b>
Investing Activities (note 20)	(727)	(163)
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(2,365)</b>	<b>4,731</b>
<b>Cash and cash equivalents at 1 April</b>	<b>19,217</b>	<b>14,486</b>
<b>Cash and cash equivalents at 31 March</b>	<b>16,852</b>	<b>19,217</b>

**NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016****1. Accounting Policies****a General Principles**

The Statement of Accounts summarises the Committee's transactions for the 2015/16 financial year and its position at the year-end of 31 March 2016. The Committee prepares its accounts in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2015/16 and the Service Reporting Code of Practice 2015/16, supported by International Financial Reporting Standards (IFRS).

The Statement of Accounts have been prepared with the overriding requirement that it gives a 'true and fair' view of the financial position, performance and cash flows of the Committee.

The Statement of Accounts has been prepared with reference to:

- The objective of providing financial information about the reporting authority that is useful to existing and potential investors, lenders and other creditors in making decision about providing resources to it;
- The objective of providing information about the Committee's financial performance, financial position and cash flows that is useful to a wide range of users for assessing the stewardship of the Committee's management and for making economic decisions;
- The objective of meeting the common needs of most users focusing on the ability of the users to make economic decisions, the needs of public accountability and the stewardship of the Committee's resources;
- The accrual basis of accounting;
- The following underlying assumptions;
  - Going concern basis.
- The following qualitative characteristics:
  - Relevance;
  - Materiality; and
  - Faithful representation.
- The following enhancing qualitative characteristics:
  - Comparability;
  - Verifiability;
  - Timeliness; and
  - Understandability.

The accounting convention adopted in the Statement of Accounts is historical cost.

The accounting policies have been consistently applied.

**NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)****b Accruals of Income and Expenditure**

The accounts are prepared on an accruals basis which means that income and expenditure are accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

- Revenue from the sale of goods is recognised when the Committee transfers the significant risks and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the Committee;
- Revenue from the provision of services is recognised when the Committee can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the Committee;
- Expenses in relation to services received (including those services provided by employees) are recorded as expenditure when services are received, rather than when payments are made;
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract;
- Where income and expenditure has been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where it is doubtful that debts will be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected;
- Income and expenditure are credited and debited to the relevant category within the Comprehensive Income and Expenditure Statement, unless they represent capital receipts or capital expenditure; and
- Creditors for grants outstanding to voluntary organisations at the year-end are included where approved by Committee, the circumstances of the voluntary organisation have not changed since approval, and evidence shows that expenditure in respect of the grant has been incurred. Creditors for ESF grants are recognised where grant claims received from voluntary organisations exceed payments made to the claimant.

**c Allocation of Income**

Income, where possible, is allocated to the specific service area to which it relates or offsets specific expenditure. Income that is not directly attributable to a particular service is apportioned to other expenditure categories based on actual expenditure.

**d Cash and Cash Equivalents**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments that mature in three months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Committee's cash management.

**NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)****1. Accounting Policies (continued)****e Contingent Liabilities**

A contingent liability arises where an event has taken place that gives the authority a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Committee. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably. Contingent liabilities are not recognised in the Balance Sheet but disclosed in a note to the accounts.

**f Employee Benefits****Benefits Payable During Employment**

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits for current employees and are recognised as an expense for services in the year in which employees render service to the Committee. An accrual is made for the cost of holiday entitlements (or any form of leave e.g. flexi leave) earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at the wage and salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to the Surplus or Deficit on the Provision of Services, but then reversed out through the Movement in Reserves Statement so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs.

**Termination Benefits**

Termination benefits are amounts payable as a result of a decision by the Committee to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accruals basis when the Committee is demonstrably committed to the termination of the employment of an officer or group of officers or making an offer to encourage voluntary redundancy.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund Balance to be charged with the amount payable by the Committee to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

**Post Employment Benefits**

As part of the terms and conditions of employment, officers of the Committee are offered membership of the Local Government Pension Scheme administered by the London Pension Fund Authority (LPFA). The scheme provides defined benefits to its members (retirement lump sums and pensions), earned as officers work for the Committee.

This scheme is accounted for as a final salary defined benefit scheme:

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 1. Accounting Policies (continued)

- The liabilities of the pension fund attributable to the Committee are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, projected earnings of current employees etc.
- Liabilities are discounted to their value at current prices using, a discount rate of 3.8% (2013/14: 3.4%).
- The assets of the pension fund attributable to the Committee are included in the Balance Sheet at their fair value:
  - Quoted securities – current bid price;
  - Unquoted securities – professional estimate;
  - Unutilised securities – current bid price; and
  - Property – market value.
- The change in the net pensions liability is analysed into six components:
  - Current service cost – the increase in liabilities as a result of years of service earned this year debited to the Staff Costs line in the Comprehensive Income and Expenditure Statement to the services for which the employees worked;
  - Past service cost – the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years debited to the Staff Costs line in the Comprehensive Income and Expenditure Statement;
  - Net interest on the net defined benefit liability (asset), ie net interest expense for the Committee – the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the Comprehensive Income and Expenditure Statement – this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability (asset) at the beginning of the period – taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments;
  - Return on plan assets – excluding amounts included in net interest on the net defined benefit liability (asset) – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure;
  - Actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – charged to the Pensions Reserve as Other Comprehensive Income and Expenditure; and
  - Contributions paid to the pension fund – cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

**NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)****1. Accounting Policies (continued)**

In accordance with the Code of Practice, the General Reserve balance is charged with the actual amount payable by the Committee to the pension fund and not the amount calculated according to the accounting standard. In the Movement in Reserves Statement, there are transfers to and from the Pensions Reserve to remove the impact of the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and any such amounts payable but unpaid at the year-end. The negative balance that arises on the Pension Reserve measures the beneficial impact to the General Reserve of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

The actuarial gains and losses are charged to Other Comprehensive Income in the Comprehensive Income and Expenditure Statement with a corresponding entry in the Pensions Reserve.

**g Exceptional Items and Prior Period Adjustments**

When items of income and expense are material, their nature and amount is disclosed separately, either on the face of the Comprehensive Income and Expenditure Statement or in the notes to the accounts, depending on how significant the items are to an understanding of the Committee's financial performance.

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Committee's financial position or financial performance. Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the period.

**h Financial Instruments****Financial Liabilities**

Financial liabilities are recognised on the Balance Sheet when the Committee becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and carried at amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective rate of interest is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

Currently the Committee has no borrowings.

**Financial Assets**

Financial Assets are receivables that have fixed or determinable payments but are not quoted in an active market. The assets are initially measured at fair value, and subsequently measured at their amortised cost.

**NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)****1. Accounting Policies (continued)****i Government Grants and Contributions**

Whether paid on account, by instalments or in arrears, government grants and third party contributions are recognised as due to the Committee when there is reasonable assurance that:

- the Committee will comply with the conditions attached to the payments; and
- the grants will be received.

Amounts recognised as due to the Committee are not credited to the Comprehensive Income and Expenditure Statement until conditions attached to the grant or contribution have been satisfied.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line in the Comprehensive Income and Expenditure Statement.

**j Intangible Assets**

Expenditure of £1,000 or more on non-monetary assets that do not have physical substance but are controlled by the Committee as a result of past events (e.g. software licences) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Committee. Intangible assets are measured initially at cost and amortised over the life of the asset.

**k Interest Income**

Interest is credited to the Comprehensive Income and Expenditure Statements of the constituent committees based on average cash balances held by the City of London and invested in accordance with their Treasury Management Strategy Statement and Annual Investment Strategy, which is approved by the City of London's Financial Investment Board.

**l Interest in Companies and Other Entities**

London Councils Joint Committee operates one subsidiary, London Councils Limited, a company limited by guarantee. London Councils Limited activities are consolidated within the Joint Committee statement of accounts. The company exists to record all transactions relating to the holding of property leases and the employment of the political advisers. London Councils' member boroughs are the members of the company and London Councils' Elected Officers are its Directors. London Councils benefits directly from the accommodation paid for by London Councils Limited and the services provided by the political advisers to members in their roles at London Councils.

The activities of London Councils Grants Committee and London Councils Transport and Environment Committee, which are carried out by London Councils Joint Committee, are incorporated into these group accounts. The activities of these associated committees and the main Joint Committee are detailed in appendices A to C.

Intragroup transactions are excluded from the Statement of Accounts on consolidation.

**NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)****1. Accounting Policies (continued)****m Leases****Finance leases**

Lease arrangements for assets are treated as finance leases when substantially all the risks and rewards associated with the ownership of an asset are transferred to the Committee. Rentals payable are apportioned between:

- A charge for the acquisition of the interest in the property (recognised as a liability in the balance sheet at the start of the lease, matched with an asset within Property, Plant and Equipment – the liability is written down as the rent becomes payable); and
- A finance charge.

Property, plant and equipment recognised under finance leases are accounted for using the policies applied generally to such assets, subject to depreciation being charged over the life of the lease.

**Operating leases**

Leases that do not meet the definition of finance leases are accounted for as operating leases. Lease rentals payable are charged to the Comprehensive Income and Expenditure Statement on a straight line basis over the terms of the lease.

**n Overheads**

Central overhead costs identified as directly attributable to a particular funding stream are allocated in full to that funding stream. Where such costs are not directly attributable, they are re-charged across the funding streams using the most relevant apportionment basis, from the list below:

- Number of desk spaces;
- Full Time Equivalent units;
- Absolute value of transactions; and
- Volume of transactions.

**o Property, Plant and Equipment**

Assets that have physical substance and are held for use in the production or supply of goods or services, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment. Expenditure on the acquisition, creation, enhancement of Property, Plant and Equipment subject to a de minimis level of £1,000, is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Committee and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

Assets are initially measured at cost, comprising:

- the purchase price; and
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

**NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)****1. Accounting Policies (continued)**

Assets are then carried in the Balance Sheet at their depreciated historical costs.

Assets are depreciated on a straight line basis, starting after the year of acquisition, over their economic useful life as follows:

- Leasehold Improvements – the lower of 10 years or the remaining period left on the lease;
- Furniture and Equipment:
  - Furniture and Fittings – 5 years;
  - Computer Hardware – 3 years.

Where an item of Property, Plant and Equipment has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet is written off to the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposal (if any) are credited to the Comprehensive Income and Expenditure Statement.

**p Provisions**

Provisions are made where an event has taken place that gives the Committee a legal or constructive obligation that probably requires settlement by a transfer of economic benefits and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Comprehensive Income and Expenditure Statement in the year that the Committee becomes aware of the obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties. When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year, where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provisions is reversed and credited back to the Comprehensive Income and Expenditure Statement. Provisions for dilapidations costs and works in connection with property leases are built up over the life of the lease on a straight line basis.

**q Reserves**

The Committee uses Specific Reserves to set aside funds earmarked for a specific purpose and money received from boroughs outside the main subscription, or from other public sector bodies, which is to be used for specific purposes. Reserves are created by transferring amounts from the General Reserve to the Specific Reserves on the Movement in Reserves Statement. When expenditure to be financed from a specific reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement and a transfer of funds from the specific reserve made to the General Reserve in the Movement in Reserves Statement.

Certain reserves are kept to manage the accounting processes for retirement and employee benefits and do not represent usable resources for the Committee.

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 1. Accounting Policies (continued)

## r Value Added Tax

Value Added Tax (VAT) is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income.

## 2. Accounting Standards that have been Issued but not yet adopted

The Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 (the Code) has introduced changes in accounting policies which will be required from 1 April 2016. If these had been adopted for the financial year 2015/16 there would be no material changes to the Committee's accounts as detailed below.

**IAS19 Employee Benefits** – There has been a narrow scope amendment to this standard which applies to contributions from employees or third parties to defined benefit pension plans. The objective of the amendments is to simplify the accounting for contributions that are independent of the number of years of employee service, for example, employee contributions that are calculated according to a fixed percentage of salary. It clarifies the requirements on the way contributions that are linked to service should be attributed to periods of service. In addition, it permits a practical expedient if the amount of the contributions is independent of the number of years of service, in that contributions, can, but are not required, to be recognised as a reduction in the service cost in the period in which the related service is rendered. This amendment will not have a material impact on the Committee's accounts.

**IFRS11 Joint Arrangements** – There have been an amendments to this standard to require an acquirer of an interest in a joint operation in which the activity constitutes a business to apply all of the business combinations accounting principles in IFRS3 (Business Combinations) and other relevant accounting standards, except for those principles that conflict with the guidance in IFRS11. The amendment also requires disclosure of the information required by IFRS3 and other relevant accounting standards. The amendments apply to both an initial acquisition and an additional acquisition of an interest in joint operations. These amendments will not have a material impact on the Committee's accounts.

**IAS16 Property, Plant and Equipment and IAS38 Intangible Assets** – There have been amendments to these standards to clarify that a depreciation or amortisation method based on revenue generated by an activity that includes the use of an asset is unacceptable under the standards. This amendment will not have an impact on the Committee's accounts as its assets are depreciated/amortised on a straight line basis over their economic life.

**Transport Infrastructure Assets** – A change to the Code for 2016/17 will require transport infrastructure assets to be disaggregated from infrastructure asset category within Property, Plant and Equipment. The introduction of this change will have no impact on the Committee's accounts as it does not own any infrastructure assets.

In addition to items above, there are some planned improvements to existing standards that are not expected to have a material impact on the accounts.

## 3. Critical Judgements in Applying Accounting Policies

In applying the accounting policies set out in note 1, the Committee has had to make certain judgements about complex transactions or those involving uncertainty about future events.

The critical judgements made in the Statement of Accounts are:

**NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)****3. Critical Judgements in Applying Accounting Policies (continued)****Government Funding**

There is a high degree of uncertainty about future levels of funding for local government. However, the Committee has determined that this uncertainty is not sufficient to provide an indication that the assets of the Committee might be impaired as a result of a need to reduce levels of service provision.

**4. Assumptions Made about the Future and Other Major Sources of Estimation Uncertainty**

The Statement of Accounts contains estimated figures that are based on assumptions made by the Committee about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the Committee's Balance Sheet at 31 March 2016 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

**Pensions**

Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. Barnett Waddingham LLP, an independent firm of qualified actuaries, is engaged by the LPFA to provide the Committee with expert advice about the assumptions applied.

The effect on the net pensions liability of changes in individual assumptions can be measured. For instance, a 0.1% increase in the discount rate assumption would result in a decrease in the pension liability of £1.312 million. However, the assumptions interact in complex ways. During 2015/16, Barnett Waddingham LLP advised that the net pensions liability had decreased by £5.623 million as a result of a change in financial assumptions.

**Property, Plant and Equipment**

Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the Committee will be able to sustain its current spending on repairs and maintenance, bringing into doubt the useful lives assigned to assets.

If the useful life of assets is reduced, depreciation increases and the carrying amount of the assets falls. It is estimated that the annual depreciation charge for Leasehold Improvements would increase by £45,000 for every year that useful lives had to be reduced.

**Provisions**

The Committee has made a provision of £534,000 for its contractual obligations for dilapidations and periodic decoration included within its property leases. The provision is based on the most reasonable estimate of these future costs. An increase of 10% to the total value of these costs would have the effect of adding £17,000 to the annual contribution to the provision.

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

**4. Assumptions Made about the Future and Other Major Sources of Estimation Uncertainty (continued)****Bad Debt Provision**

At 31 March 2016, the Committee had a balance of accounts receivable debtors of £1.78 million. This amount excludes debts registered at the County Court. A review of these balances resulted in a calculation of a bad debt provision, based on historic loss experiences, of £129,000. However, in the current economic climate it is not certain that such an allowance would be sufficient. If collection rates were to deteriorate the provision will have to be increased accordingly.

**5. Events After the Balance Sheet Date**

The Statement of Accounts was authorised for issue by the Director of Corporate Resources on 22 September 2016. Events taking place after this date are not reflected in the accounts or notes. Where events taking place before this date provided information about conditions existing at 31 March 2016, the figures in the accounts and notes have been adjusted in all material respects to reflect the impact of this information.

**6. Adjustments between Accounting Basis and Funding Basis Under Regulations**

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the Committee in the year in accordance with proper accounting practice to the resources that are specified by statutory provision as being available to the Committee to meet future capital and revenue expenditure.

Adjustments for the year ended 31 March 2016:

	General Reserve £000	Movement in Unusable Reserves £000
<b>Adjustments primarily involving the Pensions Reserve:</b>		
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement (note 18)	1,473	(1,473)
<b>Adjustments primarily involving the Accumulated Absences Reserve:</b>		
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements (note 18)	18	(18)
<b>Total Adjustments</b>	<b>1,491</b>	<b>(1,491)</b>

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 6. Adjustments between Accounting Basis and Funding Basis Under Regulations (continued)

Adjustments for the year ended 31 March 2015:

	General Reserve £000	Movement in Unusable Reserves £000
<b>Adjustments primarily involving the Pensions Reserve:</b>		
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement (note 18)	1,111	(1,111)
<b>Adjustments primarily involving the Accumulated Absences Reserve:</b>		
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements (note 18)	(29)	29
<b>Total Adjustments</b>	<b>1,082</b>	<b>(1,082)</b>

## 7. Transfers (from)/to Specific Reserves

Transfers to and from the Specific Reserves during the year ended 31 March 2016.

	Balance at 1 April 2015 £000	Transfer out £000	Transfer In £000	Balance at 31 March 2016 £000
2020 Freedom Pass Re-issue Reserve	-	-	1,000	1,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>

Transfers to and from the Specific Reserves during the year ended 31 March 2015.

	Balance at 1 April 2014 £000	Transfer out £000	Transfer In £000	Balance at 31 March 2015 £000
2015 Freedom Pass Re-issue Reserve	1,800	(2,200)	400	-
<b>Total</b>	<b>1,800</b>	<b>(2,200)</b>	<b>400</b>	<b>-</b>

The 2015 and 2020 Freedom Pass Re-issue Reserves were established by the Committee on 15 December 2011 and 11 December 2014 respectively, to accumulate funds to meet the cost of the Freedom Pass reissue exercises.

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 8. Financing and Investment Income and Expenditure

	2015/16 £000	2014/15 £000
Interest Payable	11	10
Interest and Investment Income	(104)	(133)
Net Loss on Pension Scheme Assets/Liabilities (see note 9)	851	710
<b>Total</b>	<b>758</b>	<b>587</b>

## 9. Pensions

As part of their terms and conditions of employment, London Councils staff are eligible to participate in the Local Government Pension Scheme (LGPS) which is a defined benefit statutory scheme administered in accordance with the Local Government Pension Scheme Regulations 2013. The scheme is contracted out of the State Second Pension and currently provides benefits based on final salary and length of service on retirement. Changes to the LGPS came into effect from 1 April 2014 and any benefits accrued from this date will be based on career average revalued salary, with various protections in place for those members in the scheme before the changes take effect.

The administering authority for the Fund is the London Pensions Fund Authority (LPFA). The LPFA Board oversees the management of the Fund whilst the day to day fund administration is undertaken by a number of teams within the administering authority. Where appropriate some functions are delegated to the Fund's professional advisers.

On 1 May 2000, London Councils staff transferred into the LPFA Scheme as London Councils was granted Admitted Body status. Prior to this date, the five predecessor bodies had different pension arrangements for staff. The accumulated benefits of staff from the previous pension schemes have been transferred to the LPFA scheme.

As administering authority to the Fund, the London Pensions Fund Authority, after consultation with the Fund Actuary and other relevant parties, is responsible for the preparation and maintenance of the Funding Strategy Statement and the Statement of Investment Principles. These should be amended when appropriate based on the Fund's performance and funding.

Employers' contributions are set every three years as a result of the actuarial valuation of the Fund required by the Regulations. The next actuarial valuation of the Fund will be carried out as at 31 March 2016 and will set contributions for the period from 1 April 2017 to 31 March 2020. There are no minimum funding requirements in the LGPS but the contributions are generally set to target a funding level of 100% using the actuarial valuation assumptions. Based on the triennial valuation as at 31 March 2013, the employers' contribution towards the Future Service Rate was set at 12% of pensionable pay for the period 1 April 2014 to 31 March 2017. In addition, there were annual employers' contributions to past service adjustments set at:

Year	Employers Contribution £000
2014/15	214
2015/16	224
2016/17	234

On the Employer's withdrawal from the plan, a cessation valuation will be carried out in accordance with Regulation 64 of the LGPS Regulations 2013 which will determine the termination contribution due by the Employer, on a set of assumptions deemed appropriate by the Fund Actuary.

**NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)****9. Pensions (continued)**

In general, participating in a defined benefit pension scheme means that the Employer is exposed to a number of risks:

- Investment risk. The Fund holds investment in asset classes, such as equities, which have volatile market values and while these assets are expected to provide real returns over the long-term, the short-term volatility can cause additional funding to be required if a deficit emerges.
- Interest rate risk. The Fund's liabilities are assessed using market yields on high quality corporate bonds to discount future liability cashflows. As the Fund holds assets such as equities the value of the assets and liabilities may not move in the same way.
- Inflation risk. All of the benefits under the Fund are linked to inflation and so deficits may emerge to the extent that the assets are not linked to inflation.
- Longevity risk. In the event that the members live longer than assumed a deficit will emerge in the Fund. There are also other demographic risks.

In addition, as many unrelated employers participate in the London Pension Fund Authority Pension Fund, there is an orphan liability risk where employers leave the Fund but with insufficient assets to cover their pension obligations so that the difference may fall on the remaining employers.

All of the risks above may also benefit the Employer e.g. higher than expected investment returns or employers leaving the Fund with excess assets which eventually get inherited by the remaining employers.

The LPFA, as administering authority, provided Barnett Waddingham LLP, an independent firm of qualified actuaries with scheme membership information as at 31 March 2013 for all employees within London Councils as part of the triennial valuation. Assets were allocated within the LPFA Pension Fund based on these calculated liabilities. The triennial valuation as at 31 March 2013 was the starting point for the 'roll forward' IAS19 valuations. In order to assess the actuarial value of the LPFA Pension Fund's liabilities as at 31 March 2016 attributable to London Councils, scheme liabilities have been assessed by Barnett Waddingham LLP on an actuarial basis using the projected unit method, and estimate of pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels etc.

The individual committees' share of assets and liabilities of the pension scheme are not separable, therefore, all assets, liabilities, charges, returns and other costs have been allocated to each committee in accordance with the proportion of employer contributions paid by the committee as a percentage of the total paid by London Councils in the year. This approach results in an adjustment to the Defined Benefit Obligation and the Fair Value of Employer's Assets as a result of the difference between the percentage used to apportion the deficit at the start of the financial year and the percentage used at the end of the financial year.

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 9. Pensions (continued)

## Financial Assumptions

The financial assumptions as at 31 March 2016:

Assumptions as at:	31 March 2016 (% per annum)	31 March 2015 (% per annum)
RPI increases	3.4%	3.3%
CPI increases	2.5%	2.5%
Salary increases	4.3%	4.3%
Pension increases	2.5%	2.5%
Discount rate	3.8%	3.4%

These assumptions are set with reference to market conditions at 31 March 2016.

Our estimate of the duration of the Employer's liabilities is 21 years.

The discount rate is the annualised yield at the 21 year point on the Merrill Lynch AA rated corporate bond curve which has been chosen to meet the requirements of IAS19 and with consideration of the duration of the Employer's liabilities. This is consistent with the approach used at the last accounting date.

The RPI increase assumption is set based on the difference between conventional gilt yields and index-linked gilt yields at the accounting date using data published by the Bank of England, specifically the 21 year point on the BoE spot inflation curve. This is consistent with the approach used at the last accounting date.

As future pension increases are expected to be based on the Consumer Prices Index (CPI) rather than RPI, we have made a further assumption about CPI which is that it will be 0.9% p.a. below RPI i.e. 2.5% p.a. We believe that this is a reasonable estimate for the future differences in the indices, based on the different calculation methods.

Salaries are then assumed to increase at 1.8% p.a. above CPI in addition to a promotional scale.

## Demographic and Statistical Assumptions

A set of demographic assumptions that are consistent with those used for the funding valuation as at 31 March 2013 have been adopted. The post retirement mortality tables have been constructed based on Club Vita analysis. These base tables are then projected using the CMI 2012 Model, allowing for a long term rate of improvement of 1.5% per annum.

The assumed life expectations from age 65 are:

	31 March 2016	31 March 2015
Retiring today:		
Males	22.4	22.3
Females	25.4	25.3
Retiring in 20 years:		
Males	24.8	24.7
Females	27.7	27.6

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 9. Pensions (continued)

The following assumptions have also been made:

- Members will exchange half of their commutable pension for cash at retirement;
- Members will retire at one retirement age for all tranches of benefit, which will be the pension weighted average tranche retirement age; and
- No members will take up the option under the new LGPS to pay 50% of contributions for 50% of benefits.

The fair value of the pension scheme assets attributable to the London Councils Joint Committee at 31 March 2016:

	At 31 March 2016		At 31 March 2015	
	£000	%	£000	%
Equities	19,116	46%	17,865	43%
LDI/Cashflow matching	4,172	10%	3,091	8%
Target return portfolio	8,754	21%	11,904	29%
Infrastructure	2,255	5%	2,040	5%
Commodities	184	0%	383	1%
Property	1,469	4%	1,167	3%
Cash	5,203	13%	4,728	11%
	<b>41,153</b>	<b>100%</b>	<b>41,178</b>	<b>100%</b>

Quoted securities included within the assets values above have been measured at their bid value in accordance with the Code. Under the Liability Driven Investment (LDI), RPI swaps are used to hedge 25% of the Funds cash flow liability against inflation.

The analysis of the net value of the pension scheme assets and liabilities recognised in the Balance Sheet as at 31 March 2016 is as follows:

	At 31 March 2016	At 31 March 2015
	£000	£000
Fair value of employer assets	41,153	41,178
Present value of scheme liabilities	(64,107)	(66,551)
<b>Net Liability</b>	<b>(22,954)</b>	<b>(25,373)</b>
Present value of unfunded liabilities	(72)	(76)
<b>Net Liability in Balance Sheet</b>	<b>(23,026)</b>	<b>(25,449)</b>

The analysis of the amounts recognised in the Comprehensive Income and Expenditure Account for the year ended 31 March 2016 is as follows:

	At 31 March 2016	At 31 March 2015
	£000	£000
Service cost	1,464	1,168
Net interest on the defined liability	851	710
Administration expenses	62	58
<b>Total</b>	<b>2,377</b>	<b>1,936</b>

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 9. Pensions (continued)

The reconciliation of the Defined Benefit Obligation at 31 March 2016 is as follows:

	At 31 March 2016	At 31 March 2015
	£000	£000
<b>Opening Defined Benefit Obligation</b>	<b>(66,627)</b>	<b>(54,806)</b>
Current service cost	(1,464)	(1,168)
Interest cost	(2,257)	(2,448)
Change in financial assumptions	5,623	(9,000)
Change in demographic assumptions	-	-
Experience loss on Defined Benefit Obligation	(1)	(1)
Estimated benefits paid net of transfers	987	1,229
Contributions by scheme participants	(445)	(438)
Unfunded pension payments	5	5
<b>Closing Defined Benefit Obligation</b>	<b>(64,179)</b>	<b>(66,627)</b>

The reconciliation of the Fair Value of Employer's Assets at 31 March 2016 is as follows:

	At 31 March 2016	At 31 March 2015
	£000	£000
<b>Opening Fair Value of Employer's Assets</b>	<b>41,178</b>	<b>38,609</b>
Interest on assets	1,406	1,738
Return on assets less interest	(1,726)	860
Administration expenses	(62)	(58)
Contributions by employer	904	825
Contributions by scheme participants	445	438
Estimated benefits paid plus unfunded net of transfers in	(992)	(1,234)
<b>Closing Fair Value of Employer's Assets</b>	<b>41,153</b>	<b>41,178</b>

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out above. The sensitivity analyses below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, ie on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis below did not change from those used in the previous period.

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 9. Pensions (continued)

Sensitivity analysis:

	£000	£000	£000
<b>Adjustment to Discount Rate</b>	<b>+0.1%</b>	<b>0.0%</b>	<b>-0.1%</b>
Present value of total obligation	62,867	64,179	65,519
Projected service cost	1,268	1,298	1,328
<b>Adjustment to Long-term Salary Increases</b>	<b>+0.1%</b>	<b>0.0%</b>	<b>-0.1%</b>
Present value of total obligation	64,327	64,179	64,031
Projected service cost	1,299	1,298	1,297
<b>Adjustment to Pension Increases and Deferred Revaluation</b>	<b>+0.1%</b>	<b>0.0%</b>	<b>-0.1%</b>
Present value of total obligation	65,386	64,179	62,997
Projected service cost	1,328	1,298	1,269
<b>Adjustment to Mortality Age Rating Assumption</b>	<b>+1 year</b>	<b>None</b>	<b>-1 year</b>
Present value of total obligation	66,018	64,179	62,392
Projected service cost	1,331	1,298	1,266

The analysis of the re-measurements in Other Comprehensive Income and Expenditure for the year ended 31 March 2016 is as follows:

	At 31 March 2016	At 31 March 2015
	£000	£000
Return on plan assets in excess of interest	(1,726)	860
Change in financial assumptions	5,623	(9,000)
Experience (loss)/gain on defined benefit obligation	(1)	(1)
<b>Re-measurements</b>	<b>3,896</b>	<b>(8,141)</b>

The projections for the year to 31 March 2016 is as follows:

	31 March 2017
	£000
Service cost	1,298
Net interest on the defined liability	859
Administration expenses	62
<b>Total</b>	<b>2,219</b>
Employers contribution	876

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 10. Property, Plant and Equipment

Movements in:

	<b>Furniture and Equipment £000</b>	<b>Leasehold Improvements £000</b>	<b>Total £000</b>
<b>Cost</b>			
At 1 April 2015	<b>1,141</b>	<b>1,853</b>	<b>2,994</b>
Additions	18	802	820
Disposals	(121)	(728)	(849)
<b>At 31 March 2016</b>	<b>1,038</b>	<b>1,927</b>	<b>2,965</b>
<b>Accumulated Depreciation</b>			
At 1 April 2015	<b>908</b>	<b>971</b>	<b>1,879</b>
Charge for the year	77	136	213
Charge relating to Disposals	(121)	(728)	(849)
<b>At 31 March 2016</b>	<b>864</b>	<b>379</b>	<b>1,243</b>
<b>Net Book Value</b>			
<b>At 31 March 2016</b>	<b>174</b>	<b>1,548</b>	<b>1,722</b>
<b>At 31 March 2015</b>	<b>233</b>	<b>882</b>	<b>1,115</b>

Comparative movements in 2014/15:

	<b>Furniture and Equipment £000</b>	<b>Leasehold Improvements £000</b>	<b>Total £000</b>
<b>Cost</b>			
At 1 April 2014	<b>1,027</b>	<b>1,681</b>	<b>2,708</b>
Additions	114	172	286
Disposals	-	-	-
<b>At 31 March 2015</b>	<b>1,141</b>	<b>1,853</b>	<b>2,994</b>
<b>Accumulated Depreciation</b>			
At 1 April 2014	<b>857</b>	<b>732</b>	<b>1,589</b>
Charge for the year	51	239	290
Charge relating to Disposals	-	-	-
<b>At 31 March 2015</b>	<b>908</b>	<b>971</b>	<b>1,879</b>
<b>Net Book Value</b>			
<b>At 31 March 2015</b>	<b>233</b>	<b>882</b>	<b>1,115</b>
<b>At 31 March 2014</b>	<b>170</b>	<b>949</b>	<b>1,119</b>

The capital expenditure on Property, Plant and Equipment will be funded from revenue budgets in line with the annual depreciation charge.

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

**10. Property, Plant and Equipment (continued)**

There are no contractual commitments for the acquisition of Property, Plant and Equipment.

**11. Intangible Assets**

The intangible assets consist solely of purchased computer software. The Committee accounts for its software as intangible assets, to the extent that the software is not an integral part of a particular IT system and accounted for as part of the hardware item of Property, Plant and Equipment. The carrying amount of computer software, accounted for as intangible assets, are amortised on a straight line basis, starting after the year of acquisition, over the lower of 3 years or the length of the software licence.

The movement on Intangible Asset balances during the year is as follows:

	<b>31 March 2016</b>	<b>31 March 2015</b>
	<b>£000</b>	<b>£000</b>
<b>Balance at start of year:</b>		
Gross carrying amount	22	22
Accumulated amortisation	(14)	(7)
<b>Net carrying amount at start of year</b>	<b>8</b>	<b>15</b>
Additions	-	-
Disposals	-	-
Amortisation for the period	(7)	(7)
<b>Net carrying amount at end of year</b>	<b>1</b>	<b>8</b>
Comprising:		
Gross carrying amount	22	22
Accumulated amortisation	(21)	(14)
	<b>1</b>	<b>8</b>

The capital expenditure on intangible assets will be funded from revenue budgets in line with the annual amortisation charge.

There are no contractual commitments for the acquisition of Intangible Assets.

**12. Short Term Debtors**

	<b>31 March 2016</b>	<b>31 March 2015</b>
	<b>£000</b>	<b>£000</b>
Central government bodies	687	817
Other local authorities	2,660	2,319
NHS bodies	87	1
Public corporations and trading funds	698	616
Other entities and individuals	736	1,546
<b>Total</b>	<b>4,868</b>	<b>5,299</b>

Included within the debtor balances above are amounts due from member boroughs (excluding payments in advance and bad debt provision) of £2.634 million (2014/15: £2.23 million), payments in advance of £298,000 (2014/15: £1.098 million), a bad debt provision of £238,000 (2014/15: £351,000) and other debtors of £2.174 million (2014/15: £2.322 million).

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 13. Cash and Cash Equivalents

	31 March 2016	31 March 2015
	£000	£000
Cash held by the Committee	66	1,701
Cash balances held by the City of London	16,786	17,516
<b>Total</b>	<b>16,852</b>	<b>19,217</b>

## 14 Leases

## Operating Leases

The Committee uses leased properties under the terms of operating leases. The amounts paid under these arrangements during the year amounted to £886,000 (2014/15: £852,000) and are included in Premises costs in the Comprehensive Income and Expenditure Statement.

The future minimum lease payments due under non-cancellable leases in future years are:

	31 March 2016	31 March 2015
	£000	£000
Not later than one year	789	878
Later than one year and not later than five years	3,149	3,158
Later than five years	1,039	1,820
<b>Total</b>	<b>4,977</b>	<b>5,856</b>

## 15. Short Term Creditors

	31 March 2016	31 March 2015
	£000	£000
Central government bodies	(34)	(134)
Other local authorities	(7,113)	(9,622)
NHS bodies	(299)	(229)
Public corporations and trading funds	(531)	(730)
Other entities and individuals	(2,417)	(2,985)
<b>Total</b>	<b>(10,394)</b>	<b>(13,700)</b>

Included within the creditor balances above are amounts due to member boroughs (excluding receipts in advance) of £3.644 million (2014/15: £2.119 million), receipts in advance of £3.807 million (2014/15: £8.041 million), accruals of £2.935 million (2014/15: £3.513 million) and other creditors of £8,000 (2014/15: £27,000).

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 16. Provisions

	Property Lease Provisions £000
<b>Balance at 1 April 2015</b>	<b>(565)</b>
Additional Provisions made in 2015/16	(158)
Unwinding of discount	(11)
Amounts used in 2015/16	182
Unused amounts reversed in 2015/16	18
<b>Balance at 31 March 2016</b>	<b>(534)</b>

Analysis of Total Provisions:

	£000
Current	(180)
Non-current	(354)
<b>Total Provision</b>	<b>(534)</b>

The Committee has established a provision for its contractual obligations included within its property leases. The lease for Southwark Street requires internal and external decoration works to be carried out in March 2016 and dilapidation works to be carried out in March 2021.

The lease for Chancery Exchange requires internal decoration work to be carried out every three years commencing from March 2018 and general dilapidation work to be carried out at the end of the lease in March 2025.

## 17. Usable Reserves

	31 March 2016 £000	31 March 2015 £000
General Reserve	11,641	11,482
Specific Reserve	1,000	-
<b>Total</b>	<b>12,641</b>	<b>11,482</b>

## 18. Unusable Reserves

	31 March 2016 £000	31 March 2015 £000
Pensions Reserve	(23,026)	(25,449)
Accumulated Absences Reserve	(126)	(108)
<b>Total</b>	<b>(23,152)</b>	<b>(25,557)</b>

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 18. Unusable Reserves (continued)

**Pensions Reserve**

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post employment benefits and for funding benefits in accordance with statutory provisions. The Committee accounts for post employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Committee makes employer's contribution to the pension fund or eventually pays any pensions for which it is directly responsible. The debit balance on the Pension Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Committee has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

	<b>2015/16</b>		<b>2014/15</b>	
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Balance at 1 April</b>		<b>(25,449)</b>		<b>(16,197)</b>
Actuarial gains/(losses) on pension assets and liabilities		3,896		(8,141)
Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	(2,382)		(1,941)	
Employer's pensions contribution and direct payments to pensioners payable in the year	909	(1,473)	830	(1,111)
<b>Balance at 31 March</b>		<b>(23,026)</b>		<b>(25,449)</b>

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 18. Unusable Reserves (continued)

**Accumulated Absences Reserve**

The Accumulated Absences Reserve absorbs the differences that would otherwise arise on the General Reserve from accruing for compensated absences earned but not taken in the year, e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Reserve is neutralised by transfers to or from the Reserve.

	2015/16		2014/15	
	£000	£000	£000	£000
		(108)		(137)
<b>Balance at 1 April</b>				
Settlement or cancellation of accrual made at the end of the preceding year	108		137	
Amounts accrued at the end of the current year	(126)		(108)	
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements		(18)		29
<b>Balance at 31 March</b>		<b>(126)</b>		<b>(108)</b>

## 19. Cash Flow Statement – Operating Activities

	2015/16		2014/15	
	£000	£000	£000	£000
		(332)		(1,287)
<b>Deficit on Provision of Services</b>				
Adjusted for:				
Current Service Cost Adjustment	622		401	
Depreciation	213		290	
Amortisation of Intangible Assets	7		7	
Net loss on Pension Scheme				
Assets/Liabilities	851		710	
Provision for liabilities and charges	(31)		127	
Decrease in Debtors	431		2,797	
(Decrease)/Increase in Creditors	(3,306)		1,972	
<b>Adjustments for non-cash movements</b>		<b>(1,213)</b>		<b>6,304</b>
Interest Payable	11		10	
Interest and Investment Income	(104)		(133)	
<b>Adjustments for investing and financing activities</b>		<b>(93)</b>		<b>(123)</b>
<b>Net cash flows from Operating Activities</b>		<b>(1,638)</b>		<b>4,894</b>

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

**20. Cash Flow Statement – Investing Activities**

	<b>2015/16</b>	<b>2014/15</b>
	<b>£000</b>	<b>£000</b>
Interest Payable	(11)	(10)
Interest and Investment Income	104	133
Payment to Acquire Property, Plant and Equipment and Intangible Assets	(820)	(286)
<b>Total</b>	<b>(727)</b>	<b>(163)</b>

**21. Intragroup Transactions**

The intragroup transactions excluded from the Consolidated Comprehensive Income and Expenditure Statement during the year are as follows:

	<b>2015/16</b>	<b>2014/15</b>
	<b>£000</b>	<b>£000</b>
London Councils Limited recharge of Angel Square and Chancery Exchange costs to TEC:		
Expenditure	611	600
Income	(611)	(600)

**22. Members' Allowances**

The Committee paid the following amounts to members of its Committees during the year.

	<b>2015/16</b>	<b>2014/15</b>
	<b>£000</b>	<b>£000</b>
Members' Allowances	201	192

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

**23. Officers' Remuneration**

The number of employees whose remuneration (including termination payments but excluding employer's pension contributions) was £50,000 or more in bands of £5,000 was:

Remuneration Bands	Number of Employees	
	2015/16	2014/15 Restated
	£000	£000
£50,000 - £54,999	2	5
£55,000 - £59,999	9	4
£60,000 - £64,999	1	2
£65,000 - £69,999	3	4
£70,000 - £74,999	1	3
£75,000 - £79,999	2	2
£80,000 - £84,999	2	2
£85,000 - £89,999	2	-
£90,000 - £94,999	-	2
£95,000 - £99,999	4	4
£100,00 - £104,999	1	-
£105,000 - £109,999	1	1
£120,000 - £124,999	2	2
£150,000 - £154,999	1	1

These amounts include payments made to Parking Adjudicators.

Prior year comparative restated to incorporate Chief Executive's bonus for 2014/15.

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 23. Officers' Remuneration (continued)

The remuneration paid to the Committee's senior employees in 2015/16 is as follows:

Post Holder	Salary £	Bonus £	Total Remuneration excluding Pension Contribution £	Employer's Pension Contribution £	Total Remuneration including Pension Contribution £
John O'Brien (Chief Executive)	147,000	5,880	152,880	18,346	171,226
Corporate Director, Policy and Public Affairs	122,940	-	122,940	14,753	137,693
Corporate Director, Services	122,940	-	122,940	14,753	137,693
Director, Corporate Governance	99,379	-	99,379	11,925	111,304
Director, Corporate Resources	99,379	-	99,379	11,925	111,304
<b>Total</b>	<b>591,638</b>	<b>5,880</b>	<b>597,518</b>	<b>71,702</b>	<b>669,220</b>

The remuneration paid to the Committee's senior employees in 2014/15 is as follows:

Post Holder	Salary £	Bonus (Restated) £	Total Remuneration excluding Pension Contribution (Restated) £	Employer's Pension Contribution (Restated) £	Total Remuneration including Pension Contribution (Restated) £
John O'Brien (Chief Executive)	147,000	5,880	152,880	18,346	171,226
Corporate Director, Policy and Public Affairs	122,940	-	122,940	14,753	137,693
Corporate Director, Services	122,940	-	122,940	14,753	137,693
Director, Corporate Governance	97,917	-	97,917	11,711	109,628
Director, Corporate Resources	97,917	-	97,917	11,711	109,628
<b>Total</b>	<b>588,714</b>	<b>5,880</b>	<b>594,594</b>	<b>71,274</b>	<b>665,868</b>

\* The prior year comparative has been restated to incorporate the Chief Executive's bonus for 2013/14 that was paid in 2014/15.

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

## 23. Officers' Remuneration (continued)

	2015/16	2014/15 Restated
	£	£
Remuneration of highest paid Director	152,880	152,880
Remuneration of median member of staff	35,371	34,379
Multiple between the median member of staff and the highest paid director	4.32	4.45

## 24. Termination Benefits

In 2015/16 the Committee terminated the contracts of two employees incurring a total cost of £66,000 (2014/15: £Nil). This amount consists of compensation for the loss of office.

Termination Benefit Bands	Number of Employees							
	2015/16				2014/15			
	Compulsory Redundancy		Other Departures		Compulsory Redundancy		Other Departures	
	Number	£000	Number	£000	Number	£000	Number	£000
£0 - £19,999	1	14	-	-	-	-	-	-
£40,000 - £59,999	-	-	1	52	-	-	-	-
<b>Total</b>	<b>1</b>	<b>14</b>	<b>1</b>	<b>52</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 25. External Audit Costs

The Committee incurred the following amounts in relation to the audit of the Statement of Accounts and Employers' Association Annual Return:

	2015/16 £000	2014/15 £000
Fees payable in respect of the audit of the Statement of Accounts:		
• Fees payable to PricewaterhouseCoopers LLP	-	54
• Rebate received from Audit Commission	-	(6)
• Fees payable to KPMG LLP	36	-
Fees payable in respect of other services provided by PricewaterhouseCoopers LLP during the year	23	51
	<b>59</b>	<b>99</b>

## 26. Related Parties

The Committee is required to disclose material transactions with related parties – bodies or individuals that have the potential to control or influence the Committee or to be controlled or influenced by the Committee. Disclosure of these transactions allows readers to assess the extent to which the Committee might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain with the Committee.

## NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)

**26. Related Parties (continued)****Member Boroughs**

Member boroughs have direct control over the Committees activities through their membership of London Councils Leaders' Committee. The total value of income from subscriptions, contributions and other charges paid to London Councils by its member boroughs during 2015/16 was £52.494 million (2014/15: £48,184 million). The total value of expenditure on secondment fees, rent, rates, professional fees and the distribution of grants paid to member boroughs during 2015/16 was £3.821 million (2014/15: £4.007 million). On 31 March 2016, the value of debtor balances owed by member boroughs (including payments in advance) amounted to £2.642 million (2014/15: £2.289 million) and the value of creditor balances (including receipts in advance) owed to member boroughs amounted to £7.113 million (2014/15: £9.621 million).

**Transport for London**

A representative of Transport for London (TfL) sits on London Councils Transport and Environment Committee and therefore has influence over the activities of the Committee. The total value of income received from TfL in respect of subscriptions, contributions and charges during 2015/16 was £10.078 million (2014/15: £10.063 million). The total value of expenditure on charges during 2015/16 was £21,000 (2014/15: £19,000). On 31 March 2016, the value of debtor balances owed by TfL amounted to £141,000 (2014/15: £Nil) and the value of creditor balances owed to TfL (including receipts in advance) amounted to £390,000 (2014/15: £366,000).

**Central Government**

Central Government has effective control over the general operations of member boroughs as it is responsible for providing the statutory framework within which the boroughs operate, provides the majority of their funding in the form of grants and prescribes the terms of many of the transactions that the boroughs have with other parties. The total value of expenditure on the registration of debts to HM Courts and Tribunal Services and other charges during 2015/16 amounted to £2.681 million (2014/15: £2.452 million). The total value of funding received from Central Government in 2015/16 amounted to £408,000 (2014/15: £486,000). On 31 March 2016, the value of debtor balances owed by central government bodies amounted to £687,000 million (2014/15: £817,000) and the value of creditor balances owed to central government bodies (including receipts in advance) amounted to £34,000 (2014/15: £134,000).

**British Parking Association**

London Councils had a contract to run the Parking on Private Lands Appeals (POPLA) service which is funded by the British Parking Association (BPA). London Councils Director of Corporate Services was a Director of the British Parking Association. The Director of Corporate Services received no remuneration for his appointment with the BPA. The total value of income received from the BPA for running the POPLA service and room hire charges during 2015/16 was £501,000 (2014/15: £922,000). The total value of expenditure paid to the BPA for subscriptions and other charges during was £860 (2014/15: £840). On 31 March 2016, the value of debtor balances owed by the BPA amounted to £317,000 (2014/15: £367,000).

**NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016 (continued)****26. Related Parties (continued)****London Pensions Fund Authority (LPFA)**

London Councils' pension scheme is administered by the LPFA and a member of London Councils Leaders Committee sits on the LPFA board. The total value of expenditure paid to the LPFA for pension payments and other charges during 2015/16 was £853,000 (2014/15: £849,000). On 31 March 2016, the value of creditor balances owed to the LPFA (including receipts in advance) amounted to £1,000 (2014/15: £18,000).

**Greater London Authority**

A member of London Councils' Transport and Environment Committee was also a member of the Greater London Assembly. The total value of income received from the GLA for the operation of the Road User Charging Appeals service and other charges during 2015/16 was £921,000 (2014/15: £754,000). The total value of expenditure on contributions and other charges during 2015/16 was £102,000 (2014/15: £5,000). On 31 March 2016, the value of debtor balances owed by the GLA amounted to £413,000 (2014/15: £Nil) and the value of creditor balances owed to the GLA (including receipts in advance) amounted to £89,000 (2014/15: £100,000).

**27. Grant Commitments**

The value of commitments in 2016/17 is £9.385 million. Included within these amounts is £1.88 million in respect of the European Social Fund (ESF) Co-Financing Programme. The Committee will receive a contribution of £940,000 from ESF which represents 50% of the total grant expenditure under the co-financing programme.

**28. Concessionary fares**

These accounts do not include the amount of £327.922 million (2014/15: £321.596 million) paid directly by member boroughs to Transport for London in respect of the Concessionary Fares scheme.

**29. Segmental Reporting**

The information in the accounts is set out in the segments based on the Committee's internal management reporting. Therefore, no further disclosures are required.

# Appendix A – London Councils Grants Committee Comprehensive Income and Expenditure Statement 2015/16

	2015/16 Gross Expenditure £000	2015/16 Gross Income £000	2015/16 Net £000	2014/15 Gross Expenditure £000	2014/15 Gross Income £000	2014/15 Net £000
<b>Cost of Services</b>						
<b>Direct Revenue Expenditure:</b>						
Grants to Voluntary Organisations	8,256	(8,978)	(722)	9,608	(9,786)	(178)
				<b>9,608</b>	<b>(9,786)</b>	<b>(178)</b>
<b>Other Operating Expenditure:</b>						
Staff costs	464	(368)	96	455	(407)	48
Premises	45	(41)	4	47	(46)	1
Central Support Services	124	(122)	2	147	(137)	10
Consultancy	-	-	-	-	(12)	(12)
One-off Payment to Boroughs	-	-	-	800	-	800
	<b>633</b>	<b>(531)</b>	<b>102</b>	<b>1,449</b>	<b>(602)</b>	<b>847</b>
<b>Net Revenue Cost of Services</b>	<b>8,889</b>	<b>(9,509)</b>	<b>(620)</b>	<b>11,057</b>	<b>(10,388)</b>	<b>669</b>
Financing and investment income and expenditure			32			26
<b>(Surplus)/Deficit on Provision of Services</b>			<b>(588)</b>			<b>695</b>
Actuarial (gains)/loss on pension assets/liabilities			(397)			579
<b>Other Comprehensive Income and Expenditure</b>			<b>(397)</b>			<b>579</b>
<b>Total Comprehensive Income and Expenditure</b>			<b>(985)</b>			<b>1,274</b>

# Appendix B – London Councils Transport and Environment Committee Comprehensive Income and Expenditure Statement 2015/16

	2015/16 Gross Expenditure £000	2015/16 Gross Income £000	2015/16 Net £000	2014/15 Gross Expenditure £000	2014/15 Gross Income £000	2014/15 Net £000
<b>Cost of Services</b>						
<b>Direct Revenue Expenditure:</b>						
Payments to operators	33,837	(35,910)	(2,073)	33,826	(35,355)	(1,529)
Managed service contract	2,206	(2,206)	-	3,144	(3,144)	-
Parking adjudication	1,306	(1,306)	-	1,400	(1,524)	(124)
Payments to Northampton County Court	2,680	(2,680)	-	2,451	(2,451)	-
Reimbursement of parking penalty notices to boroughs	3	(3)	-	14	(14)	-
Concessionary fares reissue	644	(489)	155	2,475	(1,942)	533
One off Payment to Boroughs	-	-	-	170	-	170
	<b>40,676</b>	<b>(42,594)</b>	<b>(1,918)</b>	<b>43,480</b>	<b>(44,430)</b>	<b>(950)</b>
<b>Other Operating Expenditure</b>						
Staff costs	2,964	(2,251)	713	2,946	(2,312)	634
Premises	836	(635)	201	833	(654)	179
Central Support Services	1,852	(1,407)	445	1,999	(1,568)	431
Consultancy	77	(58)	19	52	(41)	11
	<b>5,729</b>	<b>(4,351)</b>	<b>1,378</b>	<b>5,830</b>	<b>(4,575)</b>	<b>1,255</b>
<b>Net Revenue Cost of Services</b>	<b>46,405</b>	<b>(46,945)</b>	<b>(540)</b>	<b>49,310</b>	<b>(49,005)</b>	<b>305</b>
Financing and investment income and expenditure			241			179
<b>(Surplus)/Deficit on Provision of Services</b>			<b>(299)</b>			<b>484</b>
Actuarial (gain)/loss on pension assets and liabilities			(1,406)			2,739
<b>Other Comprehensive Income and Expenditure</b>			<b>(1,406)</b>			<b>2,739</b>
<b>Total Comprehensive Income and Expenditure</b>			<b>(1,705)</b>			<b>3,223</b>

## Appendix C – London Councils Joint Committee Comprehensive Income and Expenditure Statement 2015/16

This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices.

	2015/16 Gross Expenditure £000	2015/16 Gross Income £000	2015/16 Net £000	2014/15 Gross Expenditure £000	2014/15 Gross Income £000	2014/15 Net £000
<b>Cost of Services</b>						
<b>Direct Revenue Expenditure:</b>						
Externally Funded Projects	6,250	(6,250)	-	6,744	(6,617)	127
European Service	66	(66)	-	89	(89)	-
Pension CIV Joint Committee	4	(4)	-	2	(2)	-
Young Peoples Education and Skills	489	(341)	148	636	(591)	45
One-off Payment to Boroughs	825	-	825	339	-	339
	<b>7,634</b>	<b>(6,651)</b>	<b>973</b>	<b>7,810</b>	<b>(7,299)</b>	<b>511</b>
<b>Other Operating Expenditure</b>						
Staff costs	3,675	(3,809)	(134)	3,666	(4,113)	(447)
Premises	1,504	(1,559)	(55)	1,474	(1,654)	(180)
Central Support Services	1,060	(1,098)	(38)	1,042	(1,168)	(126)
Consultancy	332	(344)	(12)	260	(292)	(32)
	<b>6,571</b>	<b>(6,810)</b>	<b>(239)</b>	<b>6,442</b>	<b>(7,227)</b>	<b>(785)</b>
<b>Net Revenue Cost of Services</b>	<b>14,205</b>	<b>(13,471)</b>	<b>734</b>	<b>14,252</b>	<b>(14,526)</b>	<b>(274)</b>
Financing and investment income			485			382
<b>Deficit/(Surplus) on Provision of Services</b>			<b>1,219</b>			<b>108</b>
Actuarial losses/(gains) on pension assets/liabilities			(2,093)			4,823
<b>Other Comprehensive Income and Expenditure</b>			<b>(2,093)</b>			<b>4,823</b>
<b>Total Comprehensive Income and Expenditure</b>			<b>(874)</b>			<b>4,931</b>

# Appendix C – London Councils Joint Committee Comprehensive Income and Expenditure Statement 2014/15 (continued)

## a. Consolidation Adjustments

Included within the Net Revenue Cost of Services is expenditure of £611,000 (2014/15: £600,000) and income of £611,000 (2014/15: £600,000) in respect of the premises costs of Angel Square and Chancery Exchange which are incurred by London Councils Limited and recharged to the Transport and Environment Committee. These amounts are removed on consolidation as follows:

	<b>Gross Expenditure £000</b>	<b>Gross Income £000</b>	<b>Net £000</b>	<b>2014/15 Gross Expenditure £000</b>	<b>2014/15 Gross Income £000</b>	<b>2014/15 Net £000</b>
Net Revenue Cost of Services	14,205	(13,471)	734	14,252	(14,526)	(274)
Angel Square and Chancery Exchange consolidation adjustment	(611)	611	-	(600)	600	-
<b>Amount included in Consolidated Income and Expenditure Statement</b>	<b>13,594</b>	<b>(12,860)</b>		<b>13,652</b>	<b>(13,926)</b>	<b>(274)</b>

**GLOSSARY****Accounting Policies**

The specific principles, bases, conventions, rules and practices applied by the Council in preparing and presenting the accounts.

**Accruals**

The concept that income and expenditure are recognised as they are earned or incurred, not as money is received or paid.

**Actuarial Gains and Losses**

Changes in actuarial deficits or surpluses that arise because either actual experience or events have differed from the assumptions adopted at the previous valuation (experience gains or losses) or the actuarial assumptions have been changed.

**Actuary**

An independent consultant who advises on the financial position of the Pension Fund.

**Balance Sheet**

A statement showing the position of the Council's assets and liabilities as at 31 March in each year.

**Budget**

A forecast of the Committee's planned expenditure. Budgets are reviewed during the course of the financial year to take account of pay and price changes and other factors affecting the level or cost of services.

**Capital Charges**

A charge to service revenue accounts to reflect the cost of fixed assets used in the provision of services. The charge includes depreciation (intended to represent the cost of using the asset) and any impairment that may have occurred in the year of account.

**Capital Expenditure**

Expenditure on the acquisition of a fixed asset or expenditure which adds to and not merely maintains the value of an existing fixed asset.

**Carrying amount**

The amount at which an asset is recognised after deducting any accumulated depreciation and impairment losses.

**Change in Accounting Estimate**

An adjustment of the carrying amount of an asset or a liability, or the amount of the periodic consumption of an asset, that results from the assessment of the present status of, and expected future benefits and obligations associated with, assets and liabilities. Changes in accounting estimates result from new information or new developments and, accordingly, are not correction of errors.

**Consistency**

The principle that the accounting treatment of like items within an accounting period and from one period to the next is the same.

**Contingent**

A condition which exists at the balance sheet date where the outcome will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the authority's control.

**Creditors**

Amounts owed by the Committee for goods received or services provided before the end of the accounting period but for which payments have not been made by the end of that accounting period.

**GLOSSARY (continued)****Current Asset**

An asset that will be consumed or cease to have value within one year of the reporting date. Examples are inventories and debtors.

**Current Expenditure**

A general term for the direct running costs of local authority services, including employee costs and running expenses.

**Current Liability**

An amount which will become payable or could be called in within the next accounting period, examples are creditors and cash overdrawn.

**Current Service Cost**

The increase in the present value of a defined benefit obligation resulting from employee service in the current period.

**Curtailments**

Curtailments arise as a result of the early payment of accrued pensions on retirement on the grounds of efficiency, redundancy or where the employer has allowed employees to retire on unreduced benefits before they would otherwise have been able to do so.

**Debtors**

Amounts due to the Committee before the end of the accounting period but for which payments have not yet been received by the end of that accounting period.

**Depreciation**

The loss in value of a fixed asset due to age, wear and tear, deterioration or obsolescence.

**Employee benefits**

All forms of consideration given by an entity in exchange for service rendered by employees.

**Events after the reporting period**

Those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the accounts are authorised for issue. Two types of events can be identified: a) those that provide evidence of conditions that existed at the end of the reporting period (adjusting events after the reporting period), and b) Those that are indicative of conditions that arose after the reporting period (non-adjusting events after the reporting period).

**Fair Value**

The amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties in an arm's length transaction. In accounting terms, fair values are approximated by the present value of the cash flows that will take place over the remaining life of the financial instrument.

**Fixed Assets**

Tangible assets that yield benefit to the Committee and its services for a period of more than one year.

**Historical Cost**

This is the cost deemed to be the carrying amount of an asset as at 1 April 2007 (i.e. b/f from 31 March 2007) or at the date of acquisition, whichever date is the later, and adjusted for subsequent depreciation or impairment (if applicable).

**Impairment**

A reduction in the value of a fixed asset below its carrying amount on the balance sheet.

**GLOSSARY (continued)****Intangible Assets**

An intangible asset is an identifiable non-monetary asset without physical substance. It must be controlled by the authority as a result of past events, and future economic or service benefits must be expected to flow from the intangible asset to the authority. The most common class of intangible asset in local government bodies is computer software.

**Inventories**

Assets that are: a) in the form of materials or supplies to be consumed in the production process b) in the form of materials or supplies to be consumed or distributed in the rendering of services c) held for sale or distribution in the ordinary course of operations, or d) in the process of production for sale or distribution.

**Levies**

A payment that a local authority is required to make to a particular body (a levying body) to meet specific services.

**Material**

Material omissions or misstatements of items are material if they could, individually or collectively, influence the decisions or assessments of users made on the basis of the accounts. Materiality depends on the nature or size of the omission or misstatement judged in the surrounding circumstances. The nature or size of the item, or a combination of both, could be the determining factor.

**Net Realisable Value**

The open market value of the asset in its existing use (or open market value in the case of non-operational assets), less the expenses to be incurred in realising the asset.

**Operational Assets**

Fixed assets held and occupied, used or consumed by the Committee in the direct delivery of services for which it has either a statutory or discretionary responsibility.

**Past Service Cost**

The increase in the present value of Pension Fund liabilities arising in the current year from previous years' service. Past service cost may be either positive (where benefits are introduced or improved) or negative (where existing benefits are reduced).

**Pensions Interest Cost**

The expected increase during a period in the present value of Pension Fund liabilities which arises because the benefits are due one year closer to settlement.

**Post Balance Sheet Events**

Those events, both favourable and unfavourable, which occur between the balance sheet date and the date on which the Statement of Accounts is signed by the responsible financial officer.

**Post-Employment Benefits**

Employee benefits (other than termination benefits) which are payable after the completion of employment.

**Present Value of a Defined Benefit Obligation**

The present value, without deducting any plan assets, of expected future payments required to settle the obligation resulting from employee service in the current and prior periods.

**Provision**

An amount set aside in the accounts for liabilities or losses which are certain or very likely to occur but uncertain as to the amounts involved or the dates on which they will arise.

**GLOSSARY (continued)****Prudence**

The concept that revenue is not anticipated but is recognised only when realised in the form either of cash or other assets and full and proper allowance is made for all known and foreseeable losses and liabilities.

**Recharges**

The collective term for accounting entries representing transfers of (or to cover) costs initially debited elsewhere. They therefore comprise apportionments and charges.

**Recoverable Amount**

The recoverable amount of an asset is the higher of fair value less costs to sell (i.e. net selling price) and its value in use.

**Related Parties**

Two or more parties are related parties when at any time during the financial period:

- (i) one party has direct or indirect control of the other party; or
- (ii) the parties are subject to common control from the same source; or
- (iii) one party has influence over the financial and operational policies of the other party to an extent that the other party might be inhibited from pursuing at all times its own separate interests; or
- (iv) the parties, in entering a transaction, are subject to influence from the same source to such an extent that one of the parties to the transaction has subordinated its own separate interest.

**Related Party Transaction**

A related party transaction is a transfer of resources or obligations between related parties, regardless of whether a price is charged. Related party transactions exclude transactions with any other entity that is a related party solely because of its economic dependence on the authority or the government of which it forms part.

**Remuneration**

All sums paid to or receivable by an employee and sums due by way of expense allowances (as far as those sums are chargeable to UK income tax) and the money value of any other benefits received other than in cash. Pension contributions payable by the employer are excluded.

**Reserves**

Sums set aside to finance future spending for purposes falling outside the definition of a provision. Reserves set aside for stated purposes are known as earmarked reserves. The remainder are unallocated reserves, often described as balances.

**Residual Value**

The residual value of an asset is the estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

**Short-Term Employee Benefits**

Employee benefits (other than termination benefits) that fall due wholly within 12 months after the end of the period in which the employees render the related service.

**Specific Grants**

These are grants paid by various government departments outside the main formula. They include ring-fenced grants and specific formula grants.

**Specific Reserves**

Reserves set aside for a specific purpose or a particular service or type of expenditure.

**GLOSSARY (continued)**

**Tangible Fixed Assets**

Tangible assets that yield benefits to the Authority and the services it provides for a period of more than one year.

**Useful Life**

The period over which benefits will be derived from the use of a fixed asset.

**VAT**

An indirect tax levied on most business transactions and on many goods and some services. Input Tax is VAT charged on purchases. Output Tax is VAT charged in sales.