



AGENDA FOR THE EXECUTIVE

Members of the Executive are summoned to attend a meeting to be held in Committee Room 4, Town Hall, Upper Street, N1 2UD on **9 February 2017 at 7.00 pm.**

Stephen Gerrard
Director Legal and Governance

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Despatched : 1 February 2017

Membership

Councillor Richard Watts
Councillor Janet Burgess MBE
Councillor Joe Caluori
Councillor Kaya Comer-Schwartz
Councillor Andy Hull

Councillor Asima Shaikh
Councillor Diarmaid Ward
Councillor Claudia Webbe

Portfolio

Leader of the Council
Executive Member Health and Social Care
Executive Member Children, Young People and Families
Executive Member for Community Development
Executive Member Finance, Performance and Community Safety
Executive Member for Economic Development
Executive Member for Housing and Development
Executive Member for Environment and Transport

Quorum is 4 Councillors

Please note

It is likely that part of this meeting may need to be held in private as some agenda items may involve the disclosure of exempt or confidential information within the terms of Schedule 12A of the Local Government Act 1972. Members of the press and public may need to be excluded for that part of the meeting if necessary.

Details of any representations received about why the meeting should be open to the public - none



Declarations of interest:

If a member of the Executive has a **Disclosable Pecuniary Interest*** in an item of business and it is not yet on the council's register, the Councillor **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent. Councillors may also **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency. In both the above cases, the Councillor **must** leave the room without participating in discussion of the item.

If a member of the Executive has a **personal** interest in an item of business they **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but may remain in the room, participate in the discussion and/or vote on the item if they have a dispensation from the Chief Executive.

- *(a) Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.
- (b) Sponsorship** - Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) Land** - Any beneficial interest in land which is within the council's area.
- (e) Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

NOTE: Public questions may be asked on condition that the Chair agrees and that the questions relate to items on the agenda. No prior notice is required. Questions will be taken with the relevant item.

Requests for deputations must be made in writing at least two clear days before the meeting and are subject to the Leader's agreement. The matter on which the deputation wants to address the Executive must be on the agenda for that meeting.

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F.	Urgent non-exempt matters	
	Any non-exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.	
G.	Exclusion of press and public	
	To consider whether to exclude the press and public during discussion of the remaining items on the agenda, in view of their confidential nature, in accordance with Schedule 12A of the Local Government Act 1972.	
H.	Urgent Exempt Matters	
	Any exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.	

The next meeting of the Executive will be on 23 February 2017

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London Borough of Islington

Executive - 19 January 2017

Minutes of the meeting of the Executive held at Committee Room 4, Town Hall, Upper Street, N1 2UD on 19 January 2017 at 7.00 pm.

Present: **Councillors:** Watts, Burgess, Comer-Schwartz, Hull, Shaikh and Ward

Councillor Richard Watts in the Chair

347 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Caluori and Webbe.

348 DECLARATIONS OF INTEREST

None.

349 MINUTES OF PREVIOUS MEETING

RESOLVED:

That the minutes of the meeting on 8 December 2016 be confirmed as a correct record and the Chair be authorised to sign them.

350 REVISED HEALTH AND SAFETY POLICY 2016-17

RESOLVED:

That the Council's Corporate Health and Safety Policy at Appendix 1 to the report be agreed.

Reasons for decision – to comply with section 2(3) of the Health and Safety at Work etc. Act 1974

Other options considered – none other than as specified in the report.

Conflicts of interest / dispensations granted – none.

351 BUDGET PROPOSALS 2017-18

RESOLVED:

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

1. That the 2017-18 net Council cash limits as set out in Table 1 (paragraph 3.1.3 of the report) and the MTFS at Appendix A of the report, which includes the

revenue savings in Appendix B of the report, be agreed.

2. That the requirement to report on the number of maintained schools that have completed the Schools Value Financial Standard (SVFS) by 31st March to the Department for Education by 31st May each year (paragraph 3.2.17 of the report) be noted.
3. That the fees and charges policy and the schedule of 2017-18 fees and charges be agreed, and that authority be delegated to the Corporate Director of Children's Services, in consultation with the Executive Member for Children and Families, to agree new childcare charges following consultation in the summer term (paragraphs 3.2.18-21 of the report and Appendices C1 and C2 of the report) be agreed.
4. That the Council's policy on the level of General Fund balances and the estimated use of the Council's earmarked reserves be agreed. That the redundancy reserve is estimated to be fully spent by the end of 2016-17, and that, from 2017-18, redundancy costs are to be funded within departmental budgets (paragraphs 3.2.23-26 and Table 3 of the report) be agreed.

The HRA Budget and MTFS (Section 4)

5. That the balanced HRA 2017-18 budget within the HRA MTFS at Appendix D1 of the report and the 2017-18 HRA savings at Appendix D2 of the report be agreed.
6. That the 2017-18 HRA rents and other fees and charges (Tables 5-8 and Appendix D3 of the report) be agreed.

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

7. That the 2017-18 capital programme be agreed and the provisional programme for 2018-19 to 2019-20 be noted (paragraph 5.1, Table 9 and Appendix E of the report).
8. That the Corporate Director of Finance and Resources applies capital resources to fund the capital programme in the most cost-effective way (paragraph 5.2 of the report) be agreed.

Treasury Management Strategy (Section 6)

9. That the Treasury Management Strategy that will initially be considered by Audit Committee on 24th January 2017 and then included for agreement within the final budget report to Executive on 9th February 2017 and Council on 23rd February 2017 be noted.

Council Tax 2017-18, including Statutory Calculations (Section 7)

10. That the proposal to exempt all care leavers under the age of 25 from council tax, to be considered in a separate report to the 9th February Executive be noted. The discount, if agreed, would be available from 1st April 2017 and cost £28k a year. That the cost would be shared with the GLA, via the Collection Fund (paragraphs 7.1 to 7.2 of the report) be noted.
11. That the General Fund budget has been prepared on the basis that the basic amount of council tax in Islington will increase by 1.99% in 2017-18, with, in addition, the application of the maximum social care precept of 3.00% (paragraph 7.3 of the report) be noted.
12. That the detailed, statutory council tax calculations and the recommendations for the final 2017-18 council tax level, including the Greater London Authority (GLA) and social care precepts, will be included in the budget report to Executive on 9th February 2017 and Council on 23rd February 2017 (paragraphs 7.4 and 7.5 of the report) be noted.

Matters to Consider in Setting the Budget (Section 8)

13. That the Section 151 Officer's and the Monitoring Officer's comments in their determination of the revenue and capital budgets for 2017-18 and the basis for the level of council tax, including the Section 151 Officer's report in relation to his responsibilities under Section 25 (2) of the Local Government Act 2003 be noted.
14. That the Resident Impact Assessment (RIA) on the 2017-18 budget (Appendix F of the report) be noted.

Reasons for decision – to allow Councillors to set a balanced budget.

Other options considered – none other than as specified in the report

Conflicts of interest / dispensations granted – none.

352

FINANCIAL POSITION AS AT 30 NOVEMBER 2016

RESOLVED:

- 1.1. That the forecast revenue outturn for the General Fund (Table 1 and Appendix 1 of the report) of a gross overspend of £2.35m, including corporate items (Section 3 of the report) be noted.
- 1.2. That the actions to reduce the forecast gross General Fund overspend, and that any remaining overspend at year-end will be covered by drawing down from the £3m corporate contingency budget (Paragraphs 3.2 and 3.3 of the report) be noted.
- 1.3. That the net HRA forecast is a break-even position (Section 5, Table 1 and Appendix 1 of the report) be noted.
- 1.4. That the latest capital position with forecast capital expenditure of £109.8m in 2016-17 be noted and the re-profiling of capital budgets from the financial year 2016-17 to 2017-18 (Section 6, Table 2 and Appendix 2 of the report) be

agreed.

AGREED RECOMMENDATIONS

Reasons for decision – To allow Councillors to monitor the budget

Other options considered – none other than as specified in the report

Conflicts of interest / dispensations granted – none.

353 RESPONSIVE REPAIRS SCRUTINY - EXECUTIVE MEMBER'S RESPONSE

The Executive thanked the Scrutiny Committee for their work.

RESOLVED:

That the Executive responses to the recommendations of the Scrutiny Committee as set out in section 4 of the report be agreed.

Reasons for decision – to allow the Executive to respond to the scrutiny

Other options considered – none other than as specified in the report

Conflicts of interest / dispensations granted – none.

354 CCTV SCRUTINY REVIEW - EXECUTIVE MEMBER'S RESPONSE

The Executive thanked the Scrutiny Committee for their work.

RESOLVED:

That the Executive responses to the six recommendations of the Scrutiny Committee as set out in section 4 of the report be agreed.

Reasons for decision – to allow the Executive to respond to the scrutiny

Other options considered – none other than as specified in the report

Conflicts of interest / dispensations granted – none.

355 PROVISION OF ADDITIONAL PRIMARY SCHOOL PLACES AND SOCIAL HOUSING AT THE FORMER RICHARD CLOUDESLEY SCHOOL SITE, GOLDEN LANE, LONDON, EC1 AND ADJOINING CITY OF LONDON SITE

RESOLVED:

1. That the proposed development following the conditions imposed by the Education Funding Agency (EFA) of the RCS site and AEC site (as shown on the Site Location Plan (Appendix 2 of the report) by CoLC to provide a mixed development of an estimated 70 but not less than 40 new social housing units, a 2FE primary school with places for 420 pupils, a 30 place nursery class and 8 two year old places be agreed.
2. That the new school will operate in temporary accommodation at the recently completed Moreland Primary School and Children's Centre from 1st September 2017 to 31st July 2019 be noted.
3. That the target to develop the maximum possible social housing units subject to planning with a mix of 1, 2 and 3 beds with 50% nominations rights for Islington will

nominate to a maximum of 30% of the one bedroom properties with the balance being made up of two and three bedroom properties as stipulated in the Heads of Terms (Exempt Appendix 1 of the report) be agreed.

4. That authority be delegated to the Corporate Director of Finance and Resources, in consultation with the Executive Members for Children and Families and Finance and Resources, the Corporate Directors' of Children's Services and Housing and Adult Social Services and the Interim Director of Law and Governance, to conclude the negotiation and final terms of disposal and development of the RCS site in accordance with the principles set out in the updated Heads of Terms and School Heads of Terms set out in Exempt Appendix 1 be agreed.
5. That the Executive decision of 27 November 2014 to authorise the Corporate Director of Finance and Resources to dispose of the freehold of the RCS site to CoLC on the terms agreed be noted and to instruct the Interim Director of Law and Governance to enter into all necessary legal documents to give effect thereto be agreed.
6. That authority be delegated to the Interim Director of Law and Governance to apply to the Secretary of State for consent to dispose of the RCS site (and in relation to the Temporary Accommodation) under Para.4 of Schedule 1 of the Academies Act 2010 and any consent necessary under S123 of the Local Government Act 1972 be agreed.

Reasons for decision – to provide additional social housing units and good quality school places

Other options considered – none other than as specified in the report

Conflicts of interest / dispensations granted – none.

356 ADOPTION OF URBAN DESIGN GUIDE SUPPLEMENTARY PLANNING DOCUMENT

RESOLVED:

1. That the consultation report at Appendix 2 of the report be noted.
2. That the adoption of the Urban Design Guide Supplementary Planning Document attached at Appendix 1 of the report be agreed.
3. That authority be delegated to the Corporate Director of Environment and Regeneration, in consultation with the Executive Member for Housing and Development, to make any minor changes to the SPD as might be considered necessary be agreed.

Reasons for decision – to provide greater certainty about the design quality of development that is likely to be acceptable to the Council as a Local Planning Authority.

Other options considered – none other than as specified in the report

Conflicts of interest / dispensations granted – none.

357 PROCUREMENT STRATEGY - LONDON COUNTER FRAUD HUB

RESOLVED:

1. That the council will join the London Counter Fraud Hub as a Participating Authority be agreed.
2. That the procurement process undertaken by the London Borough of Ealing on behalf of the Participating Authorities to procure a contract with a third party provider to design, build and run the pan London Counter Fraud Hub be noted.
3. That the contract be awarded to CIPFA Business Ltd to deliver the London Counter Fraud Hub for a term of 9 years] be agreed.
4. That authority be delegated to the Head of Internal Audit to provide data to the London Counter fraud Hub for the purposes of preventing and detecting fraudulent or erroneous activity subject , where necessary and appropriate to conducting privacy impact assessments on a case by case basis be agreed.
5. That authority be delegated to the Corporate Director Finance and Resources to implement arrangements for Islington's participation in the London Counter Fraud Hub be agreed.

Reasons for decision – to allow the council to participate in the pilot scheme
Other options considered – none other than as specified in the report
Conflicts of interest / dispensations granted – none.

358 PROCUREMENT STRATEGY - REDEVELOPMENT WORKS AT CHARLES SIMMONS HOUSE

RESOLVED:

1. That the procurement strategy for redevelopment works at Charles Simmons House as outlined in this report be agreed.
2. That authority to award the contract be delegated to the Corporate Director of Housing Adult and Social Services in consultation with the Executive Member for Housing and Development.

Reasons for decision – to provide a new commercial unit, community centre and 25 residential flats, 14 of which will be for social rent.
Other options considered – none other than as specified in the report
Conflicts of interest / dispensations granted – none.

359 RICHARD CLOUDESLEY SCHOOL SITE DEVELOPMENT UPDATE - EXEMPT APPENDICES

That the information in the exempt appendix to Agenda item E9 be noted (see Minute 355 for details of the decision).

360 PROCUREMENT STRATEGY - LONDON COUNTER FRAUD HUB - EXEMPT APPENDIX

That the information in the exempt appendix to Agenda item F11 be noted (see Minute 357 for details of the decision).

MEETING CLOSED AT 7.13 pm

CHAIR

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Report of: Executive Member for Finance and Performance

Meeting of	Date	Ward
Executive	9 February 2017	All

The Council Tax Care Leavers Relief Scheme for 2017/18

1. Synopsis

- 1.1 To amend the Council Tax Welfare provisions within the Resident Support Scheme (RSS) and use the Council's power as a billing authority to reduce to nil the amount of council tax payable by young people leaving care as permitted by section 13A of the Local Government Finance Act 1992 from 1 April 2017.

2. Recommendations

- 2.1 To agree the amendments to the RSS scheme set out in Appendix 1 which create a class of council tax charge payer for the purposes of a reduction to their council tax to be known as "Care Leavers"
- 2.2 To agree that this class of charge payers will be awarded a local council tax discount, by virtue of an award of RSS that will reduce their council tax bill to nil.
- 2.3 To agree that this class of reduction will be applied in accordance with the Islington Care Leaver Relief Scheme which is contained in Appendix 2 of this report

3 Background

- 3.1 The Council is responding to a Children's Society campaign that has identified a range of disadvantages care leavers uniquely experience. In particular care leavers are a vulnerable group for council tax debt. The Children's Society details the case for care leavers at least up to the age of 21 to be exempted from paying council tax.

However as the council has a parenting role in some circumstances that lasts until the care leaver is 24, for this reason and in order to keep the scheme administratively simpler to support and not to distinguish for the purposes of exclusion any sub-set of

care leaver, we propose to apply care leavers relief to every care leaver until their 25th birthday.

- 3.2 The Council agrees with the campaign's principal sentiments that young people's transition out of care and into adulthood is extremely difficult and that managing money for the first time without support from family leaves care leavers at real risk of falling into debt.
- 3.3 Corporate parenting is a statutory function of the Council. The underlying principle is that every local authority will seek the same outcomes for young people in care that every good parent would want for their own children.
- 3.4 Care leavers who were looked after by a local authority rather than their parents are amongst the most vulnerable groups in our community. Outcomes for this group are generally poor and, as corporate parents, the Council wants to keep them safe, make sure their experiences leaving care and moving into independent living are positive and improve their ongoing life chances.
- 3.5 The council accepts its role as a responsible corporate parent and wants to further support those young people who have left care to be able to live independently as adults. The proposed scheme will reduce to nil the amount of council tax a care leaver pays so that this council tax cannot become a problem debt for them.
- 3.6 Under section 13A of the Local Government Finance Act 1992 the council has a general discretionary power to reduce liability for council tax in relation to individual cases or class(es) of cases that it may determine where national discounts and exemptions cannot be applied.
- 3.7 This relief must be awarded by the Council in accordance with the discretionary council tax reduction powers as contained within the Local Government Finance Act 1992.
- 3.8 The Care Leaver Relief awarded by the Council will not be reimbursed by the Government but the costs will be shared with the GLA.
- 3.9 Care Leavers Relief will be available from the start of the 2017/2018 financial year.
- 3.10 LBI Finance and Resources and LBI Children's Services are working on processes that will make it as easy as possible for care leavers to access this relief. For young people in the borough leaving Islington's care, the process should be seamless and invisible, with Children's Services automatically registering care leavers with Finance for the relief. For those living in Islington but leaving another council's care, we shall endeavour to make the application process for the relief as simple, comprehensive and automatic as possible to maximise take-up.

4 Detail leading to our recommended Care Leaver Relief scheme

- 4.1 In order to adopt the Care Leaver Relief scheme, the Council is recommended to create a class of charge payer that describes the eligibility criteria and decide in each individual case to grant Care Leaver Relief.
- 4.2. The Council is empowered to determine the eligibility criteria for this relief.

- 4.3 The most cost-efficient way of determining the value of the Care Leaver Relief is to calculate how much council tax the care leaver still has to pay after any existing statutory discounts and Council Tax Support (CTS) has been taken into account.

5 Financial Implications

- 5.1 There are financial implications to awarding any discounts other than those currently available under the statutory legislation and the additional financial burden of Section 13A council tax reductions such as Care Leavers Relief has to be met through an increase in the general level of Council Tax for other payers or from the general fund.

- 5.2 In addition to this:

The granting of Section 13A discounts would reduce income from Council Tax;

- 5.3 The total cost of the relief proposed cannot be determined precisely as the number of care leavers who would continue to reside in Islington cannot be accurately determined and neither can the value of the national discounts and exemptions or CTS they would be entitled to.

Taking into consideration these uncertainties this relief is expected to cost the council in the region of £28,000 a year, less the GLA share.

6 Equality Implications

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

- 6.2 A child or young person may come into care as a result of temporary or permanent problems facing their parents, as a result of abuse or neglect, or as a result of a range of difficulties (Appendix 3), including not having a parent to care for them. National research indicates that this group is significantly disadvantaged in a range of outcomes compared to their peers.

- 6.3 In accordance with our equality duty, this proposal will therefore result in more favourable treatment being applied to care leavers living in Islington, in order to advance equality of opportunity; with the overall aim of removing financial barriers, resulting in increased opportunities for employment, education and/or training opportunities.

- 6.4 This new scheme reflects the Council's responsibilities as a corporate parent to assist financially disadvantaged care leavers during their early years of independence. The Council has considered whether its decision impacts on equality matters and concluded there are no significant equality concerns. In general the relief does not enhance or detract significantly from the offering that is already available, and so has no substantive adverse equality impacts.

- 6.5 The initial screening for a Resident Impact Assessment (RIA), including a review of the most recent statistics available about the demographics of looked after children (Appendix 3) was completed on 20 November 2016 and this did not identify any negative equality impacts for any protected characteristic or any human rights or safeguarding risks. For this reason a full RIA is not considered necessary. It is notable that a greater proportion of Islington's care leavers were of mixed or black ethnic origin at 51% compared to the average in England of 16% and so members of these groups are favourably impacted by the proposed scheme.

7 Legal Implications

- 7.1 The Council has discretion to reduce council tax under section 13A(1)(c) of the Local Government Finance Act 1992. A scheme which exempts care leavers who are living in Islington is lawful and reasonable as it supports the Council's corporate parenting role for care leavers up to the age of 21, and 24 for those in education and training

8. Conclusion and Reason for Recommendations

- 8.1 By introducing the Care Leaver Relief scheme the Council is reducing the financial burden on care leavers within its area

Appendices:

Appendix 1: Schedule of amendments to be applied to the Resident Support Scheme (RSS)

Appendix 2: Care Leavers Relief Scheme Guidance

Appendix 3: Children looked after at 31 March 2015 by gender, age, category of need, and ethnic origin, England 2015

Final Report Clearance

Signed by



30 January 2017

Executive Member of Finance and Performance

Date

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Appendix 1: Schedule of amendments to be applied to the Resident Support Scheme (RSS)

[only the relevant paragraphs from the RSS are shown and the proposed amendments to these paragraphs are shown in italics]

13 Council Tax Welfare Provision

13.1 Under section 13A(1)(C) of the Local Government Finance Act 1992 the council has a general discretionary power to reduce liability for council tax in relation to individual cases or class(es) of cases that it may determine where national discounts and exemptions cannot be applied.

13.2 As a response to the Council's Council Tax Support Scheme a sum (currently £25K) has been set aside to provide welfare provision for council tax. The purpose of this will be predominantly to support those who have had a reduction in their council tax benefit as a result of Council Tax Support and are on a low income. The intention is that it will be provided to residents at risk who are prepared to work with the council to find a way forward.

13.3 As a response to council members' recognition that there is an increased risk of significant debt associated with young people leaving the care system, a class of cases containing all care leavers living in Islington who are younger than 25 has been created. The intention is that no care leaver younger than 25 will have to pay council tax.

13.4 The Council Tax Section 13A(1)(C) policy document is given in Appendix 3

Extract from Appendix 4 of the Resident Support Scheme - Council Tax Welfare Provision

1.0 Background

1.1 Under Section 13A(1)(C) of the Local Government Finance Act 1992 (as amended), the Council has the power to reduce liability for Council Tax in relation to individual cases or class(es) of cases that it may determine. It says:

1. Where a person is liable to pay council tax in respect of any chargeable dwelling and day, the billing authority for the area in which the dwelling is situated may reduce the amount which he is liable to pay as respects the dwelling and the day to such extent as it thinks fit. This allows for a further reduction where a reduction under council tax support has been applied
2. The power under subsection 1) above includes the power to reduce an amount to nil
3. The power under subsection 1) may be exercised in relation to particular cases or by determining a class of case in which liability is to be reduced to an extent provided by the determination.

1.2 There are financial implications to awarding any discounts other than those currently available under the statutory legislation and the financial burden of

Section 13A discounts has to be met through an increase in the general level of Council Tax for other payers or from the general fund.

1.3 In addition to this:

- The granting of Section 13A discounts would reduce income from Council Tax;
- A wider entitlement to reduced liability would require additional administrative resources to assess requests;
- The Council Tax Support scheme exists to ensure that those on low incomes receive financial assistance with their Council Tax

1.4 As a consequence of this, the policy adopts a principle that the power to reduce under this section should only be applied in cases of exceptional personal circumstances or, if a person is in receipt of Council Tax Support only, in cases of exceptional hardship.

1.5 This policy covers the process of making a decision for individual cases *or any class of cases*. Only the Council Members can agree to reduce council tax for a class or classes. Should a group submit an application for reduction and it is not treated as a class, the decision will set out why it has been treated as an individual case or a group application consisting of individual cases.

1.6 Reducing Council Tax in these circumstances will hereafter be known as an award of council tax welfare provision.

2.0 Classes of reduction

2.1 *It is considered that the Council has 1 class of reduction in its RSS scheme. The class below identifies the persons that the reduction will cover.*

Class 1 also known as “Care Leavers Relief”; a person or persons younger than 25 years of age who were in care. With respect to any council tax liability in Islington, arising on or after 1st April 2017, any person in this class will have the amount of council tax they have to pay reduced to nil.

3.0 Scheme application process

3.1 This can be accessed through the Resident Support Scheme. The Resident Support Scheme sets out how the council tax welfare provision can be applied for and the universal criteria that will need to be in place for an award to be made.

3.2 *For claimants entitled to the reduction in class 1, where it is possible for the Council to award RSS without application it shall do so. For this provision, identification by the Council that a person would be entitled to this reduction by virtue of relevant detail already obtained by the Council, may be enough to constitute a claim and to enable the award of a reduction. If a reduction cannot be awarded by the Council automatically under class 1, it shall be the responsibility of the person or persons with a council tax liability to claim this using the application process prescribed on the Islington Council website, and this application shall be required to be received in the council tax year for which the reduction applies.*

- 3.3 The application should relate to the current council tax year, unless the liable person has just received an account following late valuation for a previous year(s).
- 3.4 Any award given to an individual case *or class of cases may* finish at the end of the council tax year that the application relates to. A further application *may* be needed for future years.

London Borough of Islington

Care Leavers Relief Scheme

Policy for determining applications for council tax reduction under Section 13A of the Local Government Finance Act 1992 in respect of Care Leavers Relief.

1.0 Background

1.1 The council recognises that young people's transition out of care and into adulthood is extremely difficult. Managing money for the first time, without support from family, leaves care leavers at real risk of falling into debt. The council has decided to support those council tax charge payers leaving its care by reducing their net liability for council tax to Islington Council under the national scheme and after council tax support to zero, until the charge payer's 25th birthday.

1.2 Under Section 13A(1-3) of the Local Government Finance Act 1992 (as amended), the Council has the power to reduce liability for Council Tax in relation to individual cases or class(es) of cases that it may determine. It says:

1. Where a person is liable to pay council tax in respect of any chargeable dwelling and day, the billing authority for the area in which the dwelling is situated may reduce the amount which he is liable to pay as respects the dwelling and the day to such extent as it thinks fit. This allows for a further reduction where a reduction under council tax support has been applied

2. The power under subsection 1) above includes the power to reduce an amount to nil

3. The power under subsection 1) may be exercised in relation to particular cases or by determining a class of case in which liability is to be reduced to an extent provided by the determination.

1.3 There are financial implications to awarding any discounts other than those currently available under the statutory legislation and the financial burden of Section 13A discounts has to be met through an increase in the general level of Council Tax for other payers or from the general fund.

1.4 In addition to this:

The granting of Section 13A discounts would reduce income from Council Tax;

The Council Tax Support scheme exists to ensure that those on low incomes receive financial assistance with their Council Tax.

1.5 In order to provide further support for care leavers Council Members have created a new class of council tax charge payer known as 'Care Leavers' and have decided to reduce the council tax bill for Care Leavers to zero, after any other national reliefs and council tax support (where applicable) have been applied.

1.6 This policy will apply up to and including the date of the day before the care leavers 25th birthday.

1.7 Reducing Council Tax in these circumstances will hereafter be known as an award of Care Leavers Relief.

2.0 Carer Leavers Relief application process

2.1(a) This can be accessed through the identification and nomination of a care leaver by the Council's Children's Services to the Council's Council Tax Service or

2.1(b) through the identification and nomination by any other public body or professional organisation that confirms that the care leaver was in care (being 'looked after' as a result of a statutory obligation).

2.1(c) In any other circumstance by application through the Resident Support Scheme. The Resident Support Scheme sets out how the council tax welfare provision can be applied and will adopt this Care Leavers policy as the prescription for awarding Care Leavers Relief.

2.2 The award can be made for any period from 1st April 2017 where the care leaver is liable for council tax.

2.3 Any award given to an individual case will end on the day before their 25th birthday or by March 31st of the financial year whichever date comes first. Further applications may be needed for additional periods of council tax liability that occur after the end of the financial year determined above but before the care leaver's 25th birthday.

3.0 Eligibility Criteria

The following will be assessed when making a decision:

3.1 Whether the care leaver has applied for any national reliefs, exemptions or discounts they would be entitled to. These must be assessed before Carer Leavers relief is awarded.

3.2 Whether the care leaver applied for any Council Tax Support they would be entitled to. This should be assessed before Carer Leavers relief is awarded.

3.3 The date of the day before the care leaver's 25th birthday determines the last day of the period of the award

3.4 Islington Council's Children's or Social Services or other public body or professional organisation have confirmed that the care leaver was in the care (being 'looked after').

3.5 Whether Islington is the council tax billing authority to whom the care leaver is liable to make council tax payments.

3.6 If subsequent to an award the charge payer's liability for council tax reduces during the period of the award, any Care Leavers Relief in excess of this reduced liability will be an overpayment of Care Leavers Relief. The Council may recover this overpayment by any legal means at its disposal including offsetting this amount against any future periods of Care Leavers Relief or by adding the excess amount to any further council tax liability demanded for subsequent periods.

The Council's finances will allow for the reduction to be made (we have allocated £28,000 a year for this).

4.0 Policy Review

4.1 This policy can be reviewed at any stage by the Resident Support Scheme Strategic Management Board.

Appendix 3: Children looked after at 31 March 2015 by gender, age, category of need, and ethnic origin, England 2015 (extracted from House of Commons Library briefing paper no. 04470, 5th October 2015) and **Islington December 2016**

		England Oct 2015		Islington as at Dec 2016	
		Number (rounded)	%ages	Number	%ages
All children looked after		69,540		352	
Gender	Male	38,530	55%	194	55%
	Female	31,010	45%	158	45%
Age	Under 1	3,710	5%	14	4%
	1-4	10,120	15%	20	6%
	5-9	14,310	21%	38	11%
	10-15	26,140	38%	135	38%
	16 and over	15,270	22%	145	41%
Category of Need	Abuse or neglect	42,710	61%	180	51%
	Child's disability	2,250	3%	4	1%
	Parent's illness or disability	2,380	3%	9	3%
	Family in acute stress	6,310	9%	27	8%
	Family dysfunction	11,000	16%	53	15%
	Socially unacceptable behaviour	1,130	2%	11	3%
	Low income	140	0%	0	0%
	Absent parenting	3,630	5%	68	19%
Ethnic origin	White	53,600	77%	157	45%
	Mixed	6,170	9%	72	20%
	Asian or Asian British	2,660	4%	8	2%
	Black or Black British	4,920	7%	110	31%
	Other Ethnic groups	1,700	2%	4	1%
	Unknown	500	1%	1	0%



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

Report of : Executive Member for Finance, Performance and Community Safety		
Meeting of	Date	Ward(s)
Executive	9 th February 2017	All
Delete as appropriate	Exempt	Non-exempt

SUBJECT: BUDGET PROPOSALS 2017-18 – COVERING REPORT

1. SYNOPSIS

- 1.1 This report sets out those matters upon which the Executive is being asked to make recommendations to Council in respect of the 2017-18 budget proposals and level of council tax. All other recommendations contained in the substantive report 'Budget Proposals 2017-18' are matters for the Executive to decide itself.

2. RECOMMENDATIONS

The General Fund Budget 2017-18 and MTFS (Section 3 of the Main Report)

- 2.1 To agree the 2017-18 net Council cash limits as set out in **Table 1 (Paragraph 3.1.3)** and the MTFS at **Appendix A**, which include the revenue savings in **Appendix B**.
- 2.2 To note the requirement to report on the number of maintained schools that have completed the Schools Value Financial Standard (SVFS) by 31st March to the Department for Education by 31st May each year. (**Paragraph 3.2.17**)
- 2.3 To agree the fees and charges policy and the schedule of 2017-18 fees and charges, and to delegate to the Corporate Director of Children's Services, in consultation with the Executive Member for Children and Families, the authority to agree new childcare charges following consultation in the summer term. (**Paragraphs 3.2.18-21 and Appendices C1 and C2**)
- 2.4 To agree the Council's policy on the level of General Fund balances and the estimated use of the Council's earmarked reserves. To note that the redundancy reserve is estimated to be fully spent by the end of 2016-17, and to agree that from 2017-18 redundancy costs are funded within departmental budgets. (**Paragraphs 3.2.23 to**

3.2.26 and Table 3)

The HRA Budget and MTFS (Section 4 of the Main Report)

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

The Capital Programme 2017-18 to 2019-20 (Section 5 of the Main Report)

- 2.7 To agree the 2017-18 capital programme and note the provisional programme for 2018-19 to 2019-20. (**Paragraph 5.1, Table 9** and **Appendix E1**)
- 2.8 To agree that the Corporate Director of Finance and Resources applies capital resources to fund the capital programme in the most cost-effective way. (**Paragraph 5.2**)
- 2.9 To note the schedule of planned Traffic and Transportation schemes in 2017-18 and agree the related decision-making responsibilities for these schemes. (**Paragraph 5.3** and **Appendix E2**)

Treasury Management Strategy (Section 6 of the Main Report)

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

Council Tax 2017-18 and Statutory Calculations (Section 7 of the Main Report)

- 2.13 To agree the calculations required for the determination of the 2017-18 council tax requirement and the level of council tax as detailed in **Section 7** and summarised below.
 - 1) The 2017-18 council tax requirement of £82,712,864.62. (**Paragraph 7.5**)
 - 2) The relevant (average) amount of Islington Band D council tax of £1,071.28, a 4.99% increase (comprising a 3% social care precept and a 1.99% local precept) compared to 2016-17, and to determine that this is not 'excessive'. (**Paragraphs 7.6 and 7.7**)
 - 3) The basic amount of Islington Band D council tax for dwellings to which no special item relates (i.e. outside of the Lloyd Square Garden area) of £1,071.06 and total Band D council tax (including the GLA precept) of £1,351.08. (**Paragraphs 7.8 and 7.12**)
 - 4) The amount of 2017-18 council tax (excluding the GLA precept) for each valuation band over each of the Council's areas. (**Paragraph 7.10**)
 - 5) The total amount of 2017-18 council tax (including the GLA precept) for each valuation band over each of the Council's areas. (**Paragraph 7.12**)
- 2.14 To note that the budget proposals include the decision to exempt all care leavers living in Islington under the age of 25 from council tax, recommended in a separate report to the Executive on 9th February 2017. The discount is available from 1st April 2017 and will cost £28k a year. The cost will be shared with the GLA, via the Collection Fund. (**Paragraph 7.3**)

Matters to Consider in Setting the Budget (Section 8 of the Main Report)

- 2.15 To note the Section 151 Officer's and the Monitoring Officer's comments in their determination of the revenue and capital budgets for 2017-18 and the basis for the level of council tax, including the Section 151 Officer's report in relation to his responsibilities under Section 25 (2) of the Local Government Act 2003.
- 2.16 To note the Resident Impact Assessment (RIA) on the 2017-18 budget. (**Appendix G**)
- 2.17 To note the Pay Policy Statement for 2017-18, for onward agreement by Council. (**Appendix H**)

3. INTRODUCTION

- 3.1 This report sets out those matters upon which the Executive is being asked to make recommendations to Council.
- 3.2 It should be noted that some decisions are within the remit of the Executive whilst others are subject to approval by full Council. Decisions in relation to individual service areas (including the setting of rent) are matters which are Executive functions and in respect of which decisions may only be made by the Executive. Decisions on these areas of the budget were made at the meeting of the Executive on 19th January 2017. These are now incorporated in the overall Council budget to be agreed on 23rd February 2017.
- 3.3 By contrast, decisions on the overall level of the budget, the calculation of estimates for the purposes of the council tax, the approval of the HRA and the approval of the capital programme are all recommendations by the Executive for onward transmission to and approval by full Council, as are the Treasury Management Strategy and prudential indicators. It is important that, in considering these recommendations, Members have fully read all reports before them and have taken account of the outcome of any consultation exercises as well as the financial and legal implications of such decisions.

4. PROCESS

- 4.1 The report on the budget proposals for 2017-18, considered at the meeting of the Executive on 19th January 2017, was presented to a meeting of the Policy and Performance Scrutiny Committee on 26th January 2017 when Non-Executive Members were given another opportunity to scrutinise the proposals and to make suggestions in respect of them. The Executive will now consider the representations made in the report from the Policy and Performance Scrutiny Committee.
- 4.2 The final GLA precept will be announced on 20th February 2017. It is not anticipated that there will be any change to the GLA precept assumed within the substantive report 'Budget Proposals 2017-18'. If there is a change in the final GLA precept to that assumed, then Executive (after the 9th February 2017) will need to recommend a revised overall level of council tax for Council to agree on 23rd February 2017.
- 4.3 In light of the fact that all the matters being considered by the Executive have already been subject to scrutiny by the Policy and Performance Scrutiny Committee in accordance with the Budget and Policy Framework Procedure Rules, call in does not apply to the decisions which may be made on the reports referred to herein.

Final Report Clearance

Signed by



1 February 2017

Executive Member for Finance, Performance
and Community Safety

Date

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



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

Meeting of	Date	Ward(s)
Executive Council	9 th February 2017 23 rd February 2017	All
Delete as appropriate	Exempt	Non-exempt

BUDGET PROPOSALS 2017-18

1 INTRODUCTION

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

1.2 The contents of this report are summarised below:

Section 2 sets out the recommendations.

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

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

Section 5 details the 2017-18 to 2019-20 Capital Programme.

Section 6 sets out the Annual Treasury Management and Investment Strategy, the Prudential Indicators and the Minimum Revenue Provision Policy.

Section 7 shows the detailed, statutory council tax calculations.

Section 8 details matters to consider in setting the budget.

List of Appendices

Appendix A General Fund MTFS 2017-18 to 2019-20

Appendix B General Fund Revenue Savings 2017-18

Appendix C1 General Fund Fees and Charges 2017-18

Appendix C2 Leisure Fees and Charges 2017-18

Appendix D1 HRA MTFS 2017-18 to 2019-20

Appendix D2 HRA Savings 2017-18

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

2 RECOMMENDATIONS

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

- 2.1 To agree the 2017-18 net Council cash limits as set out in **Table 1 (Paragraph 3.1.3)** and the MTFS at **Appendix A**, which include the revenue savings in **Appendix B**.
- 2.2 To note the requirement to report on the number of maintained schools that have completed the Schools Value Financial Standard (SVFS) by 31st March to the Department for Education by 31st May each year. (**Paragraph 3.2.17**)
- 2.3 To agree the fees and charges policy and the schedule of 2017-18 fees and charges, and to delegate to the Corporate Director of Children's Services, in consultation with the Executive Member for Children and Families, the authority to agree new childcare charges following consultation in the summer term. (**Paragraphs 3.2.18-21 and Appendices C1 and C2**)
- 2.4 To agree the Council's policy on the level of General Fund balances and the estimated use of the Council's earmarked reserves. To note that the redundancy reserve is estimated to be fully spent by the end of 2016-17, and to agree that from 2017-18 redundancy costs are funded within departmental budgets. (**Paragraphs 3.2.23 to 3.2.26 and Table 3**)

The HRA Budget and MTFS (Section 4)

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

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

- 2.7 To agree the 2017-18 capital programme and note the provisional programme for 2018-19 to 2019-20. (**Paragraph 5.1, Table 9 and Appendix E1**)
- 2.8 To agree that the Corporate Director of Finance and Resources applies capital resources to fund the capital programme in the most cost-effective way. (**Paragraph 5.2**)
- 2.9 To note the schedule of planned Traffic and Transportation schemes in 2017-18 and agree the related decision-making responsibilities for these schemes. (**Paragraph 5.3 and Appendix E2**)

Treasury Management Strategy (Section 6)

- 2.10 To agree the Annual Treasury Management and Investment Strategy 2017-18 (including external debt and treasury management Prudential Indicators), as considered by Audit Committee on 24th January 2017. (**Paragraph 6.1 and Appendix F1**)
- 2.11 To agree the additional capital Prudential Indicators. (**Paragraph 6.1 and Appendix F2**)

- 2.12 To agree the minimum revenue provision for 2017-18, adopting from 2017-18 the asset life (annuity) method for both 'supported' and 'unsupported' borrowing. (**Paragraphs 6.2 to 6.6**)

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- 2.15 To note the Section 151 Officer's and the Monitoring Officer's comments in their determination of the revenue and capital budgets for 2017-18 and the basis for the level of council tax, including the Section 151 Officer's report in relation to his responsibilities under Section 25 (2) of the Local Government Act 2003.
- 2.16 To note the Resident Impact Assessment (RIA) on the 2017-18 budget. (**Appendix G**)
- 2.17 To note the Pay Policy Statement for 2017-18, for onward agreement by Council. (**Appendix H**)

3 GENERAL FUND BUDGET 2017-18

3.1 GENERAL FUND BUDGET

Overview

- 3.1.1 Significant Government funding cuts over the past seven years, coupled with unavoidable demographic and inflationary cost pressures, have meant that Islington has had to find over £170m of savings over this period. There is an expected further 17% reduction in our core settlement funding over the next three years, which will mean further savings to find over the period of £47m, including £21.4m in 2017-18. Over the period 2010 to 2020, Islington will have faced a like-for-like reduction in core unringfenced government funding of revenue support grant, business rates and top-up grant of approximately 70%.

Proposed MTFS and Revenue Savings

- 3.1.2 The proposed General Fund revenue budget and net revenue cash limits for 2017-18 are shown within the MTFS at **Appendix A**. The MTFS includes the proposed 2017-18 General Fund savings at **Appendix B** and also details the forecast net expenditure over the medium term, based on current knowledge and expectations. This includes the estimated impact of the triennial pension fund revaluation on departmental, employer

superannuation contributions (rising from 12.5% to 13.2% in 2017-18) compensated by a net lower in-year lump-sum corporate contribution, meaning a neutral impact on the General Fund overall.

- 3.1.3 **Table 1** below shows the net budget figures for 2017-18 that are included within the MTFS at **Appendix A**, for agreement as part of the recommendations of this report.

Table 1 – Council Budget Requirement and Departmental Cash Limits 2017-18

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

3.2 **GENERAL FUND BUDGET – DETAIL**

Local Government Finance Settlement 2017-18

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

Table 2 – Local Government Settlement 2017-18

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

- 3.2.2 The Government expects the Council to collect at least £256m in business rates in 2017-18, of which Islington will retain £77m (30%) with the remainder going to the GLA and

central government). The total business rates collected and the amount retained by the Council have increased in 2017-18, due to the impact of the business rates revaluation which has increased total rateable value in Islington by over 40%.

- 3.2.3 Our 2017-18 funding also includes a £2.6m top-up grant because our overall funding assessment is less than our Government determined funding need. The top-up grant has significantly reduced in 2017-18 due to the increase in retained business rates income, with a neutral overall impact on our core settlement funding.

New Homes Bonus Scheme

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

Health and Social Care Funding

- 3.2.5 Local authorities will be given the flexibility to levy a social care precept of 3% in 2017-18 and 2018-19, but a maximum of 6% over the three years 2017-18 to 2019-20. In addition, the Government savings from the reforms to the New Homes Bonus scheme will be used to fund a new one-off adult social care support grant in 2017-18 (£1.3m for Islington).
- 3.2.6 In addition to maintaining the Better Care Fund at current mandated levels, the Government will make additional funding available to local authorities from 2017, amounting to £1.5 billion by 2019-20, in an improved Better Care Fund.
- 3.2.7 As local authorities have varying capacity to raise council tax, the Government will allocate the additional funding for the improved Better Care Fund through a separate grant to local authorities, using a methodology which provides greater funding to those authorities which benefit less from the additional council tax flexibility for social care. It is estimated that this could be worth up to an extra £11m to Islington over the period 2017-18 to 2019-20.
- 3.2.8 The Government has acknowledged the need to address the crisis in social care funding but the amount brought forward for 2017-18 and funding for future years does not cover the social care cost pressures faced by Islington. It is estimated that Islington's gross demographic and living wage pressures alone will account for a £6.3m increase per annum going forward and this does not include the increase in the acuity of need of service users.
- 3.2.9 Public Health grant is used to promote the health of the population (health improvement), ensure that robust plans are in place to protect the local population (health protection) and provide health advice to National Health Service commissioners (healthcare public health). The Council received a Public Health grant allocation of £27.3m in 2016-17 and will receive £26.6m in 2017-18, representing a £3m grant cut on the 2015-16 allocation of £29.6m. The public health savings in **Appendix B** will be used to offset the expected ongoing pressure on the public health budget. The Public Health grant is ring-fenced for spending on public health services.

Children's Services Funding 2017-18

- 3.2.10 The Dedicated Schools Grant (DSG) is a ring-fenced grant for spending on education. The Schools Forum makes recommendations about how the grant awarded to Islington should be allocated to schools and the Council (including the Early Years Service) as appropriate. The distribution of the DSG to local authorities will continue to be set out in three spending blocks: a schools block, a high needs block and an early years block.

- 3.2.11 The Department for Education (DfE) has committed to continuing a minimum funding guarantee in the schools block that ensures no school sees more than a 1.5% per pupil reduction in its 2017-18 budget (excluding sixth form funding and Education Services Grant) compared to 2015-16 and before the Pupil Premium is added. At local authority level, funding is guaranteed to be at least the same as in 2016-17 on a per pupil basis, adjusted to reflect authorities' most recent spending patterns. The DSG priorities for 2017-18 are being developed in conjunction with the Schools Forum.
- 3.2.12 The high needs block supports provision for pupils with Special Educational Needs and Disabilities (SEND) up to the age of 25 and alternative provision for pupils who cannot receive their education in schools. Local authority level funding is guaranteed to be at least the same as in 2016-17 on a cash basis adjusted to reflect authorities' most recent spending patterns.
- 3.2.13 The early years block comprises funding for the 15 hour entitlement for 3 and 4 year olds, the most disadvantaged 2 year olds and the early years pupil premium. Funding for 3 and 4 year olds is reducing by 5% per pupil in Islington (£780k) and increasing by 6.5% on a per pupil basis (170k). A new framework is being introduced by the DfE for distributing funding to providers and on how local authorities retain funding for central services and SEND. The Council is working with the Schools Forum on the implementation of these reforms and consulting with providers.
- 3.2.14 The Pupil Premium is a specific grant to support disadvantaged pupils in mainstream and special schools, Pupil Referral Units, and 14 to 15 year olds in Further Education colleges. It was extended to disadvantaged 3 and 4 year olds in early years provision in 2015-16. It is estimated that total Pupil Premium funding for Islington (including Academies) will be approximately £15.8m in 2017-18, to be announced in early 2017.
- 3.2.15 Education Services Grant (ESG) – The DfE has announced indicative allocations of this funding stream for 2017-18, with the Council's allocation being provisionally reduced by £1.74m to £360k in 2017-18 in line with an overall reduction at a national level. This funding stream will also be rolled into the DSG in 2017-18 rather than awarded as a separate General Fund grant as it is in 2016-17.
- 3.2.16 The 2017-18 General Fund budget provides for significant additional funding (c£3.2m) for demographic pressures in relation to the following areas in Children's Services:
- Children's Social Care – there are rising numbers of 16/17 year olds in the care system, a significant increase in the number of care leavers that the Council are obliged to offer a service to (including rising 18's) and an increase in the numbers of complex care, education and therapy placements;
 - Special Educational Needs and Disabilities (SEND) – increasing numbers and a higher complexity of need;
 - Childcare – increasing numbers; and
 - Universal Free School Meals (UFSM) – increasing pupil numbers and reduced eligibility for Government-funded statutory free school meals.

Statement of Assurance on Schools

- 3.2.17 The Council has a system of audit in place that provides adequate assurance over maintained schools' standards of financial management and the regularity and propriety of their spending. The Council is required to report on the number of maintained schools that have completed the Schools Value Financial Standard (SVFS) by 31st March to the Department for Education by 31st May each year. The SVFS returns are also used by the Council to inform its programme of financial assessment of maintained schools and audit.

Fees and Charges 2017-18

3.2.18 Some fees and charges are laid down by statute and are not within the Council's power to vary locally; others are discretionary and are set with Council's approval. The Council's proposed discretionary fees and charges for 2017-18 are set out at **Appendix C1** and incorporated in the overall revenue budget. Leisure fees and charges are shown separately at **Appendix C2**.

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

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

- (i) use of the Quarter 3 RPI (All Items)
- (ii) appropriate rounding of charges for the purposes of administration and collection
- (iii) statutory changes to fees and charges being excluded
- (iv) fees and charges on which the Council has or decides to have a specific policy may be varied by report to the Executive

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

3.2.20 The Council will undertake a consultation in the summer term on new childcare charges to take effect from 1st September 2017. It is recommended that authority is delegated to the Corporate Director of Children's Services, in consultation with the Executive Member for Children and Families, to agree these new charges. The existing childcare charges at **Appendix C1** will remain in force until the new charges are implemented.

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

Local Initiatives Fund

3.2.22 The Local Initiatives Fund is £240k, with £15k being allocated to each ward. Members decide on allocations locally and formal decisions will continue to be taken in-year by the Voluntary and Community Sector Committee.

General Balances and Reserves

3.2.23 The Government has reserve powers under the Local Government Act 2003 to set a minimum level of reserves for which an authority must provide in setting its budget. These powers would only be used where there were grounds for serious concern about an authority and there is no intention to make permanent or blanket provision for minimum reserves under these provisions.

3.2.24 The Section 151 Officer is required to report to the authority, when it is making the statutory calculations required to determine its council tax, on the estimates included in the budget and the adequacy of reserves. The report of the Section 151 Officer is included within **Section 8** of this report. The estimated level of earmarked reserves and general balances for use in 2017-18, after taking into account existing and estimated allocations against these reserves, is shown in **Table 3** below. It should be noted that the redundancy reserve is estimated to be fully spent by the end of 2016-17, and as such it is recommended that from 2017-18 redundancy costs are funded within departmental budgets.

Table 3 – Estimated Reserve and General Balances 2017-18

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

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

"The policy of the Council is to set a target level of General Fund balances (excluding schools balances) at **4%** of the net budget requirement (excluding schools expenditure) over the course of the medium-term financial strategy. The rationale for this level is based upon an assessment of the level of risk inherent within the Council budget over the medium-term financial planning period. The level of General Fund balances should be adequate to meet working balance requirements and to provide a reasonable allowance for unquantifiable risks that are not already covered within the Council's budgets and any contingency sums. The Chief Finance Officer (Section 151 officer) shall be responsible for reporting to the Council on the adequacy of the reserves and balances."

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

Corporate Levies

3.2.27 The Council is required to pay levies to a number of other bodies, which must be met from within the overall budget requirement. The latest 2017-18 levy estimates are detailed in **Table 4**.

Table 4 – Levy Estimates 2017-18

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

4 HOUSING REVENUE ACCOUNT

Housing Revenue Account (HRA) Overview

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

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

The Housing and Planning Act 2016

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

The Welfare Reform and Work Act 2016

- 4.4 The main elements of the Welfare Reform and Work Act 2016 which affect Housing and the HRA are:
- Rents for social housing will be reduced by 1% a year for 4 years from 2016-17.
 - Registered providers of social housing must ensure that the amount of rent payable in a relevant year by a tenant of their social housing in England is 1% less than the amount that was payable by the tenant in the preceding 12 months.
 - As Islington's HRA Business Plan had been predicated on reaching 'target rent' the Business Plan had an annual increase of the consumer price index (CPI) +1% + £2 built in. The result of this is an effective reduction of rent income of approximately 5% incrementally or £7m per annum equating to a loss of approximately 20% or £28m over the 4 year period.
 - The household benefit cap will be reduced to £23,000 in London.
- 4.5 The HRA Business Plan is estimated to be balanced over the medium-term, accommodating the impact of the Housing Act and the Welfare Reform and Work Act. The proposed HRA budget for 2017-18 and the forecast budgets over the medium term, based on current knowledge and assumptions, are shown at **Appendix D1**.
- 4.6 In order to mitigate the financial impact of the Government's proposals, the following key measures have been taken:
- Rescheduling current HRA borrowing over the term of the 30-year Business Plan.
 - The New Build Capital Programme will not be subsidised from significant HRA revenue contributions. Instead, funding will be limited primarily to open market sale receipts, Right-to-Buy receipts and other receipts from disposals.
 - A programme of HRA savings (**Appendix D2** details the 2017-18 HRA savings) have been incorporated into the HRA's Business Plan.

Rental Income and Other HRA Fees and Charges

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

Islington Managed General Needs Properties (Excluding New Build Properties)

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

Table 5 – Existing Tenancies Weekly Rent 2017-18

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

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

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

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

Islington Managed General Needs New Build Properties

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

Islington Managed Non-General Needs Properties

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

Partners for Islington Managed Properties

- 4.14 The Welfare Reform and Work Act exempts properties managed under a Private Finance Initiative (PFI) scheme from the 1% rent reduction. It is proposed that existing Council policy continues to apply to all PFI properties managed by Partners for Islington. This means that the principles of rent restructuring will continue to apply and that PFI properties not currently at target rent will move to the 2017-18 target rent, subject to the affordability cap of the 2016-17 actual rent plus CPI (1% at September 2016) plus 1% plus £2.
- 4.15 PFI properties already at target rent will simply increase by CPI (1% at September 2016) plus 1%.
- 4.16 PFI property re-lets will be set at 2017-18 target rents; the 2016-17 target rent plus CPI (1% at September 16) plus 1%.
- 4.17 **Table 7** below sets out proposed rent changes for PFI properties (existing tenancies not yet at target rent).

Table 7 – Existing Tenancies (not at target rent in 2016-17)

PFI Properties Weekly Rent 2017-18

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

- 4.18 **Table 8** below sets out proposed rent changes for PFI properties (re-lets and existing tenancies already at target rent).

Table 8 – Re-Lets and Existing Tenancies (at target rent in 2016-17)

PFI Properties Weekly Rent 2017-18

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

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

5 CAPITAL PROGRAMME

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

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

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

- 5.2 While uncertainty surrounds the level and timing of capital receipts estimated to be available over the medium-term, the Council is forecasting that there will be sufficient resources to fund the 2017-18 programme and the provisional programme for 2018-19 to 2019-20. The Corporate Director of Finance and Resources will continue to apply capital resources to fund the ongoing capital programme in the most cost-effective way.
- 5.3 A schedule of planned Traffic and Transportation schemes in 2017-18 and related decision-making responsibilities is provided at **Appendix E2**.

6 TREASURY MANAGEMENT AND INVESTMENT STRATEGY, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION POLICY

- 6.1 The Annual Treasury Management and Investment Strategy 2017-18 (including external debt and treasury management Prudential Indicators) was considered by Audit

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

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

7 COUNCIL TAX 2017-18 AND STATUTORY CALCULATIONS

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

Islington Tax Base 2017-18 and Collection Fund Forecast

- 7.2 On 24th January 2017, the Audit Committee agreed a 2017-18 tax base of 77,209.5 Band D properties for the Council's whole area, and 44.8 Band D properties for the Lloyd Square Garden area. The tax base figures assume a collection rate of 97.0% for the Council's whole area and 97.0% for Lloyd Square Garden Area.
- 7.3 This tax base incorporates the Council Tax Support Scheme agreed by the Council on 15th December 2016. The tax base also incorporates the proposal to exempt all care leavers under the age of 25 from council tax, recommended in a separate report to the Executive on 9th February 2017. The discount will be available from 1st April 2017 and is estimated to cost £28k a year. The cost will be shared with the GLA, via the Collection Fund.
- 7.4 Under the regulations prescribed under Section 99 of the Local Government Finance Act 1988, a billing authority must calculate the amount of any deficit or surplus on the Collection Fund (excluding those items relating to community charges and non-domestic rates) on the 15th January each year, and notify the precepting authorities of the amount to be added or refunded to their 2017-18 precepts. At 15th January 2017, it was forecast that at 31st March 2017 the council tax account in the Collection Fund will be £2,775k in surplus, of which £2,184k is the Council's share and £591k is the Greater London Authority's (GLA) share.

Islington Council Tax 2017-18

- 7.5 Sections 31A and 31B of the amended Local Government Finance Act (LGFA) 1992 require the Council to calculate its gross expenditure, gross income and council tax requirement. For these purposes, HRA expenditure and income is included even though it has no effect on council tax, and the gross expenditure figure includes special expenses relating to part only of the Council's area. The calculation of the 2017-18 council tax requirement is set out in **Table 10** below.

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

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

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

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

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

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

veto an 'excessive' increase. The proposed 4.99% increase (including the 3% social care precept) in the relevant amount of Band D council tax in 2017-18 is not 'excessive' in terms of the Localism Act. The Council must formally determine this at the time of setting its council tax for 2017-18 and a recommendation to that effect is included in this report.

- 7.8 Section 34 of the LGFA 1992 requires additional calculations where special items relate to part only of the Council's area (for Islington, the Lloyd Square Garden Committee special expense). The calculation of the basic amount of council tax for dwellings in Islington to which no special item relates (i.e. outside of the Lloyd Square Garden area) is shown in **Table 12** below

Table 12 – 2017-18 Basic Council Tax for All Other Parts of the Council's Area

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

- 7.9 The Lloyd Square Garden Committee special expense is £16,864.62 in 2017-18, an increase of 5% compared to 2016-17. When this is divided by the Lloyd Square Garden area Band D taxbase (44.8), it gives a charge of £376.44 per Band D property for 2017-18. This will be charged to Lloyd Square Garden area dwellings in addition to the basic Islington Band D council tax of £1,071.06 for all other parts of the Council's area.
- 7.10 The 2017-18 basic Islington council tax for each valuation band for the Lloyd Square Garden area and all other parts of the Council's area are shown in **Table 13** below. These amounts are calculated by multiplying the Band D council tax amount per property by the proportions set out in Section 5(1) of the LGFA 1992

Table 13 – Basic Islington Council Tax 2017-18

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

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

Table 14 – GLA Precept 2017-18

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

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

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

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

8 MATTERS TO CONSIDER IN SETTING THE BUDGET

COMMENTS OF THE SECTION 151 OFFICER

8.1 The Council, when determining the budget and thereby the level of council tax, must take into account the report of its Section 151 Officer. The report must comment on the robustness of the estimates included in the budget and parallel consideration of the adequacy of the Council's proposed reserves. This section of the report includes

consideration of these specific areas and enables the authority to discharge its duty to take account of the statutory report under Section 25(2) of the Local Government Act 2003.

- 8.2 The process for challenging, compiling and collating the budget begins in April prior to the year for which the council tax is being set. The process involves all of the spending departments, and assumptions are scrutinised throughout the year. It is the thoroughness of this process, which provides the assurance that all strategic, operational and financial risks facing the authority have been taken into account, as far as they are reasonably anticipated to be incurred by the Council in the next financial year. It is the opinion of the Section 151 Officer that the estimates for 2017-18 have been prepared on a robust basis, and further that where there are uncertainties, for instance in relation to departmental service pressures, that these can be covered by the increased level of corporate contingency provision.
- 8.3 In setting the level of general reserves and balances, account has been taken of the key financial assumptions underpinning the budget, the views of the Council's auditors, the level of earmarked reserves and provisions, and the risks facing the Council over the medium-term. The MTFS assumes contributions such that over the planning period the Council is forecast to attain a target of general balances at 4% of the budget requirement. Maintaining general balances at 4% of the budget requirement is considered a prudent position over the medium-term.

COMMENTS OF THE MONITORING OFFICER

- 8.4 This report sets out the basis upon which a recommendation will be made for the adoption of a lawful budget and the basis for the level of the council tax for 2017-18. It also outlines the Council's current and anticipated financial circumstances, including matters relating to the General Fund budget and MTFS, the HRA, the capital programme, and borrowing and expenditure control.
- 8.5 The setting of the budget and council tax by Members involves their consideration of choices. No genuine and reasonable options should be dismissed out-of-hand and Members must bear in mind their fiduciary duty to the council taxpayers of Islington.
- 8.6 Members must have adequate evidence on which to base their decisions on the level of quality at which services should be provided. Where a service is provided pursuant to a statutory duty, it would not be lawful to fail to discharge it properly or abandon it, and where there is discretion as to how it is to be discharged, that discretion should be exercised reasonably. Where a service is derived from a statutory power and is in itself discretionary that discretion should be exercised reasonably.
- 8.7 The report sets out the relevant considerations for Members to consider during their deliberations and Members are reminded of the need to ignore irrelevant considerations. Members have a duty to seek to ensure that the Council acts lawfully. They are under an obligation to produce a balanced budget and must not knowingly budget for a deficit. Members must not come to a decision, which no reasonable authority could come to; balancing the nature, quality and level of services, which they consider, should be provided, against the costs of providing such services.
- 8.8 Under the constitutional arrangements, the setting of the Council budget is a matter for the Council, having considered recommendations made by the Executive. Before the final recommendations are made to the Council on 23rd February 2017, the Policy and Performance Scrutiny Committee must have been given the opportunity to scrutinise these proposals and the Executive should take into account its comments when making those recommendations.

RESIDENT IMPACT ASSESSMENT

- 8.9 The Equality Act 2010 sets out the requirement for the Council to pay due regard in the exercise of its functions to the need

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not.

8.10 A Resident Impact Assessment (RIA) of the 2017-18 budget proposals is set out at **Appendix G**. It is supplemented at a departmental level by detailed RIAs of major proposals. These demonstrate that the Council has met its duties under the Equality Act 2010 and has taken account of its duties under the Child Poverty Act 2010.

8.11 It is difficult to make savings on the scale required without any impact on residents, and there will inevitably be some impact on particular groups, including those with protected characteristics as defined by the Equality Act. The Council is not legally obligated to reject savings with negative impacts on any particular groups but must consider carefully and with rigour the impact of its proposals on the Public Sector Equality Duty (as set out above), take a reasonable and proportionate view about the overall impact on particular groups and seek to mitigate negative impacts where possible. In this context, the Council's proposals for achieving savings are considered to be reasonable overall and take adequate account of the three duties set out under the Equality Act.

8.12 Members are asked to note the Resident Impact Assessment.

PAY POLICY STATEMENT 2017-18

8.13 Section 38 of the Localism Act 2011 requires local authorities to publish an annual 'Pay Policy Statement', setting out their policies in respect of chief officer remuneration and other specified matters. Regard must be had to guidance to be published by the Secretary of State in preparing the statement, which must be approved by full Council. The Council is then constrained by its pay policy statement when making determinations on chief officer pay, although the statement may be amended at any time by a further resolution of the full Council.

8.14 The Council's proposed Pay Policy Statement for 2017-18 is provided at **Appendix H**.

Final Report Clearance

Signed by



1 February 2017

Executive Member for Finance, Performance
and Community Safety

Date

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

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

	2016-17	2017-18					2018-19					2019-20				
	Projected £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Projected £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Projected £000	Inflation £000	Adjust. £000	Growth £000	Savings £000	Projected £000
DEPARTMENTS																
Chief Executive	3,678	32	(2,816)		(432)	462	21				483	21				504
Children's Services	75,682	863	9,161	3,200	(1,240)	87,666	441	0	1,030		89,137	445		880		90,463
Environment and Regeneration	34,642	1,114	(1,442)		(7,126)	27,188	448				27,636	452				28,089
Finance and Resources	2,098	1,398	7,155		(3,212)	7,439	391	(2,300)			5,530	395				5,925
Housing and Adult Social Services	85,518	3,348	3,161	2,338	(6,300)	88,065	261	(3,900)	2,601		87,027	264	(4,500)	2,462		85,252
Public Health	0	0	2,230		(2,230)	0	0				0	0				0
TOTAL SERVICES	201,618	6,755	17,449	5,538	(20,540)	210,820	1,562	(6,200)	3,631	0	209,813	1,578	(4,500)	3,342	0	210,233
Corporate Democratic Core / Non Distributed Costs	15,129		(584)			14,545					14,545		1,000			15,545
NET COST OF SERVICES	216,747	6,755	16,865	5,538	(20,540)	225,365	1,562	(6,200)	3,631	0	224,358	1,578	(3,500)	3,342	0	225,778
Savings 2018-19 to 2019-20	0					0				(16,516)	(16,516)				(9,158)	(25,674)
Corporate Growth / Savings	290		(2,042)		(905)	(2,657)	3,769				1,112	3,591				4,703
Corporate Financing Account	(22,475)		(2,250)			(24,725)		1,960			(22,765)		160			(22,605)
Levies	21,989	(80)				21,909	1,361				23,270	787				24,057
Special Expense - Lloyd Square Garden Committee	16		1			17					17					17
NET OPERATING EXPENDITURE	216,567	6,675	12,574	5,538	(21,445)	219,909	6,692	(4,240)	3,631	(16,516)	209,476	5,956	(3,340)	3,342	(9,158)	206,276
Contingency	0			2,000		2,000					2,000					2,000
Transfer to Capital Reserve (Ongoing Capital Programme)	5,000		(5,000)			0					0					0
NHBS Tranche 1: Transfer to Capital Reserve (Until 2016-17)	3,000		(3,000)			0					0					0
Transfer to/(from) Other Earmarked Reserves	6,639		(7,494)			(855)		855			0					0
Transfer to/(from) General Balance	(2,084)		2,084			0					0					0
New Homes Bonus Grant	(15,251)		3,278			(11,973)		4,827			(7,146)		274			(6,872)
Council Tax Administration Grants	(600)					(600)					(600)					(600)
Education Services Grant	(2,109)		2,109			0					0					0
AMOUNT TO BE MET FROM RSG, BUSINESS RATES AND COUNCIL TAX	211,162	6,675	4,551	7,538	(21,445)	208,481	6,692	1,442	3,631	(16,516)	203,730	5,956	(3,066)	3,342	(9,158)	200,804
CHANGE COMPARED TO PREV YEAR (%)	-3.43%					-1.27%					-2.28%					-1.44%
Revenue Support Grant	(52,920)		12,102			(40,818)		8,262			(32,556)		8,489			(24,067)
Retained Business Rates	(57,470)	(19,509)				(76,979)	(2,476)				(79,455)	(2,826)				(82,281)
Top-up Grant	(20,550)	17,913				(2,637)	(85)				(2,722)	(97)				(2,819)
SETTLEMENT FUNDING ASSESSMENT (SFA)	(130,940)	(1,596)	12,102	0	0	(120,434)	(2,561)	8,262	0	0	(114,733)	(2,923)	8,489	0	0	(109,167)
Additional Retained Business Rates	(290)		(1,000)			(1,290)					(1,290)					(1,290)
Transfers (from)/to the Collection Fund	(3,058)		(986)			(4,044)		4,044			0					0
COUNCIL TAX REQUIREMENT	76,874	5,079	14,667	7,538	(21,445)	82,713	4,131	13,748	3,631	(16,516)	87,707	3,033	5,423	3,342	(9,158)	90,347

APPENDIX B: GENERAL FUND SAVINGS 2017-18

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2017-18 £000s
1	Chief Executive's Department	All	Restructure the Chief Executive's Department.	300
2	Chief Executive's Department	Advice Funding	Pool advice funding and change delivery model.	57
3	Chief Executive's Department	Youth and Communities	Reduce management by one post in community safety.	75
4	Children's Services	Employment, Adult Learning and Culture	Realign duties in areas that are funded from one-off New Homes Bonus and core Adult and Community Learning funding whilst protecting key services.	128
5	Children's Services	Adventure Play	Maintain adventure play offer but deliver savings by setting income targets.	38
6	Children's Services	Children Looked After	Cross-cutting savings from PAUSE project, working with women who have had repeated removal of children from their care.	188
7	Children's Services	Early Years and Childcare	Redesign the provision of all early childhood services from pregnancy to 5 to ensure that all children, particularly the 35% of children who currently do not achieve the "good level of development" by the end of their reception year, are healthy and ready for school. This is the Children's Services element of a cross-cutting saving that will also deliver a saving in Public Health (saving #58).	157
8	Children's Services	Health	Review of health related spend on children across all agencies and age ranges.	124
9	Children's Services	Partnerships and Support Services	Reduce the level of central support services that provide a range of services across the directorate.	205
10	Children's Services	Targeted and Specialist Children	A review across the service to further reduce spending on placements and potential reduction in business support.	400
11	Corporate	Pension Fund	Charge schools and the Housing Revenue Account their full share of the c£10m pension fund annual lump sum contribution.	250
12	Cross-Cutting	Cross-Cutting	Further channel shift across both Contact Islington and other council services.	435
13	Cross-Cutting	Cross-Cutting	Income generating activities across the council, including increasing income from existing services, maximising income from assets and developing new services.	220
14	Environment and Regeneration	Greenspace and Leisure Services	Increase income through capital investment in the leisure estate, including a Trampoline Park at Sobell sports centre, and by expanding the tree service.	660
15	Environment and Regeneration	Highways and Lighting	Convert street lighting lamps to LED.	200
16	Environment and Regeneration	Libraries	Revitalise the library service by reconfiguring library arrangements throughout the borough based on the best model available.	150
17	Environment and Regeneration	Planning and Development	Increase income within planning through additional pre-applications and funding for the design review panel.	170
18	Environment and Regeneration	Planning and Development	Review of the process for handling planning applications to make it more efficient through the use of technology.	100
19	Environment and Regeneration	Public Realm	Digital-led productivity gains leading to improved frontline customer service.	350

APPENDIX B: GENERAL FUND SAVINGS 2017-18

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

APPENDIX B: GENERAL FUND SAVINGS 2017-18

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

APPENDIX B: GENERAL FUND SAVINGS 2017-18

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2017-18 £000s
56	Public Health	Adult Health Improvement	By revising the procurement strategy for adult health improvement services, further savings have been realised while maintaining the bulk of the capacity within each of the frontline lifestyle services. The savings in this proposal have already been agreed via an urgent key decision process in response to the in-year cuts to Public Health funding.	11
57	Public Health	All	Restructure staffing, mainly through the deletion of vacant posts, to extend managerial spans of control, take out some senior management capacity and ensure adequate capacity at more junior grades within the structure.	316
58	Public Health	Children and Young People	Redesign the provision of all early childhood services from pregnancy to 5 to ensure all children, particularly the 35% of children who currently do not achieve the "good level of development" by the end of their reception year, are healthy and ready for school. This is the Public Health element of a cross-cutting saving that will also deliver a saving in Children's Services (saving #7).	112
59	Public Health	School Age Services	Consolidate separate public health interventions for school age children towards an integrated health promotion model.	159
60	Public Health	Sexual Health	Reduce staffing by combining roles, sharing across two boroughs and creating capacity to deliver sexual health promotion in other settings.	18
61	Public Health	Sexual Health Services	Transform the way we pay providers for genito-urinary medicine and sexual health services (through negotiating a new London-wide tariff), redesign sexual health services and review sexual health prevention and promotion.	1,000
62	Public Health	Smoking Services	Seek alternative funding for Nicotine Replacement Therapy costs that are not related to public health smoking cessation services and for two hospital based smoking cessation posts.	113
63	Public Health	Public Health Staffing	One-off staffing savings can be realised through a combination of vacancy management including delayed recruitment to vacant posts until 2017-18, a 12 month freeze on the recruitment to the recently vacant Assistant Director in Public Health post, and successful permanent recruitment to a post currently covered by agency from September 2016.	242
64	Public Health	Public Health Contracts	A line-by-line review of activity and spend against activity-driven public health contracts has identified opportunities for one-off efficiencies, if lower levels of activity are maintained for the remainder of 2016-17. In addition, there will be a one-off saving from re-phasing the implementation of planned service developments within parenting support from 2016-17 to 2017-18.	209
65	Public Health	Public Health Contracts	Through the negotiations of contract extensions with current providers in advance of the proposal to commission a joined-up drug and alcohol treatment service from April 2018, there will be a one-off saving over the 21 month period, July 2016 to March 2018.	50
			TOTAL	21,445

APPENDIX B: GENERAL FUND SAVINGS 2017-18

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

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
CHIEF EXECUTIVE'S DEPARTMENT					
Registrars					
Charge for Births, Deaths and Marriages Certificates / Registration					
Licence for approved premises	Licence for a three year period	Discretionary	£1,500.00	£1,500.00	0.00%
Licensed Venues external to Town Hall	Monday to Saturday	Discretionary	£580.00	£580.00	0.00%
Licensed Venues external to Town Hall	Sunday	Discretionary	£680.00	£680.00	0.00%
Licensed Venues external to Town Hall	Bank Holiday	Discretionary	£700.00	£700.00	0.00%
Licensed Venues external to Town Hall (out of hours 6pm to 10pm)	Monday to Saturday	Discretionary	£680.00	£680.00	0.00%
Licensed Venues external to Town Hall (out of hours 6pm to 10pm)	Sunday / Bank Holiday / Christmas Eve, New Years Eve	Discretionary	£700.00	£700.00	0.00%
Richmond Room	Saturday only (2pm to 6pm with max 60 guests)	Discretionary	£480.00	£480.00	0.00%
Mayor's Parlour - marriage or civil partnerships	Tuesday, Wednesday, Thursday, Friday	Discretionary	£300.00	£300.00	0.00%
Mayor's Parlour - marriage or civil partnerships	Saturday	Discretionary	£580.00	£580.00	0.00%
Mayor's Parlour - marriage or civil partnerships	Sunday	Discretionary	£680.00	£680.00	0.00%
Room 99 - Marriages or Partnership ceremonies	Basic ceremony (max 30 guests): Monday	Discretionary	£54.00	£54.00	0.00%
	Basic ceremony (max 30 guests): Tuesday, Wednesday, Thursday	Discretionary	£120.00	£130.00	8.33%
	Basic ceremony (max 30 guests): Friday	Discretionary	£200.00	£210.00	5.00%
	Saturday (max 30 guests)	Discretionary	£250.00	£260.00	4.00%
Re-booking of ceremony		Discretionary	£35.00	£35.00	0.00%
Council Chamber - marriage or Civil Partnership or Renewal of vows & Naming Ceremonies	Tues, Weds, Thurs, Fri	Discretionary	£350.00	£360.00	2.86%
	Saturday	Discretionary	£580.00	£580.00	0.00%
	Sunday	Discretionary	£680.00	£680.00	0.00%
	Use of balcony	Discretionary	£180.00	£180.00	0.00%
Births, deaths, marriages and civil partnership certificates	Express same day within 1 hour (walk in service before 11am)	Discretionary	£20.00	£20.00	0.00%
Nationality check and send (incl. VAT) for citizenship applicants (Mon-Fri)	Per child	Discretionary	£30.00	£35.00	16.67%
	Per single adult application	Discretionary	£55.00	£60.00	9.09%
Nationality check and send (incl. VAT) for citizenship applicants - Saturday Service & Passport Checking Service	Per child	Discretionary	£36.00	£40.00	11.11%
	Per single adult application	Discretionary	£70.00	£75.00	7.14%
European Passport Return Service	Per single adult application	Discretionary	£10.00	£15.00	50.00%
Settlement check and send (incl. VAT) for settlement applicants - (Mon-Fri)	Per single adult application	Discretionary	£15.00	£15.00	0.00%
Settlement check and send (incl. VAT) for settlement applicants - Saturday Service & evening appointments	Per single adult application	Discretionary	£90.00	£95.00	5.56%
Private Citizenship Ceremony (Mon - Fri)	Per single adult	Discretionary	£100.00	£105.00	5.00%
Private Citizenship Ceremony (Mon - Fri)	Per (per family)	Discretionary	£120.00	£120.00	0.00%
Private Citizenship Ceremony (Sat)	Per (per family)	Discretionary	£180.00	£180.00	0.00%
Private Citizenship Ceremony (Sat)	Per (per family)	Discretionary	£150.00	£150.00	0.00%
Private Citizenship Ceremony (Sat)	Per (per family)	Discretionary	£225.00	£225.00	0.00%
Islington Assembly Hall					
Commercial Rates					
Wedding package Monday-Thursday, inc VAT	10-hire hour of venue, including security, basic AV support, room set-up and staffing. Drinks package additional.	Discretionary	£1,900.00	£1,930.00	1.58%
Wedding package Friday-Sunday, inc VAT	10-hire hour of venue, including security, basic AV support, room set-up and staffing. Drinks package additional.	Discretionary	£2,900.00	£2,950.00	1.72%
Civil ceremony package Monday-Thursday, inc VAT	6-hire hour of main hall, including security, basic AV support, room set-up and staffing. Drinks package additional.	Discretionary	£1,200.00	£1,220.00	1.67%
Civil ceremony package Friday-Sunday, inc VAT	6-hire hour of main hall, including security, basic AV support, room set-up and staffing. Drinks package additional.	Discretionary	£1,900.00	£1,930.00	1.58%
Civil ceremony two-hour slot, inc VAT	2-hour slot that works like the Registrars bookings. It will just include room hire of the main hall set up for a ceremony, but not tailored to their requirements. Set-up and staffing will be required. Not a bespoke package like the ones above.	Discretionary	£700.00	£710.00	1.43%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Private / corporate hire event Mon-Wed hourly rate, inc VAT	6-hire hour of main hall, including basic AV support, room set-up, and staffing.	Discretionary	£240.00	£245.00	2.08%
Private / corporate hire event Thur-Sun hourly rate, inc VAT	6-hire hour of main hall, including basic AV support, room set-up and staffing.	Discretionary	£360.00	£370.00	2.78%
Live event hire for a downstairs standing only live event, not inc VAT	10-hour hire of the main hall only for a standing live event, security staff, engineers, venue staff, use of in-house equipment, a crowd barrier in position and room set-up.	Discretionary	£1,450.00	£1,480.00	2.07%
Live event hire for a full venue live event, not inc VAT	10-hour hire of the main hall and balcony for a standing (downstairs) and seated (upstairs) live event, security staff, engineers, venue staff, use of in-house equipment, a crowd barrier in position and room set-up.	Discretionary	£1,650.00	£1,680.00	1.82%
Live event hire for a two-night run live event, not inc VAT	10-hour hire of the main hall and balcony for a two-night run, security staff, engineers, venue staff, use of in-house equipment, a crowd barrier in position and room set-up.	Discretionary	£2,800.00	£2,850.00	1.79%
Live event hire for a three-night run live event, not inc VAT	10-hour hire of the main hall and balcony for a three-night run, security staff, engineers, venue staff, use of in-house equipment, a crowd barrier in position and room set-up.	Discretionary	£3,500.00	£3,560.00	1.71%
Non-Commercial Rates					
Council event full-day Monday-Wednesday	8-hour hire of main hall, including basic AV support, room set-up and staffing.	Discretionary	£1,000.00	£1,000.00	0.00%
Council event half-day Monday-Wednesday	4-hour hire of main hall, including basic AV support, room set-up and staffing.	Discretionary	£600.00	£600.00	0.00%
Council evening event Monday-Wednesday	6-hire hour of main hall, including basic AV support, room set-up, bar staffing.	Discretionary	£1,200.00	£1,200.00	0.00%
Community and charity rates	We can offer a reduction on the private / corporate hire rates on Mon-Wed, subject to availability.	Discretionary			
CHILDREN'S SERVICES					
Primary School Meals		Notional charge as covered by the Council's Universal Free School Meals Scheme	£2.00	£2.00	0.00%
EARLY YEARS DAY CARE CHARGES - Current policy is that all increase by 2% each September. However, the Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017. All prices are per child per					
COMMUNITY NURSERIES					
TERM TIME					
Under 2's					
Band 1 (Up to £24,999)	Per week	Discretionary	£177.37	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£187.69		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£204.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£226.34		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£253.94		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	£287.06		
Band 7 (£80k and above) Marketed	Per week	Discretionary	£324.88		
2 to 3's					
Band 1 (Up to £24,999)	Per week	Discretionary	£173.89	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£184.01		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£200.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£221.90		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£248.96		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	£281.43		
Band 7 (£80k and above) Marketed	Per week	Discretionary	£295.34		
3&4					
Band 1 (Up to £24,999)	Per week	Discretionary	£121.72	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£128.81		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£140.17		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£155.33		

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£174.27		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	£197.00		
Band 7 (£80k and above) Marketed	Per week	Discretionary	£206.74		
HOLIDAYS					
Under 2's					
Band 1 (Up to £24,999)	Per week	Discretionary	£177.37	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£187.69		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£204.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£226.34		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£253.94		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	£287.06		
Band 7 (£80k and above) Marketed	Per week	Discretionary	£324.88		
2 to 3's					
Band 1 (Up to £24,999)	Per week	Discretionary	£173.89	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	£184.01		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	£200.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	£221.90		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	£248.96		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	£281.43		
Band 7 (£80k and above) Marketed	Per week	Discretionary	£295.34		
3&4					
Band 1 (Up to £24,999)	Per week	Discretionary	139.11	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	147.21		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	160.20		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	177.52		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	199.17		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	225.15		
Band 7 (£80k and above) Marketed	Per week	Discretionary	236.27		
NON-PRIMARY SCHOOL BASED CHILDREN'S CENTRES					
TERM TIME					
Under 2's					
Band 1 (Up to £24,999)	Per week	Discretionary	177.37	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	187.69		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	204.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	226.34		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	253.94		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	287.06		
Band 7 (£80k and above) Marketed	Per week	Discretionary	324.88		
2 to 3's					
Band 1 (Up to £24,999)	Per week	Discretionary	173.89	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	184.01		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	200.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	221.90		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	248.96		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	281.43		
Band 7 (£80k and above) Marketed	Per week	Discretionary	295.34		
3's					
Band 1 (Up to £24,999)	Per week	Discretionary	121.72	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	128.81		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	140.17		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	155.33		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	174.27		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	197.00		
Band 7 (£80k and above) Marketed	Per week	Discretionary	206.74		
4's					
Band 1 (Up to £24,999)	Per week	Discretionary	69.56	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	73.61		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	80.10		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	88.76		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	99.58		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	112.57		
Band 7 (£80k and above) Marketed	Per week	Discretionary	206.74		
HOLIDAYS					
Under 2's					
Band 1 (Up to £24,999)	Per week	Discretionary	177.37	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 2 (£25,000 - £30,999)	Per week	Discretionary	187.69		
Band 3 (£31,000 - £39,999)	Per week	Discretionary	204.25		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	226.34		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	253.94		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	287.06		

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change	
Band 7 (£80k and above) Marketed	Per week	Discretionary	324.88			
2 to 3's						
Band 1 (Up to £24,999)	Per week	Discretionary	173.89	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	184.01			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	200.25			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	221.90			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	248.96			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	281.43			
Band 7 (£80k and above) Marketed	Per week	Discretionary	295.34			
3's						
Band 1 (Up to £24,999)	Per week	Discretionary	139.11	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	147.21			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	160.20			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	177.52			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	199.17			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	225.15			
Band 7 (£80k and above) Marketed	Per week	Discretionary	236.27			
4's						
Band 1 (Up to £24,999)	Per week	Discretionary	139.11	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	147.21			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	160.20			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	177.52			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	199.17			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	225.15			
Band 7 (£80k and above) Marketed	Per week	Discretionary	236.27			
CHILDREN'S CENTRES IN PRIMARY SCHOOLS						
TERM TIMES						
Under 2's						
Band 1 (Up to £24,999)	Per week	Discretionary	177.37	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	187.69			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	204.25			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	226.34			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	253.94			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	287.06			
Band 7 (£80k and above) Marketed	Per week	Discretionary	324.88			
2 to 3's						
Band 1 (Up to £24,999)	Per week	Discretionary	173.89	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	184.01			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	200.25			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	221.90			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	248.96			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	281.43			
Band 7 (£80k and above) Marketed	Per week	Discretionary	295.34			
3&4's						
Band 1 (Up to £24,999)	Per week	Discretionary	69.56	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	73.61			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	80.10			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	88.76			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	99.58			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	112.57			
Band 7 (£80k and above) Marketed	Per week	Discretionary	206.74			
HOLIDAYS						
Under 2's						
Band 1 (Up to £24,999)	Per week	Discretionary	177.37	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	187.69			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	204.25			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	226.34			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	253.94			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	287.06			
Band 7 (£80k and above) Marketed	Per week	Discretionary	324.88			
2 to 3's						
Band 1 (Up to £24,999)	Per week	Discretionary	173.89	The Council will undertake a consultation in the summer term on new charges to take effect from 1st September 2017.		
Band 2 (£25,000 - £30,999)	Per week	Discretionary	184.01			
Band 3 (£31,000 - £39,999)	Per week	Discretionary	200.25			
Band 4 (£40,000 - £49,999)	Per week	Discretionary	221.90			
Band 5 (£50,000 - £59,999)	Per week	Discretionary	248.96			
Band 6 (£60,000 - £79,999)	Per week	Discretionary	281.43			
Band 7 (£80k and above) Marketed	Per week	Discretionary	295.34			
3&4's						
Band 1 (Up to £24,999)	Per week	Discretionary	139.11	The Council will undertake a		

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Band 2 (£25,000 - £30,999)	Per week	Discretionary	147.21	consultation in the summer term on new charges to take effect from 1st September 2017.	
Band 3 (£31,000 - £39,999)	Per week	Discretionary	160.20		
Band 4 (£40,000 - £49,999)	Per week	Discretionary	177.52		
Band 5 (£50,000 - £59,999)	Per week	Discretionary	199.17		
Band 6 (£60,000 - £79,999)	Per week	Discretionary	225.15		
Band 7 (£80k and above) Marketed	Per week	Discretionary	236.27		
FINANCE & RESOURCES					
Telecare					
Monitoring Service	Per week	Discretionary	3.44	3.47	1.00%
Full Service	Per week	Discretionary	6.79	6.86	1.00%
Peabody Trust - Alleyn House	Annual	Discretionary	5,634.20	5,746.88	2.00%
Peabody Trust - Lampson House	Annual	Discretionary	4,097.60	4,179.55	2.00%
Islington & Shoreditch	Annual	Discretionary	2,686.32	2,740.05	2.00%
Crown Housing	Annual	Discretionary	3,060.50	3,121.71	2.00%
HOUSING & ADULT SOCIAL SERVICES					
Adult Social Services					
Community care charges	No unit charge, individually assessed charge under Government regulations. The Care Act 2014 provides local authorities with the power to charge adults in receipt of care and support services.				
Residential care charges	No unit charge, individually assessed charge under Government regulations. The Care Act 2014 provides local authorities with the power to charge adults in receipt of care and support services.				
Meals in the home		Discretionary	3.00	3.00	0.00%
Meals in day care centres		Discretionary	3.00	3.00	0.00%
Deferred Payments	Set up fee	Discretionary	1,415.00	1,440.00	1.77%
Deferred Payments	Annual fee	Discretionary	505.00	510.00	0.99%
Deferred Payments	Complex case fee per hour	Discretionary	120.00	122.00	1.67%
Deputyship	Annual management fee	Statutory	Various fixed rates		
Protection of Property	Admin Fee	Statutory	350.00	350.00	0.00%
Protection of Property	Fee per hour	Statutory	25.85	26.32	1.82%
Protection of Property - Pets	Flat fee per week - for a dog	Statutory	15.50	15.78	1.81%
Protection of Property - Pets	Flat fee per week - for a cat	Statutory	10.30	10.49	1.84%
Housing Needs & Strategy					
Furniture Storage		Discretionary	135.93	138.51	1.90%
ENVIRONMENT & REGENERATION					
Library & Heritage Services					
Fax Charges	Charge for use of fax - to help with cost replacement of machine in future years and running expenses	Discretionary	£1 first page then 50p subsequent page	£1 first page then 50p subsequent page	0.00%
Sale of Obsolete Stock	Sales - to help with the purchase of new books	Discretionary	10p to £2 on books, 50p to £2 on CD, computer games, video, DVDs	10p to £2 on books, 50p to £2 on CD, computer games, video, DVDs	0.00%
Digital images (Local history)	Per image	Discretionary	£16.00	£16.00	0.00%
Reservation charges for items not in stock	Service charge - for books obtained via library interloans scheme	Discretionary	£3.70	£3.80	2.70%
PC Printing	Hire charge - cost recovery	Discretionary	20p b/w 50p colour	15p b/w 50p colour	
Genealogical Research	Service charge - cost recovery	Discretionary	£15 per half-hour (Minimum 1 hour)	£15 per half-hour (Minimum 1 hour)	0.00%
Local history photography pass	Per day	Discretionary	£5.00	£6.00	20.00%
Charges for Overdue Books	Fines - to help ensure the timely return of books for other users of the Library Service	Discretionary	17p per day (£7.20 maximum charge per item)	17p per day (£7.20 maximum charge per item)	0.00%
Hire of Music	Hire charge for CDs	Discretionary	50p; 60+ free	50p; 60+ free	0.00%
Photocopying	Charge for use of photocopier - cost recovery	Discretionary	10p A4 b/w; 20p A3 b/w; 50p A4 colour; £1 A3 colour	15p A4 b/w; 20p A3 b/w; 50p A4 colour; £1 A3 colour	
Hall Lettings	Hall lettings	Discretionary	Increase in line with inflation (round to £29 to £175 per hour)	Increase in line with inflation (round to £29 to £175 per hour)	0.00%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Charges for Lost Items	Cost of replacing lost items	Discretionary	Original purchase price	Original purchase price	0.00%
Replacement Library Cards	Cost of replacing lost card	Discretionary	£2.10	£2.10	0.00%
DVDs Hire charge per night	New feature films	Discretionary	£2.00	£2.00	0.00%
DVDs Hire charge per night	Other / Non feature films	Discretionary	£1.50	£1.50	0.00%
Local History and re-sale materials sales	Sales - cost recovery	Discretionary	Price range from 25p to £25	Price range from 25p to £26	N/A
Local History Centre - Commercial reproduction charges (price per image unless otherwise stated)					
Books, periodicals, printed material, e-books, CD ROMs					
Front cover / jacket	UK rights (World rights double fee)	Discretionary	£76.00	£77.00	1.32%
Interior	UK rights (World rights double fee)	Discretionary	£51.00	£52.00	1.96%
Leaflets and brochures	UK rights (World rights double fee)	Discretionary	£51.00	£52.00	1.96%
Advertising in newspapers and periodicals	UK rights (World rights double fee)	Discretionary	£76.00	£77.00	1.32%
Postcards*, greetings cards*, giftware, calendars, posters, publicity material	UK rights (World rights double fee)	Discretionary	£130.00	£132.00	1.54%
* +100 copies					
Commercial interior design and decoration					
Commercial interior design and decoration	For up to 5 images, additional images £25	Discretionary	£260.00	£265.00	1.92%
Television					
Per transmission	one showing, one country including TV advertisements	Discretionary	£76.00	£77.00	1.32%
5-year unlimited transmission	Excluding video & DVD	Discretionary	£260.00	£265.00	1.92%
DVDs, films, videos & CD-ROMS					
DVDs, films, videos & CD-ROMS	UK rights (World rights double fee)	Discretionary	£130.00	£132.00	1.54%
Exhibitions					
Exhibitions		Discretionary	£76.00	£77.00	1.32%
Web use					
Web use	Including blog posts and social media	Discretionary	£76.00	£77.00	1.32%
* Discounts can be negotiated where: Works are educational / non-profit making Works require a large number of images (over 10) Print runs are below 1500 copies					
Education Library Service					
Primary School	Per pupil	Discretionary	£18.00	£18.00	0.00%
Secondary School	Full subscription	Discretionary	£5,290.00	£5,290.00	0.00%
	Tutor Box Only	Discretionary	£2,530.00	£2,530.00	0.00%
PVI Nurseries		Discretionary	£170.00	£190.00	11.76%
Out of Borough schools : Artefact Topic boxes	Per box + £15 delivery and collection charge	Discretionary	£66.00	£70.00	6.06%
PUBLIC PROTECTION					
Charges for carrying out works in default following service of Notices	Per case	Discretionary	£250.00 or 30% of cost of works whichever is greater	£250.00 or 30% of cost of works whichever is greater	0.00%
Land Charges LA Searches (NB These charges need to be set to recover costs only by law. Charges are set based upon an analysis of prior year spend and income.)					
LLC1	Additional parcel £1	Discretionary	£22.00	£23.00	4.55%
Con29R	Additional Parcel £20	Discretionary	£94.00	£94.00	0.00%
Enhanced Personal search		Discretionary	£24.00	£25.00	4.17%
Information search		Discretionary	£50.00	£51.00	2.00%
Personal inspection of the Local Land Charges Register under EIR		Discretionary	£0.00	£0.00	0.00%
Part 2 (Con29O) questions		Discretionary	£11.00	£11.00	0.00%
Part 3 (your own) questions		Discretionary	£22.00	£22.00	0.00%
Right of Light Registration		Discretionary	£70.00	£71.00	1.43%
LAND SEARCH ENQUIRIES					
Per reply letter		Discretionary	£65.00	£66.00	1.54%
Per copy of consent		Discretionary	£1.00	£1.00	0.00%
SCIENTIFIC SERVICES					
Environmental Protection Act 1990 Statutory Registers Copies and Entries:					
First Copy (per sheet)		Discretionary	£13.00	£14.00	7.69%
Each subsequent (per sheet)		Discretionary	£4.30	£5.00	16.28%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

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

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge	Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Not exceeding 150 ml	Discretionary	£23.00	£23.00	0.00%
Other	Discretionary	£24.00	£24.00	0.00%
Measuring Instruments for Liquid Fuel and Lubricants				
Container Type (unsubdivided)	Discretionary	£95.00	£95.00	0.00%
Multigrade				
a) solely price adjustment	Discretionary	£120.00	£120.00	0.00%
b) otherwise	Discretionary	£210.00	£210.00	0.00%
Other types-single outlets				
a) Solely price adjustment	Discretionary	£94.00	£94.00	0.00%
b) otherwise	Discretionary	£130.00	£130.00	0.00%
Other types - multi outlets - rate per meter	Discretionary	£130.00	£130.00	0.00%
Other Charges				
If without prior notice an appointment is cancelled or altered significantly by the person requesting the service, a minimum charge of £95 (£142.50 in respect of appointments outside the hours 9.00 a.m. - 5.00 p.m. Monday to Friday) will be made for the first hour or part thereof and then at a rate of £95 (£142.50) per hour thereafter. This will include travelling time to and from the premises.				
When a visit is made by a Trading Standards Officer to any premises for the purpose of carrying out any of the functions or activities listed above, each visit may be subject to a minimum charge of £95 per Officer per visit regardless of the nature or amount of work requested or completed.				
If the Service has to hire additional weights or equipment to carry out any testing or examination, then the additional cost will be payable by the submitter.				
GLC General (Powers) Act 1984				
Sale of Goods by Competitive Bidding	Discretionary	£230.00	£230.00	0.00%
Scrap Metal Dealers Act 2013				
Scrap Metal Dealer - Site Licence	licence is of 3 years duration Discretionary	£500.00	£509.00	1.80%
Scrap Metal Dealer renewal	Discretionary	£500.00	£509.00	1.80%
Scrap Metal Dealer variation	Discretionary	£250.00	£255.00	2.00%
Scrap Metal Collector	Discretionary	£300.00	£305.00	1.67%
Scrap Metal Collector renewal	Discretionary	£300.00	£305.00	1.67%
Scrap Metal Collector variation	Discretionary	£240.00	£244.00	1.67%
Duplicates (for either)	Discretionary	£5.10	£5.20	1.96%
GAMBLING ACT 2005				
Licence Fees				
Bingo Club - New Application	Discretionary	£1,910.00	£1,910.00	0.00%
Bingo Club Annual Fee	Discretionary	£970.00	£970.00	0.00%
Bingo Club - Variation	Discretionary	£1,340.00	£1,340.00	0.00%
Bingo Club - Transfer	Discretionary	£170.00	£170.00	0.00%
Bingo Club - Re-instatement	Discretionary	£170.00	£170.00	0.00%
Bingo Club - Provisional Statement	Discretionary	£1,910.00	£1,910.00	0.00%
Bingo Club - New Application from Provisional Statement holder	Discretionary	£170.00	£170.00	0.00%
Betting Premises excluding Tracks - New Application	Discretionary	£1,910.00	£1,910.00	0.00%
Betting Premises excluding Tracks Annual Fee	Discretionary	£560.00	£560.00	0.00%
Betting Premises excluding Tracks - Variation	Discretionary	£980.00	£980.00	0.00%
Betting Premises excluding Tracks - Transfer	Discretionary	£170.00	£170.00	0.00%
Betting Premises excluding Tracks - Re-instatement	Discretionary	£170.00	£170.00	0.00%
Betting Premises excluding Tracks - New Application from Provisional Statement holder	Discretionary	£170.00	£170.00	0.00%
Betting Premises excluding Tracks - Application for Provisional Statement	Discretionary	£1,910.00	£1,910.00	0.00%
Tracks - New Application	Discretionary	£1,910.00	£1,910.00	0.00%
Tracks - Transfer	Discretionary	£400.00	£400.00	0.00%
Tracks - Re-instatement	Discretionary	£400.00	£400.00	0.00%
Tracks - Provisional Statement	Discretionary	£1,910.00	£1,910.00	0.00%
Tracks - New Application from provisional statement holder	Discretionary	£400.00	£400.00	0.00%
CCTV Enquiries/Requests form info Solicitors, Lawyers, Court Officers (Police Exempt)				
Search only	Discretionary	£11.00	£11.00	0.00%
Research / Reply	Discretionary	£51.00	£52.00	1.96%
Research / Reply multiple cameras / images (up to 5)	Discretionary	£66.00	£67.00	1.52%
Research / Reply multiple cameras / images (6+)	Discretionary	£86.00	£88.00	2.33%
PLANNING & DEVELOPMENT				
Photocopying Correspondence & Other Items				
Each page	Discretionary	£1.00	£1.25	25.00%
Research fee				
Admin time per hr	Discretionary	£44.00	£53.00	20.45%
Policy documents				
UDP Adopted June 2002	Discretionary	£57.00	£57.00	0.00%
Core Strategy	Discretionary	£48.00	£48.00	0.00%
Proposals Maps (UDP and Core Strategy)	Discretionary	£7.10	£7.10	0.00%
Development Management Policies DPD (once formally adopted)	Discretionary	£48.00	£48.00	0.00%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

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

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge	Type (Discretionary / Statutory)	2016-17	2017-18	% Change	
BUILDING CONTROL					
Property Record Viewing, Photocopying & Viewing (Charge Per Property)					
Enquiry Charge - all information readily available on back-office/land charges or statutory register	Discretionary	£90.00	£90.00	0.00%	
Enquiry Charge - additional research required	Additional hours (or part thereof) to deal with enquiry to be charged at standard hourly rate.	Discretionary	£90.00	£90.00	0.00%
Additional page/drawing		Discretionary	£1.00	£1.00	0.00%
Each single copy of microfiche		Discretionary	£10.00	£10.00	0.00%
Solicitor's enquiry (48 hour response)		Discretionary	£270.00	£270.00	0.00%
Temporary Structure-Renewals					
Professional/Technical time per hr	Standard Hourly Rate	Discretionary	£90.00	£90.00	0.00%
Administrative time per hr	Standard Hourly Rate	Discretionary	£90.00	£90.00	0.00%
Demolition notice under section 10 of the London Local Authorities Act 2004	Standard applications	Discretionary	£450.00	£450.00	0.00%
Demolition notice under section 10 of the London Local Authorities Act 2005	Complex applications	Discretionary	£810.00	£810.00	0.00%
Temporary Structure-New Structures & S21 London Building Ct 1939					
Minimum charge	Minimum charge is £300 paid on application, with additional charges to be assessed on a case by case basis based on nature of structure and resources required in order to deal with application.	Discretionary	£300.00	£300.00	0.00%
Dangerous Structures					
Standard Charge on issue of Notice		Discretionary	£270.00	£270.00	0.00%
Site visits and time spent on dealing with matter to be charged at standard hourly rate	Time to be charged at standard hourly rate	Discretionary	On application	On application	N/A
Miscellaneous Charges					
Misc. charges and services delivered that are not specifically stated		Discretionary	On application	On application	N/A
Refunds and Cancellations	£100 + any time spent on application charged at hourly rate	Discretionary	£110.00	£110.00	0.00%
Street Naming and Numbering					
New sites or developments					
1-9 units		Discretionary	£190.00	£193.00	1.58%
10-20 units		Discretionary	£250.00	£254.00	1.60%
For each additional unit over 20		Discretionary	£36.00	£36.00	0.00%
Naming a new street (including access ways, mews, cul-de-sacs)		Discretionary	£230.00	£0.00	-100.00%
Existing property					
Renaming a street		Discretionary	£400.00	£407.00	1.75%
Naming or re-naming of a property		Discretionary	£230.00	£234.00	1.74%
Renumbering of a property		Discretionary	£230.00	£234.00	1.74%
Postcode enquiries		Discretionary	£0.00	£0.00	0.00%
Resubmission with new proposals if original application refused and within 1 month of refusal		Discretionary	£0.00	£0.00	0.00%
ENVIRONMENTAL SERVICES					
HIGHWAYS GROUP					
NEW ROADS & STREET WORKS ACT					
Streetscene Records					
Staff viewing charge		Discretionary	£46.00	£47.00	2.17%
First page copying - per page		Discretionary	£5.30	£5.40	1.89%
Subsequent pages - per page		Discretionary	£1.00	£1.00	0.00%
Restoration of database if required		Discretionary	£570.00	£580.00	1.75%
Provision of information by post		Discretionary	£58.00	£60.00	3.45%
Provision of accident data		Discretionary	£69.00	£70.00	1.45%
Enquiries/Requests form info Solicitors, Developers/Business Orgs					
Search only		Discretionary	£41.00	£42.00	2.44%
Research/Reply		Discretionary	£80.00	£82.00	2.50%
Research/Reply multiple questions (up to 5)		Discretionary	£150.00	£153.00	2.00%
Research/Reply multiple questions (6+)		Discretionary	£200.00	£204.00	2.00%
Supply Lamps					
Per lamp		Discretionary	£14.00	£15.00	7.14%
Per night		Discretionary	£120.00	£123.00	2.50%
Deposits					
Deposit Handling Charge		Discretionary	£76.00	£78.00	2.63%
Deposit based on full replacement cost of highway (m2)		Discretionary	£210.00	£214.00	1.90%
Highway Licences					
Section 50 opening of highway - Excavation up to 0.9 metres		Discretionary	£320.00	£325.00	1.56%
Section 50 opening of highway - Excavation 0.9 - 1.5 metres		Discretionary	£710.00	£725.00	2.11%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

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

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

Fee / Charge		Type (Discretionary / Statutory)	2016-17	2017-18	% Change
Weekly storage fee on the highway		Discretionary	£190.00	£195.00	2.63%
Legal notices and works					
Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 14 for max of 3 months		Discretionary	£3,240.00	£3,300.00	1.85%
Extension to section 14 closure per month		Discretionary	£460.00	£470.00	2.17%
Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 16 and Section 22 to accommodate Filming		Discretionary	£3,240.00	£3,300.00	1.85%
Permanent traffic orders under all sections of the highways, traffic regulation and road traffic acts		Discretionary	£2,230.00	£2,270.00	1.79%
Parity with Section 14 closures					
Access Bar Marking installation and consultation		Discretionary	£410.00	£417.50	1.83%
Professional fees for works		Discretionary	25% of total value for works up to 20,000 in value then 17.5% of total value	25% of total value for works up to 20,000 in value then 17.5% of total value	N/A
Emergency call out works		Discretionary	£610.00	£621.00	1.80%
Waste Management					
COMMERCIAL WASTE CHARGES					
Sacks (per 50 sacks)	Per 50	Discretionary	£87.00	£87.00	0.00%
Bulk (per metre)	Metre = 12 bags	Discretionary	£23.00	£23.00	0.00%
Paladin	Per lift	Discretionary	£15.00	£15.00	0.00%
Paladin	Annual hire	Discretionary	£120.00	£120.00	0.00%
Wheelie Bin 240 litre	Per lift	Discretionary	£6.90	£6.90	0.00%
Wheelie Bin 330/360 litre	Per lift	Discretionary	£8.60	£8.60	0.00%
Eurobin 550/660 litre	Per lift	Discretionary	£12.00	£12.00	0.00%
Eurobin 550/660 litre	Annual hire	Discretionary	£130.00	£130.00	0.00%
Eurobin 770 litre	Per lift	Discretionary	£13.00	£13.00	0.00%
Eurobin 770 litre	Annual hire	Discretionary	£150.00	£150.00	0.00%
Eurobin 1100 litre	Per lift	Discretionary	£16.00	£16.00	0.00%
Eurobin 1100 litre	Annual hire	Discretionary	£180.00	£180.00	0.00%
Eurobin 1280 litre	Per lift	Discretionary	£17.00	£17.00	0.00%
Eurobin 1280 litre	Annual	Discretionary	£200.00	£200.00	0.00%
Skips Light Waste (8 yarder)	Per lift	Discretionary	£280.00	£280.00	0.00%
Skips Building Material (8 yarder)	Per lift	Discretionary	£340.00	£340.00	0.00%
Special Collections (Minimum Charge)	One off	Discretionary	£80.00	£80.00	0.00%
Confidential Waste Collection	One off	Discretionary	£65.00	£65.00	0.00%
To purchase Eurobins:					
240 litre		Discretionary	£53.00	£53.00	0.00%
360 litre		Discretionary	£96.00	£96.00	0.00%
660 litre		Discretionary	£380.00	£380.00	0.00%
770 litre		Discretionary	£400.00	£400.00	0.00%
1100 litre		Discretionary	£430.00	£430.00	0.00%
1280 litre		Discretionary	£440.00	£440.00	0.00%
CHARITY/EDUCATIONAL ESTABLISHMENT WASTE CHARGES					
Sacks (per 50 sacks)	Per 50	Discretionary	£43.00	£43.00	0.00%
Paladin hire	Per lift	Discretionary	£8.10	£8.10	0.00%
Paladin hire	Annual hire	Discretionary	£120.00	£120.00	0.00%
Wheelie Bin 240 litre	Per lift	Discretionary	£4.10	£4.10	0.00%
Wheelie Bin 330/360 litre	Per lift	Discretionary	£6.10	£6.10	0.00%
Eurobin 550/660 litre	Per lift	Discretionary	£6.50	£6.50	0.00%
Eurobin 550/660 litre	Annual hire	Discretionary	£130.00	£130.00	0.00%
Eurobin 770/800 litre	Per lift	Discretionary	£7.60	£7.60	0.00%
Eurobin 770/800 litre	Annual hire	Discretionary	£150.00	£150.00	0.00%
Eurobin 1100 litre	Per lift	Discretionary	£8.10	£8.10	0.00%
Eurobin 1100 litre	Annual hire	Discretionary	£180.00	£180.00	0.00%
Eurobin 1280 litre	Per lift	Discretionary	£9.20	£9.20	0.00%
Eurobin 1280 litre	Annual hire	Discretionary	£200.00	£200.00	0.00%
Skips Light Waste (8 yarder)	Per lift	Discretionary	£200.00	£200.00	0.00%
Skips Light Waste (12 yarder) perm	Per lift	Discretionary	£210.00	£210.00	0.00%
Special Collections (Minimum Charge)	One off	Discretionary	£96.00	£96.00	0.00%
Confidential Waste Collection	One off	Discretionary	£65.00	£65.00	0.00%
To buy Eurobins					
240 litre		Discretionary	£53.00	£53.00	0.00%
360 litre		Discretionary	£97.00	£97.00	0.00%

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

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

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

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

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

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

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

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

APPENDIX C1: GENERAL FUND FEES AND CHARGES 2017-18

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

APPENDIX C2: LEISURE FEES AND CHARGES 2017-18

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

APPENDIX C2: LEISURE FEES AND CHARGES 2017-18

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

APPENDIX C2: LEISURE FEES AND CHARGES 2017-18

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

APPENDIX C2: LEISURE FEES AND CHARGES 2017-18

	2016-17							2017-18													
	Better H&F over 60	Better H&F Adult Con	Better H&F Adult Non Member	Better H&F Adult	Better H&F Jnr Non Mem	Better H&F Junior	Better H&F Jnr Con	Better H&F over 60	% Change	Better H&F Adult Con	% Change	Better H&F Adult Non Member	% Change	Better H&F Adult	% Change	Better H&F Jnr Non Mem	% Change	Better H&F Junior	% Change	Better H&F Jnr Con	% Change
Squash Clinic- Finsbury	£4.95	#REF!	£6.75	£4.95	£0.00	£0.00	£0.00	£5.00	1.0%	£4.90	#REF!	£6.85	1.5%	£5.00	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:FLC: Off-peak	£8.03	£8.05	£9.80	£8.05	£0.00	£0.00	£0.00	£8.15	1.5%	£8.15	1.2%	£9.90	1.0%	£8.15	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:FLC: Peak	£9.60	£9.60	£11.90	£9.60	£0.00	£0.00	£0.00	£9.70	1.1%	£9.70	1.1%	£12.05	1.3%	£9.70	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Sport Session (Finsbury)	£0.00	£0.00	£0.00	£0.00	£5.05	£4.05	£2.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.10	1.0%	£4.10	1.2%	£2.05	2.5%
IRB																					
Main pool hire	£0.00	£0.00	£84.50	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£85.40	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Teaching pool hire	£0.00	£0.00	£63.90	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£64.55	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Self Service 7kg wash	£0.00	£4.65	£6.70	£5.95	£0.00	£0.00	£0.00	£0.00	0.0%	£4.70	1.2%	£6.80	1.5%	£6.05	1.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Self Service 16kg wash	£0.00	£6.70	£9.60	£8.60	£0.00	£0.00	£0.00	£0.00	0.0%	£6.80	1.5%	£9.70	1.1%	£8.70	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Self Service Dry	£0.00	£1.50	£3.75	£1.90	£0.00	£0.00	£0.00	£0.00	0.0%	£1.55	3.3%	£3.40	-9.3%	£1.95	2.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Ironing service 5 item	£0.00	£2.40	£3.65	£3.65	£0.00	£0.00	£0.00	£0.00	0.0%	£2.45	2.1%	£3.70	1.4%	£3.70	1.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
SPA London	£0.00	£0.00	£26.80	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£27.10	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Tennis Centre																					
Studio: 1hr Off-peak	£0.00	£0.00	£27.85	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£28.15	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Studio: 1hr Peak	£0.00	£0.00	£33.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£33.35	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Market Road																					
Adult one hour full pitch off peak	£46.80	£46.80	£53.20	£46.80	£0.00	£0.00	£0.00	£47.25	1.0%	£47.25	1.0%	£53.75	1.0%	£47.25	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Adult one hour full pitch peak	£79.75	£79.75	£90.40	£79.75	£0.00	£0.00	£0.00	£80.55	1.0%	£80.55	1.0%	£91.30	1.0%	£80.55	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Block Bookings	£0.00	£0.00	£71.30	£0.00	£36.70	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£72.00	1.0%	£0.00	0.0%	£37.10	1.1%	£0.00	0.0%	£0.00	0.0%
Football Hire	£0.00	£0.00	£3.10	£0.00	£3.10	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£3.15	1.6%	£0.00	0.0%	£3.15	1.6%	£0.00	0.0%	£0.00	0.0%
Junior one hour full pitch peak	£0.00	£0.00	£0.00	£0.00	£55.35	£43.65	£43.65	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£55.90	1.0%	£44.10	1.0%	£44.10	1.0%
Outdoor 5 a side 60min	£61.80	£61.80	£72.15	£61.80	£35.40	£30.30	£0.00	£62.40	1.0%	£62.40	1.0%	£72.90	1.0%	£62.40	1.0%	£35.80	1.1%	£30.60	1.0%	£0.00	0.0%
Sobell																					
Martial Arts	£0.00	£0.00	£25.75	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£26.00	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Outdoor 5 a side 60min	£61.80	£61.80	£72.15	£61.80	£35.40	£30.30	£0.00	£62.50	1.1%	£62.40	1.0%	£72.90	1.0%	£62.40	1.0%	£35.75	1.0%	£30.60	1.0%	£0.00	0.0%
Judo room: 1 hr	£0.00	£0.00	£31.90	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£32.25	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Rink Hire: 1 hour	£0.00	£0.00	£113.35	£97.10	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£114.60	1.1%	£98.10	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Studio 1hr - SLC	£0.00	£0.00	£43.45	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£43.90	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Studio- Day rate	£0.00	£0.00	£206.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£208.20	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
VIP Suite- Commercial Rate per session	£0.00	£0.00	£206.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£208.20	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
VIP suite- Community Use per session	£0.00	£0.00	£20.60	£10.30	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£20.80	1.0%	£10.45	1.4%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Bouncy Castle & catering room	£0.00	£0.00	£139.10	£120.55	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£140.50	1.0%	£121.80	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Ice Rink	£0.00	£0.00	£206.05	£185.45	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£208.10	1.0%	£187.50	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Soft Play: Off peak	£0.00	£0.00	£123.65	£108.20	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£124.85	1.0%	£109.25	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Soft Play: Peak	£0.00	£0.00	£195.75	£175.15	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£197.80	1.0%	£176.90	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Sports party & catering	£0.00	£0.00	£139.10	£123.65	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£140.45	1.0%	£124.90	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Trampoline & catering	£0.00	£0.00	£139.10	£123.65	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£140.45	1.0%	£124.90	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Zumba tonic Dance Parties	£0.00	£0.00	£139.10	£123.65	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£140.45	1.0%	£124.90	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Squash Clinic- Sobell	£6.50	£6.50	£7.75	£6.50	£0.00	£0.00	£0.00	£6.60	1.5%	£6.60	1.5%	£7.85	1.3%	£6.60	1.5%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:SLC: Off-peak	£8.03	£8.05	£9.80	£8.05	£0.00	£0.00	£0.00	£8.15	1.5%	£8.15	1.2%	£9.90	1.0%	£8.15	1.2%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Court 40min:SLC: Peak	£9.60	£9.60	£11.90	£9.60	£0.00	£0.00	£0.00	£9.70	1.1%	£9.70	1.1%	£12.05	1.3%	£9.70	1.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Leaguer Players Per Person	£5.45	£5.45	£6.70	£5.45	£0.00	£0.00	£0.00	£5.55	1.8%	£5.55	1.8%	£6.80	1.5%	£5.55	1.8%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Racket hire	£2.30	£2.30	£2.30	£2.30	£0.00	£0.00	£0.00	£2.35	2.1%	£2.35	2.1%	£2.35	2.1%	£2.35	2.1%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Football Hire	£0.00	£0.00	£3.10	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£3.15	1.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Main Hall 60min	£77.30	£77.30	£87.60	£77.30	£0.00	£0.00	£0.00	£78.10	1.0%	£78.10	1.0%	£88.50	1.0%	£78.10	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Outdoor 60min	£61.80	£61.80	£72.10	£61.80	£0.00	£0.00	£0.00	£62.40	1.0%	£62.40	1.0%	£72.90	1.1%	£62.40	1.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Climbing Course (Sobell)	£0.00	£0.00	£0.00	£0.00	£5.05	£4.05	£3.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.10	1.0%	£4.10	1.2%	£3.05	1.7%
Junior Gym	£0.00	£0.00	£0.00	£0.00	£5.05	£4.05	£3.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.10	1.0%	£4.10	1.2%	£3.05	1.7%
Sport session	£0.00	£0.00	£0.00	£0.00	£5.05	£4.05	£3.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£5.10	1.0%	£4.10	1.2%	£3.05	1.7%
Holiday Programme5.5 hour day	£0.00	£0.00	£0.00	£0.00	£8.25	£6.35	£5.15	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£8.35	1.2%	£6.45	1.6%	£5.20	0.9%
Holiday Programme 5.5 hour playgroups	£0.00	£0.00	£0.00	£0.00	£5.35	£0.00	£0.00	£0.00	0.0%	£0											

APPENDIX D1

<u>HRA - MEDIUM TERM FINANCIAL STRATEGY</u>				
	2016-17 Revised Estimate £ms	2017-18 Estimate £ms	2018-19 Estimate £ms	2019-20 Estimate £ms
<u>HRA INCOME:</u>				
Income From Dwellings:				
Tenants Rents	£148.9	£150.9	£151.2	£153.5
Tenants Service Charges	£11.4	£12.8	£13.4	£13.8
Income From Dwellings	£160.3	£163.7	£164.6	£167.3
Commercial Property Rents	£1.4	£1.3	£1.4	£1.4
Heating Charges (Tenants & Leaseholders)	£2.0	£2.2	£2.3	£2.4
LeaseHolder Annual Service Charges	£7.5	£8.8	£9.1	£9.3
LeaseHolder Charges for Major Works	£2.1	£2.5	£2.5	£2.5
LeaseHolder Charges	£9.6	£11.3	£11.6	£11.8
Other Charges for Services & Facilities	£4.5	£4.7	£4.2	£4.3
Private Finance Initiative Government Subsidy	£22.9	£22.9	£22.9	£22.9
Interest Receivable	£0.5	£0.5	£0.5	£0.5
Transfers from the General Fund for Shared Services	£0.8	£0.8	£0.8	£0.8
GROSS INCOME SUB TOTAL	£202.0	£207.4	£208.3	£211.4
<u>HRA EXPENDITURE:</u>				
General Management	£48.8	£50.9	£50.9	£49.4
Private Finance Initiative - Payments	£39.6	£40.4	£41.6	£43.0
Special Services	£16.8	£18.0	£18.3	£18.6
Repairs & Maintenance	£31.6	£32.2	£32.6	£33.0
Rents, Rates, Taxes & Other Charges	£0.5	£0.6	£0.6	£0.6
Interest Charges on Debt	£16.7	£16.7	£16.6	£16.7
Depreciation - Contribution to the Major Repairs Reserve (to fund the Capital Prog.)	£30.2	£30.8	£31.8	£32.5
Total Capital Financing Costs	£46.9	£47.5	£48.4	£49.2
Increase In Bad Debt Provision	£0.8	£0.8	£0.8	£0.8
HRA Contingency	£2.5	£2.0	£2.0	£2.0
Contribution to HRA Reserves	£14.5	£15.0	£13.1	£14.8
GROSS EXPENDITURE SUB TOTAL	£202.0	£207.4	£208.3	£211.4
NET HRA Position	£0.0	£0.0	£0.0	£0.0

APPENDIX D2 - HRA SAVINGS 2017-18

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

HRA FEES AND CHARGES 2017-18

Tenant Service Charges and Digital TV Charges

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

Heating and Hot Water Charges

	Bedsit Weekly Charge £	1-Bed Weekly Charge £	2-Bed Weekly Charge £	3-Bed Weekly Charge £	4-Bed Weekly Charge £
General:					
Heating and Hot Water	8.55	9.48	11.24	13.22	14.98
Heating Only (60% Full Charge)	5.02	5.57	6.60	7.76	8.80
Bunhill Energy Network (St Luke's, Stafford Cripps and Redbrick)	7.70	8.53	10.11	11.90	13.48
Compensation (after 3 consecutive weeks of lost service): Heating and Hot Water £7.40 per day Heating only £6.90 per day Hot Water only 90p per day					
<p>Note: Although gas supply costs are set to increase significantly, the gas "pool" has been used to absorb this increase and hence charges to Tenants in 2017-18 can be frozen at 2016-17 levels.</p>					

Estate Parking Charges

	EMISSION BANDS / CHARGES			
CARBON EMISSION AND ENGINE SIZES:	BAND A	BAND B	BAND C	BAND D
Carbon CO2 Rating G/km (Grams per kilometre)	0-120	121-150	151-185	186+
Engine Size CC (Cylinder Capacity)	0-1100	1101-1399	1400-1850	1851+
	Weekly Charge £	Weekly Charge £	Weekly Charge £	Weekly Charge £
Rent & Service Charge Payers:				
- Garage	9.32	18.63	18.63	20.49
- Car Cage	4.35	8.71	8.71	9.58
- Parking Space	2.39	4.76	4.76	5.23
- Internal Garage	6.43	12.83	12.83	14.13
Non-Rent & Service Charge Payers:				
- Garage	19.40	38.77	38.77	42.62
- Car Cage	9.11	18.12	18.12	19.94
- Parking Space	5.34	11.37	11.37	15.64
				£
Garages Used For Non-Vehicle Storage – Rent & Service Charge Payers				20.49
Garages Used For Non-Vehicle Storage – Non-Rent & Service Charge Payers				42.62
Diesel Surcharge - applies to both Rent/Serv. Charge Payers & Non Rent/Serv. Charge Payers in respect of all parking facilities				96.00 per Year or £1.85 per Week
A 50% or 100% discount is offered on all vehicle parking charges to holders of an Islington Council disability parking blue badge				
VAT will be added to the above charges where applicable				
Note: Charges increase in line with inflation (2% RPI September 2016). For example the charge to an LBI resident for a garage with a band B vehicle increases by 36p from £18.27 to £18.63.				
No Increase in the Diesel Surcharge				

Concierge Service Charges

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

Parking Charge Notices (PCN)

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

Storage Units

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

Floor Coverings (including underlay, carpets & fitting):

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

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

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

Home Ownership Unit Charges:

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

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

2. Lease Holder Miscellaneous Fees:

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

APPENDIX E1: CAPITAL PROGRAMME 2017-20

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

Decision-Making Responsibility for the 2017-18 Capital Programme

Traffic and Transportation Schemes

The traffic and transportation schemes listed below have been allocated funding from a range of sources and are likely to be progressed during 2017-18. All schemes are subject to consultation. Formal decisions are normally only required for schemes that require a traffic management order.

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

Scheme	Ward/s	Funding	Decision-making responsibility	Details of funding allocation
Archway Zero Emissions Network	Junction, Hillrise	£100,000 (LIP funding)	Corp. Director of Environment and Regeneration*	Funding allocated by Executive, 20 October 2016
Principal road maintenance	Various	£396,000	Corp. Director of Environment and Regeneration	TfL Principal road maintenance allocation
TRAFFIC & ENGINEERING: Other schemes				
Cycle Route – Old Street to Clerkenwell Road	Bunhill, Clerkenwell	£952,000**	Corp. Director of Environment and Regeneration	Funding allocated by Executive, 16 July 2014; S106 funds also allocated
Cycle Route – Bath Street to Finsbury Square	Bunhill	£380,000	Corp. Director of Environment and Regeneration	Funding allocated by Executive, 16 July 2014; S106 funds also allocated
Cycle Route – Old Street Roundabout cycle bypass	Bunhill	£195,000	Corp. Director of Environment and Regeneration	Funding allocated by Executive, 16 July 2014
Cycle Route – Bowes Park to Farringdon via the Emirates Stadium	Highbury West, Highbury East, St Mary's, Holloway, Caledonian, Barnsbury, Clerkenwell	£1,849,500	Corp. Director of Environment and Regeneration	Funding allocated by Executive, 16 July 2014
Cycle Route – Regent's Canal to Highgate via Highbury	Highbury West, Finsbury Park, Tollington and Hillrise	TBC	Corp. Director of Environment and Regeneration	Funding allocated by Executive, 16 July 2014
Central London Cycle Grid (Spring 2017 announcement TBC).	Various	TBC	Corp. Director of Environment and Regeneration	Funding allocated by Executive, 16 July 2014

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

** Revised scheme costs indicate this scheme will now cost in excess of £2m and further funding will be sought from TfL.

Report of: Corporate Director of Finance and Resources

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

Delete as appropriate	Exempt	Non-exempt

SUBJECT: Annual Treasury Management and Investment Strategy 2017-18

1. Synopsis

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

2. Recommendations

- 2.1 To consider the council's 2017-18 annual treasury management strategy and investment strategy before full council's approval at its budget and council tax setting meeting on 23 February 2017. The strategy covers
- The balance sheet and treasury position
 - Prospects for interest rates
 - Borrowing requirement and strategy
 - Debt rescheduling
 - Investment strategy and policy
 - HRA Self Financing
- 2.2 To note the key points of the treasury strategy summarised below:

Summary of the key points of the treasury strategy

- £70.3 m is estimated to be required to be borrowed over the next 3 years
 - £37.6million to replace existing borrowing that matures
 - £32.7million of new borrowing to fund capital expenditure
- The borrowing strategy is to minimise borrowing costs, through
 - Using surplus internal cash, and
 - Borrowing at optimal times at either variable or fixed rates which can include borrowing in advance of need
- It is expected that sums for investments will be minimal. Investment activity is restricted to institutions set in para 3.6.7 and Appendix C gives the details
- The Council's investment priorities in order of importance are :
 - security of the invested capital;
 - liquidity of the invested capital;
 - an optimum yield which is commensurate with security and liquidity

3. Background

3.1 INTRODUCTION

- 3.1.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) has defined treasury management as “the management of the organisations’ investments and cashflow, its banking, money market and capital market transactions; the effective control of the risks associated with these activities and the pursuit of optimum performance consistent with those risks.
- 3.1.2 Treasury management activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management). This Council adopted the Code of Practice on Treasury Management on 26th February 2002. In addition, the Department for Communities and Local Government (CLG) issued revised Guidance on Local Authority Investments in March 2010 that requires the Authority to approve an investment strategy before the start of each financial year. The Council has incorporated the changes from the revised 2011 CIPFA Code of Practice into its treasury policies procedures and practices.
- 3.1.3 The treasury management function is an important part of the overall financial management of the Council's affairs. Its importance has increased as a result of the freedoms provided by the Prudential Code. The Council is required to set out an Annual Treasury Strategy outlining at the least the expected treasury activity for the forthcoming three years.
- 3.1.4 A key requirement of this report is to explain both the risks, and the management of the risks, associated with treasury management which include:

- Liquidity Risk (Inadequate cash resources).
- Market or Interest Rate Risk (Fluctuations in interest rate levels).
- Inflation Risk (Exposure to inflation).
- Credit and Counterparty Risk (Security of Investments).
- Refinancing Risk (Impact of debt maturing in future years).
- Legal and Regulatory Risk.

3.2 Scope

3.2.1 This Treasury Management Strategy considers the impact of the Council's revenue budget and capital programme on the balance sheet position, the prospects for interest rates, borrowing requirement and strategy, debt rescheduling, investment strategy and policy, monitoring, members training and advisors.

Balance sheet and treasury position

3.2.2 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). The CFR represents the level of borrowing for capital purposes. Revenue expenditure cannot be financed from borrowing. Net physical external borrowing should not exceed the CFR other than for short term cash flow requirements. It is permissible under the Prudential Code to borrow in advance of need, up to the level of the estimated CFR over the term of the Prudential Indicators. Where this takes place the cash will form part of the invested sums until the related capital expenditure is incurred. This being the case net borrowing should not exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years other than in the short term due to cash flow requirements.

3.2.3 The CFR together with balances and reserves are the core drivers of Treasury Management activity. The estimates, based on the current revenue budget and capital programmes and in advance of any changes to the 2017-18 budget to be considered in February, are set out in **Table 1** below:

Table 1 – Capital Financing, Balances and Reserves Forecasts

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

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

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

3.3 Prospects for interest rates

3.3.1 Treasury management activities such as borrowing introduce risk to the Council via the impact of unexpected adverse movements in interest rates. The Council employs Arlingclose treasury consultants, to advise on the treasury strategy, to provide economic data and interest rate forecasts, to assist planning and reduce the impact of unforeseen adverse movements.

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

3.4.1 The Council's underlying need to borrow for capital purposes is measured by reference to its Capital Financing Requirement (CFR). To ensure that this expenditure will ultimately be financed, local authorities are required to make a Minimum Revenue Provision (MRP) for debt redemption from within the revenue budget each year.

3.4.2 Capital expenditure not financed from internal resources (i.e. capital receipts, capital grants and contributions, revenue or reserves) will produce an increase in the CFR (the underlying need to borrow) and in turn produce an increased requirement to charge MRP in the revenue account. The Council's borrowing requirement is shown in the **Table 2** below.

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

3.4.3 In conjunction with advice from our treasury advisor, Arlingclose Ltd, the Council will keep under review the options it has in borrowing from the Public Works Loan Board (PWLB), other local authorities, the market and other sources up to the available capacity within the Authorised Limit (contained within the Prudential Indicators in **Appendix B** to be adopted in the 2017/18 budget).

- 3.4.4 The chief objective of the council when borrowing money is achieve an appropriate risk balance between securing low interest rates and cost certainty over the periods for which funds are required. Given the significant cuts to public expenditure and in particular local government funding, the council's borrowing strategy continues to address the key issue of affordability without compromising the longer term stability of the debt portfolio. The types of borrowing that are still appropriate for a low interest rate environment from the PWLB are:
- Variable rate borrowing.
 - Medium term equal instalments of principal (EIP) or annuity loans.
 - Long term maturity loans where affordable.
- 3.4.5 The council's strategy is to minimise its borrowing costs over the medium to longer term and maintain maximum control over its borrowing activities as well as flexibility on its loans' portfolio. The use of internal resources in lieu of borrowing and short to medium term borrowing will continue because of the "cost of carry" (that is the differential between debt costs and investment earnings). Exposure to variable loans including PWLB rates will be kept under regular review, The Bank Rate is expected to remain at 0.25% during 2017-18. As at 31 December 2016, the council had agreed non PWLB long term loans of £46.5m. All these loans are from other local authorities over periods of 2 to 6 years at an average rate of 1.8%.
- 3.4.6 Capital expenditure levels, cash flow projections, market conditions and interest rate levels will be monitored in conjunction with our treasury advisors, Arlingclose, to determine the most appropriate option.
- 3.4.7 The Council's borrowing requirement over the next three years is estimated to be around £70.3million. £37.6million of this borrowing will be used to replace existing PWLB debt taken in the 1980's that matures over the next three years. If market rates were to fall considerably or future rates were expected to rise, then some borrowing could be taken ahead of spend. The borrowing strategy will therefore consider opportunities to borrow not only for 2017-18 but ahead for the next two financial years.

3.5 **Debt rescheduling**

- 3.5.1 The factors affecting any decision on debt rescheduling will include, the generation of cash savings and / or discounted cash flow savings in interest cost, helping to fulfil the strategy outlined in the paragraphs above; enhancing the balance of the fixed to variable rate debt in the portfolio and, amending the maturity profile. All rescheduling activity will comply with the accounting requirements of the local authority Statement Of Recommended Practice (SORP) and regulatory requirements of the Capital Finance and Accounting Regulations (SI 2007 No. 573 as amended by SI 2008/414).

3.6 **Investment strategy and policy**

- 3.6.1 To comply with the Government's guidance, the Council's general policy objective is to invest its surplus funds prudently.
- 3.6.2 The Council's investment priorities, in order of importance, are:
- security of the invested capital.
 - liquidity of the invested capital.
 - an optimum yield which is commensurate with security and liquidity.
- 3.6.3 The borrowing of monies purely to invest or on-lend and make a return is unlawful and the Council will not engage in such activity.
- 3.6.4 Investment instruments identified for use in the financial year are categorised under the 'Specified' and 'Non-Specified' Investments based on the CLG guidance.

Specified Investments

- 3.6.5 Specified investments are described in the guidance as those identified as offering high security and high liquidity, and can be relied on with minimal formalities. All must be in sterling and with a maturity of no more than one year. All such short-term investments with the UK Government, other local authorities, or Parish Councils will automatically be considered "specified", for other deposit takers a "high" credit rating is required which the authority defines. This Council's definition is included at the end of this report.

Non-Specified Investments

- 3.6.6 Non-specified investments carry a higher degree of potential risk, and the guidance requires the types of investments that can be used be set out in the Strategy, and limits to be set on how much can be held in these investments at any time during the year. The guidance states that it is not the objective to discourage investment in any type of instrument, but to ensure that proper procedures are in place for undertaking risk assessments of investments made for longer periods or with bodies that are not highly credit rated.
- 3.6.7 Potential instruments for the Council's use within its investment strategy are listed in the specified and non-specified investment schedule attached as **Appendix C**
- 3.6.8 The Council has reviewed the way it formulates its counterparty criteria. The lending list criteria is devised from the use of rating agencies which will include Fitch, Moody's Investor Services, Standard & Poor's (or other rating agency where necessary) as well as other factors. The main sovereign states whose banks are to be included are Australia, Canada, Finland,

France, Denmark, Germany, Netherlands, Switzerland and the US. These countries and the Banks within them have been selected after analysis and careful monitoring of:

- Credit Ratings (minimum long-term A+ minimum short term F1).
- Credit Default Swaps.
- GDP; Net Debt as a Percentage of GDP.
- Sovereign Support Mechanisms / potential support from a well-resourced parent institution.
- Share Price.

3.6.9 The Council will also take into account information on corporate developments and market sentiment towards the counterparties. The Council and its Treasury Advisors, Arlingclose, will continue to analyse and monitor these indicators and credit developments on a regular basis and respond as necessary to ensure security of the capital sums invested.

3.6.10 The Council's internally managed investments as at 31 December 2016 totalled £110million and the forecast position for the end of March through 2017/18 will average £80million. The Council has restricted its investment activity to the following institutions while conditions in the financial sector are monitored for stability and cashflow positions are averaging around £80m:

- The Debt Management Agency Deposit Facility (The rates of interest from the DMADF are below equivalent money market rates. However, the returns are an acceptable trade-off for the guarantee that the Council's capital is secure).
- AAA-rated Money Market Funds with a Constant Net Asset Value (CNAV).
- Deposits with other local authorities.
- Business reserve accounts and term deposits. These have been primarily restricted to UK institutions that are rated at least A+ long term.

3.6.11 If the cash flow positions were to increase because of forward borrowing then investments criteria will revert to credit ratings as stated in paragraph 3.6.8

3.6.12 A copy of the Council's current lending list and the institutions actually lent to as at December 2016 is attached as **Appendix D** for information. In addition the Council has borrowed £45.5m at an average rate of 0.28% short term, from other Local Authorities & Public Bodies – this has proved to be a cheaper alternative to variable rate PWLB borrowing.

3.6.13 The UK bank rate had been maintained at 0.5% since March 2009 but was cut to 0.25% in August 2016 and it is anticipated to remain at low levels throughout 2017-18 with a low possibility to drop to zero Short-term money market rates are likely to remain at low levels for an extended period.

3.6.14 The economic interest rate outlook provided by the Council's treasury advisor, Arlingclose, is attached as **Appendix A**. The Council will reappraise its strategy with evolving market conditions and expectations for future interest rates.

3.6.15 The Corporate Director of Finance and Resources under delegated powers will undertake the most appropriate form of investments in keeping with the investment objectives, income and

risk management requirements and Prudential Indicators. All investments will be made in accordance with the Council's investment policies and prevailing legislation and regulations.

3.7 Housing Revenue Account policy on apportioning interest

3.7.1 Central Government completed its reform of the Housing Revenue Account Subsidy system at the end of 2011/12. Local authorities are required to recharge interest expenditure and income attributable to the HRA in accordance with determinations issued by the Department for Communities and Local Government. The CIPFA Code recommends that authorities present this policy in their TMSS.

3.7.2 On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. New long-term loans borrowed are assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) are charged/ credited to the respective revenue account.

3.7.3 Internal borrowing

Where the HRA or GF has surplus cash balances which allow either account to have external borrowing below its level of CFR (internal borrowing), the rate charged on this internal borrowing will be based on the 14.5 -15year PWLB fixed loan rate to reflect the assumed opportunity cost forgone.

3.8 Monitoring

3.8.1 Treasury management monitoring will be incorporated in the regular Executive financial monitoring reports. The Executive Member for Finance is regularly briefed on treasury activities. At the end of the financial year, an outturn report will be prepared on the Council's investment activity as part of its Annual Treasury Report. The Audit committees will scrutinise the Annual Treasury Strategy Statement before Council approval at its budget and council tax setting meeting.

3.9 Members Training

3.9.1 CIPFA's revised Code requires the Director of Finance to ensure that all Members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities. A training session on treasury management was provided to Members by Arlingclose in May 2016.

3.10 Advisors

3.10.1 Arlingclose, our appointed treasury advisors, undertake their role as advisors to enable the Council to make informed decisions.

4 Implications

4.1 Financial Implications

The activities of the treasury management function has resource implications on the council's revenue budget. The paramount objective of the treasury management function is capital security and the pursuit of optimum performance must be consistent with the risk undertaken.

4.2 **Legal Implications**

Local authorities have restricted freedoms with regard to the investment of surplus funds. The rules are prescribed by statute and are laid out under section 15(1)(a) of the Local Government Act 2003. Local authorities are also required to have regard to supplementary guidance provided by the Office of the Deputy Prime Minister (ODPM; now Communities and Local Government) and by CIPFA. CIPFA's guidance is defined as a proper practice for these purposes.

4.3 **Equalities Impact Assessment**

4.3.1 The Council must, in carrying out its functions, have due regard to the need to eliminate unlawful discrimination and harassment and to promote equality of opportunity in relation to disability, race and gender and the need to take steps to take account of disabilities, even where that involves treating the disabled more favourably than others (section 49A Disability Discrimination Act 1995; section 71 Race Relations Act 1976; section 76A Sex Discrimination Act 1975."

4.3.2 An equalities impact assessment has not been undertaken at this stage because this report is an update on an existing policy that is agreed at the annual council tax and budget setting.

4.4 **Environmental Implication**

None applicable to this report.

5. **Conclusion and reasons for recommendations**

5.1 This is the annual treasury and investment strategy statement report discussing the council's strategy on borrowing and investment and also reviewing current investment policy. Members are asked to consider this strategy before it is presented for approval at the council budget and council tax setting meeting on 23 February 2017

Background papers:

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

Final Report Clearance

Signed by



.....
Corporate Director for Finance and Resources

.....
Date

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Appendix A - Arlingclose Economic & Interest Rate Forecast September 2016

Underlying assumptions:

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

Forecast:

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

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

EXTERNAL DEBT INDICATORS

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

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

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

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

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

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

TREASURY MANAGEMENT INDICATORS

4	Adoption of CIPFA's Treasury Management Code of Practice						
	The Council formally adopted CIPFA's Code of Practice on Treasury Management on 26th February 2002 and CIPFA's revised Code of Practice on Treasury Management on 25th February 2010.						

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

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

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

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

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

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

These limits are set to reduce the Council’s exposure to large fixed rate sums of borrowing falling due for refinancing in any one year.

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

These limits are set to reduce the need for the early sale of an investment, and are based on the availability of investments at each year-end.

Credit Risk

15

The Council considers security, liquidity & yield in that order when making investment decisions. It uses credit ratings along with a range of other criteria such as sovereign support mechanisms,credit default swaps & share prices to assess the credit strength of a counterparty
A full description of credit criteria used is included in section 6.2 of the Strategy Statement of the Councils Treasury Management

Islington Council Specified Investments

All "Specified Investments" listed below must be sterling-denominated, with maximum maturity one year.

** If forward deposits are to be made, the forward period plus the deal period should not exceed one year in aggregate.

Investment	Repayable/ Redeemable within 12 months?	Security / Minimum Credit Rating **	Circumstance of use	Max period
Debt Management Agency Deposit Facility* (DMADF) * this facility is at present available for investments up to 6 months	Yes	Government-backed.	In-house and by external fund managers	1 year *
Term Deposits with the UK Government or other UK Local Authorities and Police Commissions	Yes	High security although the majority of Local Authorities do not have credit rating with one of the three recognised credit rating agencies.	In-house and by external fund managers	1 year
Term Deposits with credit-rated deposit or UK Government backed (banks and building societies), including callable deposits.	Yes	Minimum Short Term Ratings Fitch F1 Moodys P-1 S & P A-1 Minimum Long term Ratings Fitch A+ Moodys A1 S & P A+ Maximum Deposit £30 m per institution Plus Council Bankers Overnight, weekend & Public Sector Reserve – Maximum of £10m For late funds only	In-house and by external fund managers	1 year

Investment	Repayable/ Redeemable within 12 months?	Security / Minimum Credit Rating **	Circumstance of use	Max period
Certificates of Deposit issued by credit-rated deposit takers (banks and building societies) up to 1 year. <i>Custodial arrangement required prior to purchase</i>	Yes	Fitch IBCA Short-term F1 Maximum 10% of fund with fund manager.	To be used in house or by fund managers;	1 year
Gilts : with maturities up to 1 year <i>Custodial arrangement required prior to purchase</i>	Yes	Government-backed Minimum credit rating: AA+	(1) Buy and hold to maturity or trade: to be used in-house after consultation / advice from Arlingclose. (2) trading by external cash fund manager(s) only subject to the guidelines agreed.	1 year
Money Market Funds <i>These funds do not have any maturity date</i>	Yes	Minimum credit rating: AAA	In-house and by external fund managers subject to the guidelines agreed.	subject to cash flow / liquidity
Forward deals with credit rated or UK government backed banks and building societies plus other Local Authorities < 1 year (i.e. negotiated deal period plus period of deposit)	Yes	Minimum Short Term Ratings Fitch F1 Moody's P-1 S & P A-1 Minimum Long term Ratings Fitch A+ Moody's A1 S & P A+ Maximum Deposit £30m per institution	In-house and fund managers	1 year in aggregate
Gilt Funds and other Bond Funds (dependent on set-up structure)	Yes	Minimum Rating: Fitch: A+ Moody's: A1 S&P: A+	External fund managers only subject to guidelines agreed *Important : In choosing the manager we	

Investment	Repayable/ Redeemable within 12 months?	Security / Minimum Credit Rating **	Circumstance of use	Max period
<p>*** These are open-end mutual funds investing predominantly in UK Government gilts and corporate bonds. These funds do not have any maturity date and would hold highly liquid instruments.</p>			will ensure that the fund is not a body corporate by virtue of its set up structure	
<p>Treasury bills [Government debt security with a maturity less than one year and issued through a competitive bidding process at a discount to par value]</p> <p><i>Custodial arrangement required prior to purchase</i></p>	Yes	Government-backed	In- house or External fund managers subject to the guidelines and parameters agreed	1 year
<p>Bonds issued by a financial institution that is guaranteed by the United Kingdom Government (as defined in SI 2004 No 534) with maturities under 12 months</p> <p><i>Custodial arrangement required prior to purchase</i></p>	Yes	AA+ (Government-backed)	<p>(1) Buy and hold to maturity or trade: to be used in-house after consultation / advice from Arlingclose</p> <p>(2) trading by external cash fund manager(s) only subject to guidelines agreed</p>	1 year
<p>Bonds issued by multilateral development banks (as defined in SI 2004 No 534) with maturities under 12 months</p>	Yes	AAA	<p>(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice from Arlingclose</p> <p>(2)) trading by external cash fund manager(s) only subject to guidelines agreed</p>	1 year

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

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

Islington Council Non Specified Investments

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

APPENDIX C

<u>Investment</u>	<u>Share/ Loan Capital?</u>	<u>Repayable/ Redeemable within 12 Months?</u>	<u>Security / Minimum Credit Rating **</u>	<u>Capital Expenditure?</u>	<u>Circumstance of Use</u>	<u>Maximum Held at Any One Time During the Year</u> £M	<u>Maximum Maturity of Investment</u>
Callable deposits with credit rated deposit takers or UK government backed (banks and building societies) with maturities greater than 1 year	No	No	Minimum Short Term Ratings Fitch F1 Moodys P-1 S & P A-1 Minimum Long Term Ratings Fitch A+ Moodys A1 S & P A+ Maximum Deposit £30m per institution .	NO	To be used by fund managers. To be used in-house “buy and hold” or trade after consultation / advice from Arlingclose.	100	5 years in aggregate
UK government gilts with maturities in excess of 1 year <i>Custodial arrangement required prior to purchase</i>	No	Yes	Government backed	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation / advice from Arlingclose (2) for trading: by external cash fund manager(s) only subject to the guidelines and parameters agreed with them.	100	10 years including but also including the 10 year benchmark gilt
Sovereign issues ex UK Government gilts : any maturity	No	Yes	AAA	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice	100	10 years

APPENDIX C

<u>Investment</u>	<u>Share/ Loan Capital?</u>	<u>Repayable/ Redeemable within 12 Months?</u>	<u>Security / Minimum Credit Rating **</u>	<u>Capital Expenditure?</u>	<u>Circumstance of Use</u>	<u>Maximum Held at Any One Time During the Year</u> £M	<u>Maximum Maturity of Investment</u>
<i>Custodial arrangement required prior to purchase</i>					from Arlingclose		
Forward deposits with credit rated or UK government backed banks and building societies plus other Local Authorities and Police Commissions for periods > 1 year (i.e. negotiated deal period plus period of deposit)	No	No	Minimum Short Term Ratings Fitch F1 Moodys P-1 S & P A-1 Minimum Long Term Ratings Fitch A+ Moodys A1 S & P A+ Maximum Deposit £30m per institution For Maturities > 2 years Long Term Minimum AA	No	(2) for trading: by external cash fund manager(s) only subject to the guidelines and parameters agreed with them To be used by fund managers. To be used in-house after consultation/ advice from Arlingclose	100	5 years in aggregate
Bonds issued by a financial institution that is guaranteed by the United Kingdom Government (as defined in SI 2004 No 534) with maturities in excess of 1 year <i>Custodial arrangement required prior to purchase</i>	Yes	Yes	AA+ / government guaranteed	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice from Arlingclose (2) for trading: by external cash fund manager(s) only, subject to guidelines and parameters agreed	100	10 years
Bonds issued by multilateral development banks	Yes	Yes	AAA or government guaranteed	No	(1) Buy and hold to maturity or trade: to be used in-house after	100	10 years

APPENDIX C

<u>Investment</u>	<u>Share/ Loan Capital?</u>	<u>Repayable/ Redeemable within 12 Months?</u>	<u>Security / Minimum Credit Rating **</u>	<u>Capital Expenditure?</u>	<u>Circumstance of Use</u>	<u>Maximum Held at Any One Time During the Year</u> £M	<u>Maximum Maturity of Investment</u>
(as defined in SI 2004 No 534) with maturities in excess of 1 year <i>Custodial arrangement required prior to purchase</i>					consultation/ advice from Arlingclose (2) for trading: by external cash fund manager(s) only, subject to the guidelines and parameters agreed with them		
UK Sterling Denominated Corporate Bonds issued by UK PLC's or Public Sector Bodies (From 01/04/2012)	No	No	Minimum Short Term Ratings Fitch F1 Moodys P-1 S & P A-1 Minimum Long Term Ratings Fitch A+ Moodys A1 S & P A+ Maximum Deposit £10m per institution	No	(1) Buy and hold to maturity or trade: to be used in-house after consultation/ advice from Arlingclose (2) for trading: by external cash fund manager(s)	100 Max £10m per institution	10 years

APPENDIX D														
Counter-Party List as at December 2106														
Minimum criteria	A+	F1	A1	P-1	A+	A-1								
	Fitch L/T	Fitch S/T	Moodys L/T	Moodys S/T	S & P L/T	S & P S/T	Sovereign Rating - F/M/S&P	5 year CDS	Share Price	Maximum Limit - £	Maximum Term	LB1	Arlingclose Current Advice	funds Invested - 31/12/2016
UK Banks														
Barclays	A	F1	A1	P-1	A-	A-2	AA/Aa1/Aau	77	233	30,000,000	36 Months	Council Bankers from Mar 2015 - overnight liquidity only	Limit to 100 Days - CHECK !!!	
HSBC	AA-	F1+	Aa2	P-1	AA-	A-1+	AA/Aa1/Aau	67	667	30,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Lloyds	A+	F1	A1	P-1	A	A-1	AA/Aa1/Aau	66	65	30,000,000	36 Months	SUSPENDEED !!!	Limit to 13 Months - CHECK !!!	
RBS	BBB+	F2	A3	P-2	BBB+	A-2	AA/Aa1/Aau	110	232	30,000,000	36 Months	SUSPENDEED !!!	Limit to 35 Days - CHECK !!!	
Santander UK	A	F1	Aa3	P-1	A	A-1	AA/Aa1/Aau/ BBB+/Baa2/BBB+(Spain)	83	N/A	30,000,000	36 Months	SUSPENDEED !!!	Limit to 6 Months - CHECK !!!	
Standard Chartered	A+	F1	Aa3	P-1	A	A-1	AA/Aa1/Aau	113	680	30,000,000	36 Months	SUSPENDEED 02/03/16 !	SUSPENDEED 02/03/16 !	
UK Building Societies														
Nationwide	A	F1	Aa3	P-1	A	A-1	AA/Aa1/Aau	97	N/A	30,000,000	36 Months	SUSPENDEED !!!	Limit to 6 Months - CHECK !!!	
Non UK Banks														
Australia														
Australia & NZ Banking Group	AA-	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAAu	70	N/A	15,000,000	36 Months	Limit to 6 Months - CHECK !!!	Limit to 6 Months - CHECK !!!	
Commonwealth Bank of Australia	AA-	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAAu	70	N/A	15,000,000	36 Months	Limit to 6 Months - CHECK !!!	Limit to 6 Months - CHECK !!!	
National Australia Bank	AA-	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAAu	70	N/A	15,000,000	36 Months	Limit to 6 Months - CHECK !!!	Limit to 6 Months - CHECK !!!	
Westpac Banking Group	AA-	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAAu	70	N/A	15,000,000	36 Months	Limit to 6 Months - CHECK !!!	Limit to 6 Months - CHECK !!!	
Canada														
Bank of Montreal	AA-	F1+	Aa3	P-1	A+	A-1	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Bank of Nova Scotia	AA-	F1+	Aa3	P-1	A+	A-1	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Canadian Imperial Bank of Commerce	AA-	F1+	Aa3	P-1	A+	A-1	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Royal Bank of Canada	AA	F1+	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Toronto-Dominion Bank	AA-	F1+	Aa1	P-1	AA-	A-1+	AAA/Aaa/AAA	N/A	N/A	15,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Finland														
Germany														
Deutsche Bank	A-	F1	Baa2	P-2	BBB+	A2	AAA/Aaa/AAAu	240	N/A	15,000,000	36 Months	SUSPENDEED !!!	SUSPENDEED 02/03/16 !	
Netherlands														
ING Bank	A+	F1	A1	P-1	A	A-1	AAA/Aaa/AAAu	65	N/A	15,000,000	36 Months	SUSPENDEED !!!	Limit to 100 Days - CHECK !!!	
Rabobank	AA-	F1+	Aa2	P-1	A+	A-1	AAA/Aaa/AAAu	65	N/A	15,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Sweden														
Svenska Handelsbanken	AA	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAAu	70	N/A	15,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Nordea Bank AB	AA-	F1+	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAAu	70	N/A	15,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Switzerland														
Credit Suisse	A	F1	A1	P-1	A	A-1	AAA/Aaa/AAAu	120	N/A	15,000,000	36 Months	SUSPENDEED !!!	Limit to 100 Days - CHECK !!!	
USA														
JP Morgan Chase	AA-	F1+	Aa3	P-1	A+	A-1	AAA/Aaa/AA+u	65	N/A	15,000,000	36 Months	Limit to 13 Months - CHECK !!!	Limit to 13 Months - CHECK !!!	
Other														
Deutsche Bank Global Liquidity Fund			Aaa / MR1+		AAA m		N/A	N/A	N/A	15,000,000	N/A	OK - Limit to 0.5% of Fund Size (approx £25M)	OK - Limit to 0.5% of Fund Size (approx £25M)	
UK Local Authorities							N/A	N/A	N/A	15,000,000(per authority)	36 Months	OK	OK	110,000,000
Supra-National Bonds (EIB)	AAA		Aaa		AAA		N/A	N/A	N/A	Unlimited	Unlimited	SUSPENDEED !!!	OK - CHECK !!!	
UK DMADF	AA		Aa1		AA		N/A	N/A	N/A	Unlimited	6 Months	OK	OK	
TOTAL FUNDS INVESTED														110,000,000

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

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

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

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

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

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

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

This indicator measures the Council's net capital financing costs as a proportion of its revenue stream for both the General Fund and the HRA. Most of the Council's historical debt relates to the HRA, explaining why the HRA ratio is higher.

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

This indicator measures the incremental revenue cost of the non-housing capital programme as a proportion of Band D council tax and the housing capital programme as a proportion of average weekly housing rents. Both are nil for 2016-17 because it is estimated that there will be no new borrowing to fund the current year capital programme. Future year estimates reflect estimated new borrowing to fund the capital programme (nil for the HRA).

Appendix G: Budget 2017-18 Resident Impact Assessment

Title of plan, policy and/or procedure being assessed	Budget Savings Proposals 2017-18
Name of Service Area Assessed	Council-wide
Staff conducting assessment including contact details	Mike Curtis mike.curtis@islington.gov.uk
Date of assessment	12 December 2016

1. Introduction

The purpose of this report is to provide an analysis of the likely impact of the Council's budget savings proposals for 2017-18 on residents and employees with 'protected characteristics' as defined by the Equality Act 2010.

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

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

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

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

The council is committed to a fairer Islington and seeks to protect its most vulnerable residents. We need to understand the effect our policies and practices have on equality. Although the council is not legally obligated to reject savings that could have negative impacts on any particular groups, it must consider carefully and with rigour the impact of its proposals on the PSED as set out above, take a reasonable and proportionate view about the overall impact on particular groups and seek to mitigate negative impacts where possible.

The overall assessment is that there is no direct discrimination in the budget savings proposals which are outlined below.

From the detail available, we have identified that some of the savings could:

- have a negative impact on equality of opportunity,
- result in indirect discrimination for people with protected characteristics,
- or impact on opportunities to promote good relations.

However, wherever possible mitigations have been identified to minimise these effects.

In this context, the council's proposals for achieving savings are considered reasonable and have shown due regard to the PSED.

2. Context

As set out in our Corporate Plan, our vision is to make Islington a fairer place – to create a place where everyone, whatever their background, has the opportunity to reach their potential and enjoy a good quality of life.

Our priorities

In order to move us closer to this vision, we have the following priorities:

- building more council housing and supporting private renters
- helping residents who are out of work to find the right job
- helping residents cope with the rising cost of living
- providing residents with good services on a tight budget
- making Islington a place where our residents have a good quality of life.

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

The Government's Housing Act 2016 and ongoing welfare reforms are anticipated to have additional socio-economic impacts on vulnerable residents in Islington. We expect to lose 350 homes a year because of the obligation to sell high-value council homes that we are unlikely to be able to replace. This will mean more people are in danger of becoming homeless and will either go into temporary or private sector accommodation. In turn, we expect more people to struggle with rent arrears because of the £23,000 cap on household benefit (down from £26,000) and the period that housing benefits can be backdated has reduced from six months to four weeks. Otherwise, rents for social housing are to be reduced by 1% (with a few exceptions such as housing co-ops and alms houses), but this will lead to a significant shortfall in our housing budgets, for which we have to compensate.

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

3. Evidence and Demographics

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

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

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

4. Impact of monitored savings from 2016-17

Our budget Residential Impact Assessment (RIA) for 2016-17 noted that it was not possible to anticipate every potential impact for certain proposals. This was because the available data was not always sufficient to assess risk, including negative impacts on groups with protected characteristics. It highlighted the need to monitor the impact on residents and the effectiveness of proposed mitigations. The updates on these proposals are set out below.

Make it easier to access council services online

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

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

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

Better targeted Mental Health

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

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

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

Review of Telecare Charges

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

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

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

Efficiencies in Service Provision for Learning Disabilities

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

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

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

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

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

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

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

Reduce spend on temporary accommodation

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

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

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

Pool Advice funding and change delivery model

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

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

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

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

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

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

5. Cumulative impact of proposals for 2017-18

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

In addition to the impact of individual proposals, we recognise the potential for cumulative impact on groups with protected characteristics. This can happen when a series of proposals make the overall effect on a particular group more pronounced than when a single change is made in isolation.

Overview of cumulative impacts by protected characteristic

The following table lists all of the proposals likely to impact each protected characteristic. In the sections following the table, the potential impacts are described for each of the themes. Any potential cumulative impacts resulting from a series of proposals are also highlighted and mitigations are proposed for all of the impacts identified. Many of the proposals are likely to impact two or more protected characteristics and, where relevant, this is highlighted under each of the themes.

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

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

Characteristic	Proposals
pregnancy and maternity	Not universally monitored but see section above for impacts of changes to childcare services and child health
religion and belief	Not universally monitored, although there is a connection with race – see impacts described above
marriage and civil partnerships	No specific impacts identified
gender reassignment	No specific impacts identified

Children's Services

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

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

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

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

Mitigations

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

Environment & Regeneration

Waste charges for schools and charities

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

Trampoline Park at Sobell Centre

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

Finance & Resources

Reduce the Building Repairs Fund

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

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

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

Housing & Adult Social Service

Review of Voluntary and Community Sector (VCS) Premises

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

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

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

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

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

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

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

Review of Adult Social Services Bad Debt provision

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

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

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

Review of Section 117 Provision

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

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

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

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

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

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

Review of Direct Payment Surpluses

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

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

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

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

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

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

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

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

Public Health

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

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

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

Change management

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

Adult Education funding reductions

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

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

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

6. Child poverty and socio-economic disadvantage

The latest data (for 2013) indicates that Islington has the third highest proportion of children living in income-deprived households in the country, with 32.4% of children (0-16 years) living in low income households. This is down from 41% from previously published data, which we believe is as a result of the significant effort that the council has led to increase parental employment. Although we are making progress in this

area, households with certain characteristics remain over-represented in local child poverty figures namely those:

- headed by a lone parent
- with three or more children
- with a disabled family member
- in Black and minority ethnic (BME) groups, particularly Black Africans
- living in overcrowded accommodation
- living in rented social housing.

Characteristic	Proposals and impacts
Lower socio-economic groups	<p>Poorer residents are likely to be affected by changes to the following charges:</p> <ul style="list-style-type: none"> • rent reduction (positive) <p>Poorer residents are also likely to be impacted by the following proposals. Details are given in the sections above:</p> <ul style="list-style-type: none"> • increase in Council Tax • review of childcare subsidy • redesign of early childhood health services • channel shift • ending council tax support cashback

The impact of increased charges introduced by some of the proposals listed above will be mitigated by protecting those who are less able to pay.

Poorer residents tend to be heavier users of council services and so may experience disruption with the introduction of new delivery models. Though proposals have been prepared with an emphasis on prevention and efficient use of resources, careful planning and monitoring will be needed to manage changes.

The changes proposed to childcare subsidies and Children's Centres carry a potential cumulative risk primarily to women in lower socio-economic groups and will need to be carefully co-ordinated by Children's Services and Public Health.

The council has identified employment as the best option for helping families out of poverty. Many long-term unemployed people in Islington have complex needs and, in line with the recommendations of its Employment Commission, the council has been targeting resources in this area. This includes our iWork job coaching team and the Adult Community Learning service that boosts literacy, numeracy and IT skills to improve people's job prospects.

We have formed a consortium of partners to deliver intensive and tailored employment support which has helped 1,023 people into work over the last year. Through our innovative 'Working Better' project with the NHS and JobCentre Plus, we are now piloting employment coaching referrals from GPs as a way to support disabled people or residents with health conditions to get off benefits and into work – and improve their well-being at the same time.

7. Human rights and safeguarding

Human Rights

Individuals have human rights, and RIAs are not concerned with individual cases. However, some of the proposals outlined in this RIA may increase the risk of the council breaching the human rights of an individual. Further, proposals may have a disproportionate impact on certain groups, which in turn may contravene Article 14 (prohibition on discrimination on any ground). The mitigations identified in respect of each proposal should go some way to reducing the risk of a breach of convention rights, but cannot eliminate such risk altogether. The most important mitigation the council can undertake is not to allow the adoption of any policy or proposal to fetter its discretion in dealing with an individual case.

Safeguarding:

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

8. Impact on staff of 2017-18 proposals

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

Current equalities profile

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

Headcount

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

Gender

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

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

Age

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

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

Ethnicity

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

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

Disability

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

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

Sexual orientation

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

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

Religion

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

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

Ongoing equality issues among staff

As noted in the previous 2015-16 budget impact report, some of the key structural inequalities in the organisation arise from historic horizontal and vertical professional segregation which extends well beyond Islington's boundaries. Examples include women and people from different social classes being steered towards, or choosing to go into different professions; e.g. a high proportion of qualified accountants from Black African backgrounds. Records show that these people rarely progress to senior financial strategy/policy roles.

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

Impacts from last year's budget

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

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

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

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

Impacts from proposed restructures

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

9. Mitigation for negative impacts on staff

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

Robust management of the redundancy process

- In many cases, additional mitigation measures will be proposed for specific proposals and these will be mitigated through the full RI A's.
- Our redeployment process offers mitigation for suitably qualified staff to move easily into business critical roles for which they are suitable and trained where the post holder has applied for voluntary redundancy.

Training and development

- Training is provided to ensure staff are not left behind as more activity shifts online. This channel shift will be a positive move for staff in the long term, with improved productivity and flexibility, but the transition will need to be carefully managed. Assistive technologies and support may be needed for disabled staff who may face access challenges along with older staff who may be less confident using IT.
- A continued focus on improving progression routes for certain groups of staff to help make the workforce more representative e.g. the Inspiring Leadership (IL) Management and Leadership programme targets BME and disabled staff at P04 and below to encourage them to become senior managers of the future. We will also continue to encourage BME staff and women to take up the coaching, mentoring and career development opportunities available in the council.

Monitoring

- A continued monitoring of equality impacts: the impact of these changes will be monitored by the council's Executive through the annual State of Equalities report and as part of the council's commitment to staff progression and equalities objective.

Welfare and support

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

Engagement

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

Annex A: Public Sector Equality Duty

Section 149 of the Equality Act 2010 provides that:

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

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

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

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

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

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

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

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

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

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

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

(a) tackle prejudice, and

(b) promote understanding.

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

(7) The relevant protected characteristics are —

- age
- disability
- gender reassignment
- marriage and civil partnership

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

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

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

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Report of: Chair of Policy and Performance Committee

Meeting of:	Date	Ward(s)
Executive	9 February 2017	All

Delete as appropriate		Non-exempt
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**SUBJECT: COUNCIL BUDGET PROPOSALS 2017/18 - COMMENTS FROM THE
POLICY AND PERFORMANCE SCRUTINY COMMITTEE****1. Synopsis**

- 1.1 The Committee considered the budget proposals. The Executive Member Finance and Performance, Councillor Andy Hull, was present to respond to questions from the Committee.

2. Recommendations

- 2.1 That the following comments of the Policy and Performance Committee be forwarded to the Executive for consideration:
- The Committee noted the continuing severe reductions in Government funding and this has led the Council having to save over £170m of savings over the past 7 years
 - It was also noted that there will be a further 17% reduction in core funding over the next 3 years which will mean further savings having to be found of £47m, including £24.1m in 2017/18
 - Whilst the Government had cut the New Homes Bonus scheme funding for employment support work, the Council were now contributing £3m from mainstream funding to compensate for this
 - The Committee welcomed the proposal to write off Council Tax for Care Leavers under 25 years of age
 - The Committee were informed that whilst the proposals would apply the Social Care Precept of 3%, as allowed for by the Government, this would not meet the demands of the service and that the Government should be willing to fund social care properly and not pass the burden onto Local Authorities
 - The Committee noted that there would be a reduction of 54 posts in the savings proposals, but that over 50% of these were either through the deletion of vacant posts or from voluntary redundancies
 - In response to a question as to whether the Council should consider a higher Council Tax increase it was felt that there had to be a balance between what residents could stand with and

- securing funding for services provision and that it was felt that the 1.99% proposed was correct
- The view was expressed that the hiring of the Assembly Hall fee could be increased for some users who are able to pay a higher cost in future years
- The Committee were concerned at the proposed Government increases in Business Rates and their effect on businesses in the borough and Councillor Hull undertook to report back in more detail on this once proposals were clarified
- In response to a question it was stated that CIL money would be used for Highways Maintenance in 2017/18, however this would 'free up' funding in the Council's revenue budget for other services
- Whilst the Committee welcomed the building of new Council homes and the provision of genuinely affordable housing they expressed concern at the potential loss of future housing through Right to Buy and the lack of clarity about when capital receipts would be available

3. Implications

3.1 Financial implications:

These are contained in the main report.

3.2 Legal Implications:

These are contained in the main report.

3.3 Environmental Implications:

These are contained in the main report.

3.4 Equality Impact Assessment:

This is contained in the main report.

4. Conclusion and reasons for recommendations

- 4.1 The comments of the Policy and Performance scrutiny review Committee are forwarded to the Executive for consideration.

Appendices: None

Background papers: None

Final report clearance:

Signed by:



Chair of Policy and Performance Committee

30 January 2017

Date

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ISLINGTON

Finance and Resources Department

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

Meeting of:	Date	Ward(s)
Executive	9 th February 2017	All

FINANCIAL MONITORING 2016-17 MONTH 9

1. SYNOPSIS

- 1.1 This report presents the forecast outturn position for 2016-17 as at 31st December 2016. Overall, there is a forecast gross General Fund overspend of £2.3m.
- 1.2 The Housing Revenue Account (HRA) is forecast to break-even over the year.
- 1.3 It is forecast that £112.5m of capital expenditure will be delivered in 2016-17.

2. RECOMMENDATIONS

- 2.1. To note the forecast revenue outturn for the General Fund (**Table 1 and Appendix 1**) of a gross overspend of £2.3m, including corporate items. (**Paragraph 3.1**)
- 2.2. To note the actions to reduce the forecast gross General Fund overspend, and that any remaining overspend at year-end will be covered by drawing down from the £3m corporate contingency budget. (**Paragraphs 3.2 and 3.3**)
- 2.3. To note that the net HRA forecast is a break-even position. (**Section 5, Table 1 and Appendix 1**)
- 2.4. To note the latest capital position with forecast capital expenditure of £112.5m in 2016-17. (**Section 6, Table 2 and Appendix 2**)

3. **REVENUE POSITION: SUMMARY**

- 3.1. A summary position of the General Fund and Housing Revenue Account is shown in **Table 1** with a more detailed breakdown contained in **Appendix 1** (by service area).

Table 1: 2016-17 General Fund and HRA Month 9 Forecast

	Forecast Over/(Under) Spend (£000)
<u>GENERAL FUND</u>	
Finance and Resources	713
Chief Executive's Department	955
Core Children's Services (Excluding Schools)	3,580
Environment and Regeneration	3,080
Housing and Adult Social Services	(17)
Public Health	0
DEPARTMENTAL TOTAL	8,311
Corporate Items	(5,974)
GROSS OVER/(UNDER) SPEND	2,337
<u>HOUSING REVENUE ACCOUNT</u>	
NET (SURPLUS)/DEFICIT	0

- 3.2. To reduce the underlying, forecast General Fund overspend, the following actions are being undertaken to bring the 2016-17 budget into balance:
- 3.2.1. Corporate Directors are identifying further management actions to bring down their departmental overspends; and
- 3.2.2. There will be clawback, at a level to be agreed, on new carry-forwards at the end of this financial year.
- 3.3. Any remaining overspend at year-end will be covered by drawing down from the £3m corporate contingency budget.

4. **GENERAL FUND**

Finance and Resources Department (+£0.7m)

- 4.1. The Finance and Resources Department is forecasting an overspend of (+£0.7m). This is due to the following variances:
- 4.1.1. (+£1.2m) shortfall against the commercial property income target due to savings materialising over a longer time frame.

- 4.1.2. Re-phasing of the ICT shared service saving (+£0.5m) to allow the new service to get up and running.
- 4.1.3. Compensating in-year management actions of (-£0.65m) through the more efficient use of staff for processing Housing Benefit claims, and (-£0.35m) managed underspend in accommodation and facilities using the building repairs fund.

Chief Executive's Department (+£0.96m)

- 4.2. The Chief Executive's Department is currently projecting a (+£0.96m) overspend. This is as a result of the legacy overspend position in the Strategy and Community Partnerships division prior to the Chief Executive Department restructure that took effect on 1st October 2016. The legacy overspend relates to the following:
 - 4.2.1. New Homes Bonus (NHB) grant funding was received over the 2015-17 period and it was planned that this would replace council funding and other reducing funding streams within the Strategy and Community Partnerships division. However, this funding was committed against other expenditure in the division, meaning that the budgeted savings were no longer deliverable. Efforts are continuing to identify savings to reduce the overspend further.

Children's Services

General Fund (+£3.58m)

- 4.3. A (+£3.58m) provisional outturn overspend is forecast for the General Fund (non-schools) Children's Services budget as a number of pressures against demand led specialist services have continued from 2015-16 into 2016-17; especially in relation to increasing numbers of personal budget packages, care proceedings, care leavers, unaccompanied asylum seeking children and looked after children. Further overspends are occurring against secure accommodation costs and from the late notice of a further cut in grant funding from the Youth Justice Board. An overspend is also forecast against the universal free school meals budget as pupil numbers continue to increase and eligibility for statutory free school meals reduces. The key variances are as follows:
 - 4.3.1. Increased demand for high level personal budgets to deliver community based packages. (+£0.2m)
 - 4.3.2. Leaving Care costs for 18+ year olds - significant increase in the number of care leavers that we are obliged to offer a service to. Includes rising 18's (Southwark judgement). (+£0.70m)
 - 4.3.3. Unaccompanied Asylum Seeker Children (UASC) - the numbers of UASC have increased by 36 over the duration of the last financial year. The authority is allocated grant to cover the costs of an individual; however, this is not sufficient to meet the sums expended. The first 25 cases are not funded by the Home Office. (+£0.15m)
 - 4.3.4. Children Looked After (CLA) staffing including Independent Futures and the associated increase on client (non-placement) costs (e.g. travel, interpreters, and rents). (+£0.15m)

- 4.3.5. Increase in support packages for young people placed for Adoption because of severe disability and the need for 1 to 1 support to carers. (+£0.1m)
- 4.3.6. CLA Placements – increase in the number and complexity of cases for the under-18 cohort of CLA. These are mainly regulated residential placements. (+£0.70m)
- 4.3.7. Increase in support for 16-17 years olds living in supported accommodation. (+£0.60m)
- 4.3.8. Youth Justice – late notification of £40k reduction of Youth Justice Board grant for 2016-17. (+£0.04m)
- 4.3.9. Disabled Children's Services – re-phasing of savings from the service review and rationalisation. (+£0.15m)
- 4.3.10. Universal Free School Meals - increased pupil numbers and reduced eligibility for statutory free school meals. The forecast will be updated after the October 2016 schools' census. (+£0.5m)
- 4.3.11. Holloway Pool Subsidy – savings from the removal of subsidy will not be realised in full. (+£0.06m)
- 4.3.12. Special Educational Needs (SEN) Transport (+£0.65m) - Increasing numbers of pupils and complexity of need.
- 4.3.13. Children's Centres - net overspend from bringing Westbourne Children's Centre back in house (General Fund share). (+£0.03m)
- 4.3.14. Short Breaks - increased use of targeted short breaks services by families assessed as requiring a personal budget. (+£0.04m)
- 4.3.15. Cardfields - overspend against premises costs as business rates have not previously been levied against this facility. (+£0.015m)
- 4.3.16. Grant Aid - underspend due to a different profile in take up of subsidised childcare than budgeted for. (-£0.04m)
- 4.3.17. Central staffing underspend of (-£0.165m).
- 4.3.18. Universal Youth - forecast short-term underspend as previously decommissioned services are re-commissioned. (-£0.3m)
- 4.4. Management action to reduce the overspend is currently underway which includes holding vacancies and reviewing high-cost social care packages, but demand in some areas is outstripping supply.

Schools (-£0.1m)

- 4.5. A Dedicated Schools Grant (DSG) underspend of (-£0.1m) is forecast. All of the provisional DSG underspend consists of balances from previous years' underspends that are being managed to support specific areas of activity as previously agreed by Schools Forum.

Environment and Regeneration (+£3.080m)

- 4.6. The Environment and Regeneration Department is forecasting a (+£3.080m) overspend.
- 4.7. The main reasons for the overspend are set out below and are a combination of longstanding structural issues previously contained by managerial action across the department, shortfalls in income due to market conditions or decisions made by third parties impacting on earlier assumptions and delays in implementing earlier savings decisions.

Public Realm Division (+£2.088m)

- 4.8. The Public Realm division is forecast to be £1.998m overspent. This is as a result of:

Delays in realising savings around waste collection and recycling services and not implementing the Village Principle and consequential operational costs (+£3.110m)

- 4.8.1. A communally based Food and Garden Waste service was proposed as part of the 2014-15 budget setting process. A pilot was agreed to start in June 2015 for three months (+£0.03m). The establishment of the basic elements of the waste and recycling collection services provides the platform for the delivery of the Village Principle. A much longer period of time was taken than anticipated to assess the Food and Garden pilot; to consider alternative options and for the necessary consultative and decision making processes to be completed. This has led to the non-delivery of the savings as originally predicted (+£1.9m). It has also led to additional operational costs to support an ageing fleet as decisions on fleet replacement have also been delayed (+£0.6m). Further to this extra staffing costs have been incurred to ensure vital frontline services are maintained as a result of vehicle breakdowns (+£0.555m) and additional door-to-door recycling containers are required for the new schedule launch in February 2017 (+£0.025m).

Shortfall in Trade Waste Income (+£0.372m)

- 4.8.2. The proposal was to progressively increase trade waste income by £1m over three years. Income is now gaining momentum as planned management actions take effect. The projection above is prudent and if the current rate of growth is maintained the overall shortfall could be as low as (+£0.25m).

Shortfall in Income from Advertising Concession contract (+£0.5m)

- 4.8.3. A survey of the whole borough had identified 60 premium advertising sites which could have generated income of around £9/10k each, totalling between £0.54m and £0.6m. These, however, were not granted planning permission by the Planning Committee. The current position is that planning permission has been granted for only 16 sites, the realisable market value of which are currently being established.

Use of Islington Trading Company (iCo) to deliver subsidy of (+£0.1m)

- 4.8.4. iCo is now trading in a number of areas – Trade Waste, Memorials, Schools Human Resources and Pest Control. It is likely that the level of activity will now deliver against the trading activity in these areas.

Parking Account (-£2.0m)

- 4.8.5. All income streams within the Parking Account are currently performing above the levels expected in the financial model and if this trend continues, will result in a significant underspend against budget which can be utilised against Highways and Transport related spend that would otherwise need to be funded from Council revenue and/or capital resources.
- 4.8.6. Improvements to the accuracy of Penalty Charge Notice (PCN) issues and debt recovery has increased the average value of a PCN, and parking bay suspension income remains high as a consequence of the high levels of economic activity in the borough. Pay and display levels are on target and permit sales have increased. Improvements to the monitoring of moving traffic offences are planned to be operational within the financial year that will also improve compliance levels in this area.

Other (+£0.006m)

- 4.8.7. Unachievable digital-led productivity gains saving. (+£0.1m)
- 4.8.8. There is an offsetting corporate allocation of (-£0.095m) relating to further legal costs on a settled claim against three privately owned mature London Plane trees that had been proven to cause subsidence. Due to strong public support, the Council argued for retaining the trees and won the appeal for the trees to be retained. The claimants then proceeded with a claim against the Council for repair costs.
- 4.8.9. Small overspends throughout the rest of the division of (+£0.001m).

Public Protection Division (+£0.69m)

- 4.9. There are a number of longstanding structural budget issues within the Public Protection Division that have materialised over recent years and were subject to extensive reporting during the 2015-16 monitoring cycle. These pressures, as reported during 2015-16, are detailed below:
- 4.9.1. (+£0.18m) pressure within business support mainly around cost pressures relating to staff budgets and non-staffing budgets around IT / licensing costs.
- 4.9.2. (+£0.14m) pressure in Houses in Multiple Occupation (HMO licensing) income with licenses lasting 5 years and income budgets remaining unachievable.
- 4.9.3. (+£0.14m) pressure relating to staff costs that were part funded by 'Smoke-free' grant that is no longer received.
- 4.9.4. (+£0.09m) pressure within the library service mainly around deteriorating income streams on DVD / music rentals and hall lettings.

- 4.9.5. (+£0.05m) pressure relating to a saving relating to loss of Public Health grant.
- 4.10. For 2016-17, budgets have been subject to a re-basing exercise and consequently all areas are around the breakeven position, with the identified budget shortfall described above, of around (+£0.6m), now labelled as management action. The division and department will look for actions and opportunities to reduce this deficit over the financial year; however, a decision has been taken to remove this deficit through a permanent departmental budget adjustment in 2017-18.
- 4.11. There is a continued downturn in Local Land Charges income of (+£0.1m).
- 4.12. The remaining service areas within this division are underspent by (-£0.01m).

Planning and Development Division (+£0.302m)

- 4.13. Development Management has cost pressures around the use of agency staff (used for vacancy and temporary cover) which is offset by an underspend on salaries due to vacant posts and strong pre-application income performance. The latter could reduce this net overspend position if this continues over the financial year. (+£0.026m)
- 4.14. The Building Control service is holding vacancies (-£0.135m) offset by a projected shortfall in income (+£0.2m), unfunded agency costs (+£0.1m), an unallocated saving of (+£0.08m) and an unbudgeted invoice of (+£0.04m) relating to a prior year Scootability payment within the Spatial Planning and Transport (SPAT) service.
- 4.15. The remaining service areas within the division are showing a slight underspend. (-£0.009m).

Housing and Adult Social Services (Break-even Position)

Adult Social Care (Break-even Position)

- 4.16. Adult Social Care is forecasting a break-even position over the financial year.

Housing General Fund (Break-even Position)

- 4.17. The Housing General Fund is forecast to break-even over the financial year.

Public Health (Break-even Position)

- 4.18. Public Health is funded via a ring-fenced grant of £27.3m for 2016-17. There is a forecast net break-even position for the financial year.

Corporate Items (-£6m)

- 4.19. By integrating Strategic Community Infrastructure Levy (CIL) funding with the capital medium term financial strategy (MTFS), it is forecast that there will be £3.5m of previously unbudgeted Strategic CIL funding available for funding infrastructure in the 2016-17 capital programme. This will deliver a saving of (-£3.5m) of the annual corporate revenue contribution to the capital programme in 2016-17 and over the medium term.
- 4.20. The Council has continued to follow a successful Treasury Management Strategy of shorter-term borrowing at low interest rates. This is forecast to save the General Fund (-£2.2m) in interest charges this financial year. The Treasury Management Strategy is kept under constant review to ensure that available resources are optimised and the

longer-term interest rate position reviewed within an effective risk management framework and in line with the approved strategy.

- 4.21. Additional net unbudgeted grant income (-£0.6m) has been received to compensate for the impact of Government policy on our retained business rates income in 2016-17 (e.g. the continued doubling of small business rates relief).
- 4.22. The corporate position reflects the allocation of (-£1.6m) of HRA resources to the General Fund towards the digital services infrastructure projects/improvements that were agreed in the month 4 monitoring report.
- 4.23. These savings are partially offset by:
 - 4.23.1. Corporate savings of (+£1.0m) being applied to the Environment and Regeneration pressure on the cross-cutting Wi-Fi concession saving due to a lack of suitable General Fund sites (this is a net-nil impact overall as the Environment and Regeneration overspend is reduced, in respect of this applied funding, by the same amount).
 - 4.23.2. (+£0.8m) uncontrollable pressure due to the Council's statutory duty to provide assistance to all destitute clients who are Non-European Union nationals and can demonstrate need under Section 21 of the National Assistance Act, 1948. This is commonly referred to as No Recourse to Public Funds (NRPF).
 - 4.23.3. (+£0.095m) further legal costs within Environment and Regeneration relating to a settled claim against three privately owned mature London Plane trees that had been proven to cause subsidence. This corporate adjustment offsets the costs within Environment and Regeneration.

5. HOUSING REVENUE ACCOUNT

- 5.1. The forecast outturn for the HRA is a gross surplus of (-£2.6m) to be transferred into the HRA risk equalisation reserve, leaving a break-even position overall.
- 5.2. The key reasons for the forecast gross (-£2.6m) surplus are:
 - 5.2.1. An increase in rental income of (-£2m) due to the post budget setting confirmation that PFI properties were to be excluded from the 1% rent reduction.
 - 5.2.2. A review of annual leaseholder service charges leading to an underlying increase in charges of £1m, applied to both 2015-16 actuals and 2016-17 estimates, meaning a (-£2m) increase in income.
 - 5.2.3. Other additional net income, mainly in relation to charges for other services and facilities. (-£0.2m)
 - 5.2.4. Offsetting this is a charge in respect of new digital services projects/improvements to IT infrastructure of (+£1.6m).

6. **CAPITAL PROGRAMME**

- 6.1. It is forecast that £112.5m of capital investment will be delivered in 2016-17. This is set out by department in **Table 2** below and detailed at **Appendix 2**.

Table 2: 2016-17 Capital Programme Month 9 Forecast

Department	2016-17 Revised Budget	2016-17 Capital Forecast	Forecast Re-profiling (to)/from Future Years (£m)
	(£m)	(£m)	(£m)
Children's Services	18.9	18.9	(0.0)
Environment and Regeneration	23.0	22.2	(0.8)
Housing and Adult Social Services	61.2	71.4	10.2
Finance and Resources	0.1	0.0	(0.1)
Total	103.2	112.5	9.3

7. **IMPLICATIONS**

Financial Implications

- 7.1. These are included in the main body of the report.

Legal Implications

- 7.2. The law requires that the Council must plan to balance its spending plans against resources to avoid a deficit occurring in any year. Members need to be reasonably satisfied that expenditure is being contained within budget and that the savings for the financial year will be achieved, to ensure that income and expenditure balance.

Environmental Implications

- 7.3. This report does not have any direct environmental implications.

Resident Impact Assessment

- 7.4. A resident impact assessment (RIA) was carried out for the 2016-17 Budget Report approved by Full Council. This report notes the financial performance to date but does not have direct policy implications, so a separate RIA is not required for this report.

Background papers: None

Responsible Officer:

Mike Curtis
Corporate Director of Finance and Resources

Report Authors:

Martin Houston
Strategic Financial Advisor
Tony Watts
Head of Financial Planning

Signed by

A handwritten signature in dark ink, appearing to read 'Andy Hull', written over a faint, illegible stamp.

30 January 2017

Executive Member for Finance, Performance
and Community Safety

Date

Appendix 1 - Revenue Monitoring 2016-17 Month 9 by Service Area

GENERAL FUND					
Department / Service Area	Original Budget	Current Budget	Forecast Outturn	Forecast Over/(Under) Spend Month 9	Forecast Over/(Under) Spend Month 8
	£'000	£'000	£'000	£'000	£'000
FINANCE AND RESOURCES					
Corporate Director of Finance and Resources	915	1,813	1,813	0	0
Digital Services and Transformation	1,345	7,097	7,597	500	500
Financial Management	(3,072)	(3,104)	(1,885)	1,219	1,219
Financial Operations	2,359	7,463	6,457	(1,006)	(1,006)
Internal Audit	551	567	567	0	0
Human Resources	0	20	20	0	0
Legal and Governance	0	(169)	(169)	0	0
Total Finance and Resources	2,098	13,687	14,400	713	713
CHIEF EXECUTIVE'S DEPARTMENT					
Chief Executive (including legacy of old department)	2,584	(821)	134	955	955
Communications and Change	651	(512)	(512)	0	0
Strategy and Change	175	860	860	0	0
Total Chief Executive's Department	3,410	(473)	482	955	955
CHILDREN'S SERVICES					
Learning and Schools	21,927	22,693	23,833	1,140	625
Partnerships and Support Services	15,273	15,611	15,161	(450)	(450)
Targeted and Specialist Children and Families	38,482	40,330	43,120	2,790	2,690
Employment, Adult Learning and Culture	0	1,841	1,841	0	0
Youth and Communities	0	1,612	1,612	0	0
Less Projected Ring-Fenced Schools Related Underspend	0	0	100	100	515
Total Children's Services	75,682	82,087	85,667	3,580	3,380
ENVIRONMENT AND REGENERATION					
Directorate	(2,458)	(1,213)	(1,213)	0	0
Planning and Development	1,796	2,193	2,495	302	612
Public Protection	10,609	11,548	12,238	690	684
Public Realm	24,694	23,302	25,390	2,088	1,998
Total Environment and Regeneration	34,641	35,830	38,910	3,080	3,294
HOUSING AND ADULT SOCIAL SERVICES (HASS)					
Temporary Accommodation (Homelessness Direct)	2,176	2,569	2,571	2	460
Housing Needs (Homelessness Indirect)	1,819	1,501	1,605	104	(75)
Housing Benefit	880	880	880	0	0
Housing Strategy and Development	217	174	143	(31)	(31)
Housing Administration	1,850	2,404	2,331	(73)	(352)
Voluntary and Community Services (VCS)	0	3,501	3,501	0	0
Total Housing General Fund	6,942	11,029	11,031	2	2
Adult Social Care	31,030	31,688	31,678	(10)	(10)
Integrated Community Services	15,772	16,122	15,941	(181)	(181)
Strategy and Commissioning	31,774	31,373	31,545	172	172
Total Adult Social Services	78,576	79,183	79,164	(19)	(19)
Total Housing and Adult Social Services	85,518	90,212	90,195	(17)	(17)
PUBLIC HEALTH					
Children 0-5 Public Health	2,132	4,094	3,825	(269)	(269)
Children and Young People	1,906	1,726	1,654	(72)	(73)
NHS Health Checks	342	364	417	53	53
Obesity and Physical Activity	731	731	731	0	0
Other Public Health	(21,496)	(22,944)	(23,166)	(222)	(141)
Sexual Health	8,268	7,984	8,057	73	73
Smoking and Tobacco	673	601	521	(80)	(80)
Substance Misuse	7,444	7,444	7,412	(32)	(32)
Less Projected Ring-Fenced Public Health Grant Underspend	0	0	549	549	469
Total Public Health	0	0	0	0	0
DEPARTMENTAL TOTAL	201,349	221,343	229,654	8,311	8,325
CORPORATE ITEMS					
Corporate and Democratic Core / Non Distributed Costs	15,129	14,545	14,545	0	0
Other Corporate Items	291	(1,207)	(5,742)	(4,535)	(4,535)
Corporate Financing Account	(22,475)	(22,475)	(24,722)	(2,247)	(2,247)
Levies	22,005	22,005	22,005	0	0
Transfer to/(from) Reserves	12,555	(5,492)	(5,492)	0	0
Specific Grants	(17,960)	(17,960)	(17,960)	0	0
Core Government Funding / Council Tax	(211,162)	(211,162)	(211,162)	0	0
No Recourse to Public Funds	268	403	1,211	808	808
Total Corporate Items	(201,349)	(221,343)	(227,317)	(5,974)	(5,974)
GROSS TOTAL	0	0	2,337	2,337	2,351

Appendix 1 - Revenue Monitoring 2016-17 Month 9

HOUSING REVENUE ACCOUNT(HRA)					
Department / Service Area	Original Budget	Current Budget	Forecast Outturn	Forecast Over/(Under) Spend Month 9	Forecast Over/(Under) Spend Month 8
	£'000	£'000	£'000	£'000	£'000
Dwelling Rents	(160,331)	(160,331)	(162,331)	(2,000)	(2,000)
Non Dwelling Rents	(1,750)	(1,350)	(1,350)	0	0
Heating Charges	(2,000)	(2,000)	(2,000)	0	0
Leaseholders Charges	(9,748)	(9,748)	(11,798)	(2,050)	(2,300)
Other Charges for Services and Facilities	(4,377)	(4,377)	(4,677)	(300)	(500)
PFI Credits	(22,854)	(22,854)	(22,854)	0	0
Interest Receivable	(500)	(500)	(500)	0	0
Contribution from General Fund	(816)	(816)	(816)	0	0
Gross Income	(202,376)	(201,976)	(206,326)	(4,350)	(4,800)
Repairs and Maintenance	31,930	31,930	31,930	0	0
General Management	49,155	48,955	50,620	1,665	1,815
PFI Payments	39,714	39,614	40,114	500	250
Special Services	16,817	16,817	16,817	0	0
Rents, Rates, Taxes and Other Charges	739	539	539	0	100
Capital Financing Costs	46,387	46,387	46,387	0	0
Bad Debt Provisions	750	750	750	0	0
HRA Contingency	2,500	2,500	2,050	(450)	0
Transfer to HRA Reserves	14,384	14,484	17,119	2,635	2,635
Gross Expenditure	202,376	201,976	206,326	4,350	4,800
Net (Surplus)/Deficit	0	0	0	0	0

Appendix 2: Capital Monitoring 2016-17 Month 9

	2016-17 Budget Monitoring						
	Original Budget	Budget Changes During the Year	Revised Budget	Forecast Outturn	Forecast Re-profiling (to)/from Future Years	Expenditure to Date	% Budget Spent to Date
	£m	£m	£m	£m	£m	£m	£m
CHILDREN'S SERVICES							
Moreland Primary School	8.4	0.0	8.4	8.4	0.0	7.5	89%
Dowery Street Pupil Referral Unit	4.3	(1.9)	2.4	2.4	0.0	3.8	158%
The Bridge Free School	4.7	0.0	4.7	4.7	0.0	0.0	0%
Primary School Expansions	6.4	(6.4)	0.0	0.0	0.0	0.0	0%
Primary Capital Scheme	0.3	0.1	0.4	0.4	0.0	0.1	13%
Windows Scheme	0.4	0.0	0.4	0.4	0.0	0.4	97%
Primary Bulge Classes	0.1	0.1	0.2	0.2	0.0	0.2	90%
Primary Electrical Schemes	0.9	0.0	0.9	0.9	0.0	0.6	62%
Mechanical Schemes	0.4	0.3	0.7	0.5	(0.2)	0.4	58%
Early Years Two Year Old Places	0.9	(0.7)	0.2	0.2	0.0	0.1	50%
Other	3.0	(2.4)	0.6	0.8	0.2	0.1	17%
Total Children's Services	29.8	(10.9)	18.9	18.9	0.0	13.1	69%
ENVIRONMENT AND REGENERATION							
Other Environment and Regeneration	0.0	0.7	0.7	0.7	0.0	0.0	0%
Planning and Development	2.0	(1.8)	0.2	0.2	0.0	0.1	32%
Cemetaries	0.5	(0.5)	0.0	0.0	0.0	0.0	70%
Disabled Facilities	0.7	0.2	0.9	0.9	0.0	0.5	56%
Libraries	0.0	0.1	0.1	0.1	0.0	0.0	0%
Private Sector Housing	1.6	(1.2)	0.4	0.4	(0.0)	0.1	12%
Combined Heat and Power	4.0	(0.2)	3.8	3.8	0.0	2.4	63%
Energy Saving Council Buildings	0.2	0.4	0.6	0.5	(0.2)	0.2	31%
Vehicles	3.7	(2.6)	1.1	1.1	0.0	0.8	73%
Greenspace	0.4	1.0	1.4	1.5	0.0	0.7	51%
Highways	4.4	(0.1)	4.3	4.3	0.0	3.2	74%
Ironmonger Row Bath	0.0	0.0	0.0	0.2	0.2	0.1	0%
Leisure	4.5	0.5	5.0	5.0	0.0	2.1	42%
Other Energy Efficiency	0.7	(0.6)	0.0	0.1	0.0	0.0	0%
Recycling Improvements	0.9	(0.1)	0.8	0.8	(0.0)	0.0	2%
Special Projects	0.0	0.3	0.3	0.3	0.0	0.2	57%
Traffic and Engineering	3.3	0.0	3.3	2.5	(0.9)	1.3	38%
Total Environment and Regeneration	26.9	(3.9)	23.0	22.2	(0.8)	11.5	50%
HOUSING AND ADULT SOCIAL SERVICES							
HOUSING							
Major Works and Improvements	31.1	0.0	31.1	31.1	0.0	20.8	67%
New Build	29.4	0.0	29.4	39.6	10.2	24.3	83%
Total Housing	60.5	0.0	60.5	70.7	10.2	45.1	75%
ADULT SOCIAL SERVICES							
Care Services	0.0	0.7	0.7	0.7	(0.0)	0.0	2%
Total Adult Social Services	0.0	0.7	0.7	0.7	(0.0)	0.0	2%
Total Housing and Adult Social Services	60.5	0.7	61.2	71.4	10.2	45.1	74%
FINANCE AND RESOURCES							
Finance	0.0	0.1	0.1	0.0	(0.1)	0.0	0%
Digital Services	1.5	(1.5)	0.0	0.0	0.0	0.1	0%
Total Finance and Resources	1.5	(1.5)	0.0	0.0	0.0	0.1	0%
TOTAL CAPITAL PROGRAMME	118.7	(15.5)	103.2	112.5	9.3	69.8	68%

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Report of: Executive Member for Children and Families (for Executive report)

Meeting of:	Date	Ward(s)
Executive	9 February 2017	All

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SUBJECT: Alternative Provision – Response to the report of the Children's Services Scrutiny Committee

1. Synopsis

- 1.1 The Executive received a report from the Children's Services Scrutiny Committee which reviewed Alternative Provision (AP). The scrutiny report proposed 15 recommendations to address the following review objectives:
- To identify how we can reduce the numbers of children on alternative provision.
 - To identify how we can ensure that provision is of the highest quality.
 - To make recommendations to further improve the outcomes, attendance, and accountability for those in alternative provision.
 - To identify how schools and academies are ensuring the best possible outcomes for the most vulnerable children, including their emotional wellbeing, and make recommendations about how best practice can be in place in all schools and Academies.
 - To evaluate the quality, standards and value for money of alternative provision providers, and the range of provision.
 - To identify how early intervention and 'Think Family' approaches can be mainstreamed once the pump priming funding is no longer available.

This report proposes actions to be taken in response to the Alternative Provision scrutiny.

2. Recommendations

- 2.1 To welcome the findings of the Alternative Provision Scrutiny Review.
- 2.2 To agree the responses to the recommendations of the Children's Services Scrutiny Committee as set out in section 4 of this report.

- 2.3 To agree that officers report back on progress to the Children's Services Scrutiny Committee in one year's time.

3. Background

- 3.1 In September 2015 the Children's Services Scrutiny Committee commenced a review of Alternative Provision. The aims of the review included identifying how the number of children in alternative provision can be reduced, how we can ensure that provision is on the highest quality, and how schools and academies are ensuring the best possible outcomes for the most vulnerable children. The Committee considered evidence from a range of witnesses and carried out several visits before forming its recommendations and finalising its report in June 2016.
- 3.2 Overall, the Committee concluded that mainstream school is the best setting for the vast majority of pupils, however appreciated that alternative provision is beneficial for a small number of pupils disengaged from mainstream education. The Committee made 15 recommendations related to the review objectives. Several of the recommendations intend to minimise the need for and use of alternative provision. Recommendations were also made to increase the effectiveness of alternative provision for the pupils who do require this style of education.

4. Response to the Scrutiny Committee recommendations

Referral and assessment for Alternative Provision

- 4.1 **Recommendation 1: That the alternative provision referral process is strengthened in order to increase the accountability of schools and potentially reduce the number of pupils referred. It is recommended that a formal referral panel be established to consider applications for referral, the membership of which should include senior school representatives and relevant council officers. This panel should have the authority to approve or decline applications and make recommendations associated with the child's education where appropriate.**

There is commitment to support research into how pupils arrive to alternative provision and to strengthen the referral mechanisms and that there is a clear rationale understood by all stakeholders for alternative provision referrals as well as an overall policy for referrals to AP.

The Executive agrees that reducing the numbers of children referred to alternative provision is vital to improving outcomes and that more rigorous referral system could help to deter some referrals. A formal referral panel will be established to consider applications for referral which will include head teachers and relevant officers from the council.

- 4.2 **Recommendation 2: To ensure that the needs of pupils are identified and that they have access to appropriate support, a standardised assessment framework to be introduced for those pupils proposed to be referred to alternative provision. Such assessments should be carried out by schools before pupils are referred to alternative provision.**

The Executive recognises the essential role of the early targeted interventions that secondary schools should undertake in preventing academic failure, disengagement and externalising behaviours of pupils who are often considered for AP. The Executive will ask the Children's Services Department to explore the potential for a standardised assessment framework.

- 4.3 **Recommendation 3: Guidance be produced to support schools in making applications to the referral panel, and to assist the referral panel in decision-making. When considering a referral the panel should consider factors such as the needs of the pupil identified via assessment, the support available to the pupil inside and outside of school, pupil aspirations and attainment levels and the wishes of the pupil.**

To support recommendations one and two, a guidance document will be created to support schools with making applications to alternative provision including clear and relevant information about the student's needs.

Early intervention

- 4.4 **Recommendation 4: The council should encourage schools to implement targeted interventions for pupils at risk of referral to alternative provision. Such interventions should not narrowly focus on attainment, but should seek to raise aspirations, identify pathways and develop pupil resilience. The Committee is especially keen for such interventions to begin in primary school.**

The Executive will encourage all schools to identify students for AP as early as possible through a thorough assessment of pupils' needs and provide additional support to these pupils at an earlier stage as this may reduce the need for alternative provision referrals at a later stage. Secondary schools will continue to be encouraged and supported to provide comprehensive and integrated support to pupils at risk of referral and their families at the earliest possible stage.

The Executive will also instruct the Children's Services department to explore how early targeted interventions might be developed to raise aspirations of pupils and to also use providers who have high aspirations and who can develop academic achievement, positive behaviour and personal skills.

- 4.5 **Recommendation 5: The council should continue to develop its wrap-around early help services for pupils at risk of referral to alternative provision in partnership with schools. It should be the aim to provide comprehensive and integrated support to pupils at risk of referral and their families at the earliest possible stage, in order to reduce the need for alternative provision by Key Stage 4.**

Families First now link to each primary school in the borough, with IFIT doing the same in the secondary schools. The Family Support Worker attached to the schools connects with their pastoral care staff or team around the school so that children and families with additional needs can be identified and support plans made with the consent of the family. They can also facilitate coffee mornings or attends playground meet and greets with parents to promote easy access to help. A specialist worker in IFIT also links to families where a young person has been identified by the school as at risk of requiring alternative provision. The Children's Services department will continue to monitor and review support to adolescents including enabling schools to identify and support pupils and families in school.

- 4.6 **Recommendation 6: As alternative provision pupils tend to have a higher level of need and vulnerabilities, the council should review the SEN and CAMHS support available to alternative provision pupils and consider increasing the level of support if required.**

The Executive agrees that support for mental health and wellbeing and to children with SEND play an important role in meeting the needs of AP pupils. Mental health and wellbeing are priority areas for both the Council and the NHS, and is one of the four priorities of the Health and Wellbeing Board.

The Executive is committed to ensuring that these issues are effectively tackled and will ask the CCG and the Council's Children's Services and Public Health departments to investigate ways of addressing the support required for AP pupils.

- 4.7 **Recommendation 7: The council should seek to further develop information sharing systems between the alternative provision service and other relevant areas of the council to ensure that the best interests of children are secured.**

The Executive will ask the Children's Services department to lead on ensuring that there are good information sharing systems between the AP service, schools and other relevant service areas of the council.

- 4.8 **Recommendation 8: All pupils should have the opportunity to study GCSEs and should be encouraged and supported to do so. The council should aspire for all pupils to achieve at least a grade C in GCSE English and Maths.**

The Executive is committed to ensure good commissioning for AP. A balanced, broad and appropriate curriculum is one development area to realise together with both schools and providers.

The Executive will ask officers to work with providers to ensure that students have suitable opportunities to achieve the best possible outcomes in GCSE English and maths. Schools will also be strongly encouraged to facilitate alternative arrangements for pupils who want to continue to study GCSEs.

- 4.9 **Recommendation 9: The council review the options and pathways available for pupils wanting to study vocational qualifications at Key Stage 4, to ensure that the demand for vocational education does not contribute towards the need for alternative provision.**

The Executive will ask council officers to work with Islington schools to review their curriculum offer for KS4 students.

- 4.10 **Recommendation 10: The council should review its post-16 employment and skills outreach support offer to alternative provision pupils. The level of advisory support offered by alternative provision providers varies and a minimum offer should be agreed to ensure the best outcomes for pupils.**

The Executive will instruct officers to review the post-16 progression support offer. It is also aware the Children's Services Scrutiny Committee is currently undertaking a review of Post-16 Education, Employment and Training where there may be further consideration of support in this area.

- 4.11 **Recommendation 11: The Committee believes that alternative provision pupils should be achieving the benchmark of 95% attendance. There should be clear escalation policies around pupil attendance, with a robust accountability framework supporting this.**

The Executive recognises it is crucial that pupils regularly attend their place of learning to achieve their full potential. For AP pupils, this has been challenging for a variety of reasons.

The Executive will ask officers to ensure there an accountability framework is put in place to support our clear and aspirational expectation around pupils attendance.

- 4.12 **Recommendation 12: The Council should only use alternative provision providers that have a broad outlook and high aspirations for their pupils; providers should focus on academic achievement and personal skills as well as pupil behaviour.**

The Executive will instruct officers to review and evaluate AP providers to ensure they have a focus on academic achievement and personal skills.

- 4.13 **Recommendation 13: Shared learning should be facilitated between schools and alternative provision providers to increase standards in both settings. This could develop the teaching skills of alternative provision providers and assist schools in implementing the most effective behaviour management techniques for challenging pupils.**

The Executive supports the idea of collective responsibility and strong local partnerships in which all have a part to play in bringing about improvements and raising standards. The Executive will ask officers to explore ways of facilitating a sharing culture of practice between referring schools and providers. This may include:

- creating an agreement between AP and schools and providers outlining roles and responsibilities in view of working collectively to improve provisions for children;
- schools remaining actively involved with students once they are placed on AP such as through a nominated school link and school staff invited to half-termly reviews and encouraging school staff to attend QA visits in order to get a better understanding of each provision they refer their pupils to; and

- sharing best practice between schools and providers (for example, some providers could learn from mainstream schools about teaching and standards and some schools could learn behaviour management from some of the providers).

Accountability

- 4.14 **Recommendation 14: The Committee identified the “never give up” approach adopted by schools such as Elizabeth Garrett Anderson and Highbury Fields to be best practice. Alternative provision should only be used as a last resort once all other attempts to engage the child in mainstream education have been exhausted. However, to ensure the best outcomes for the children that are referred due to exceptional circumstances, the council should work with schools and providers to improve the perception of alternative provision. It is important that alternative provision is viewed as a fresh start and a legitimate alternative to mainstream education for those who truly need it and not as a setting for failed pupils. Alternative provision should not be used as a threat.**

Recommendation 15: It is important that schools do not consider pupils to be “out of sight, out of mind” once they are referred to alternative provision. Whilst referral back to mainstream education is not always possible or desirable, it may be appropriate and beneficial in some instances for the pupil to remain a member of the school community, especially as schools are still accountable for their outcomes. Schools should remain actively involved in the welfare of pupils, especially on matters such as safeguarding and attendance, and should consider involving pupils in extracurricular activities as appropriate.

The Executive wholeheartedly agree that AP should be used as a last resort and the importance of schools remaining actively involved in the welfare of their pupils as well as accountable for their outcomes.

The Executive will ask officers to review the referral process and practices to ensure that AP is used by schools when all other interventions have been tried and they have exhausted other ways to support pupils to achieve their potential. This will include revising the AP referral process to ensure schools remain actively involved in supporting their pupils until the end of Year 11 and agree ways for ensuring consistent levels of accountability with the schools. Schools will be encouraged to provide the continuum of pastoral support to ensure that students are not isolated and can seek advice back at school when needed.

5. Implications

5.1 Financial implications:

There are no additional resources required to implement the majority of the recommendations. However, further financial advice will be sought on proposals which implement actions requested by the Executive.

5.2 Legal Implications:

There are no legal implications arising from this report. The actions support the implementation of statutory duties relating to alternative provision.

5.3 Resident Impact Assessment

Alternative Provision seeks to address a range of inequalities in the school population to help them to achieve their potential and build resilience to factors that may disadvantage them. Resident Impact Assessments will be undertaken as part of the process of developing and implementing policies and actions arising from this report.

6. Conclusion and reasons for recommendations

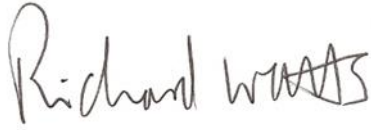
- 6.1 This report details the Executive’s response to the recommendations from the Children’s Services Scrutiny Committee.

Appendix 1: Alternative Provision – Report of the Children’s Services Scrutiny Committee

Background papers: None

Final report clearance:

Signed by:



30 January 2017

Leader of the Council

Date

Report Author: Monika Brylak, Interim Head of Alternative Provision
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ISLINGTON

Children's Services
222 Upper Street
London N1 1XR

Report of: **Executive Member of Children and Families**

Meeting of	Date	Ward(s)
Executive	9 February 2017	All

Delete as appropriate	Exempt	Non-exempt
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ADMISSION TO ISLINGTON COMMUNITY SCHOOLS: 2018-19

1. SYNOPSIS

- 1.1 The School Admissions Code, 2014 requires all admission authorities to determine their admission arrangements by **28 February 2017** for **2018/19**.
- 1.2 Admission authorities must publish a copy of the determined admission arrangements on their website by **15 March 2017**. Where an admission authority has determined a Published Admission Number (PAN) that is higher than in previous years, they must make specific reference to the change on their website.
- 1.3 Admission authorities need only consult every seven years, unless substantial changes are being proposed to the arrangements made following the previous consultation. The consultation period must be for a minimum of six weeks running between **1 October 2016** and **31 January 2017**.
- 1.4 A consultation has not been undertaken as no changes to the admission arrangements determined by the Council's Executive last year are proposed.
- 1.5 This report outlines proposals and recommendations relating to the admission arrangements for Islington's Sixth Form Consortium; coordination of, and arrangements for, Secondary and Primary Transfer; and local arrangements for the management of in-year applications.

2. RECOMMENDATIONS

- 2.1. To agree the co-ordinated schemes and timetables for admission to Islington primary and secondary schools and academies in 2018/19, and in-year admission protocols for 2018/19, as set out in **Appendices 1, 4 and 7**.
- 2.2. To agree the policy and oversubscription criteria for admission to community primary and secondary schools and Islington Sixth Form Consortium for admission in 2018/19, as set out in **Appendices 2, 5, 8 and 9**.
- 2.3. To agree the proposed admission numbers for Islington community primary and secondary schools, and for external applicants to the Islington Sixth Form Consortium in 2018/19, as set out in **Appendices 3, 6 and 10**.

3. BACKGROUND

- 3.1. All admission authorities must consult others locally before determining their admission arrangements.
- 3.2. Admission authorities must consult every seven years, unless substantial changes are being proposed to the arrangements made following the last consultation.
- 3.3. Where significant changes are proposed, admission authorities must:
 - consult on their proposed arrangements by 31st January;
 - allow at least a 6 week period for consultation;
 - in light of consultation, determine their admission arrangements by 28 February;
 - publish the determined admission arrangements on their website by 15 March.
- 3.4. All admission authorities must determine admission arrangements by 28 February, even if they have not changed from the previous years and a consultation has not been required.
- 3.5. Therefore the Executive is required to agree the admission arrangements and admission numbers for all Islington community primary and secondary schools, and Islington's Sixth Form Consortium for 2018/19 and protocols for in-year admissions for 2018/19.

4. CONSULTATION

- 4.1. All local authorities are required, by section 88M of the School Standards and Framework Act 1998, and the Co-ordination Regulations, to have in place a scheme each year for co-ordinating admissions arrangements for maintained schools within their area.
- 4.2. The School Admissions Code requires every local authority to draw up a scheme for maintained schools which ensures that every parent living in the local authority area applying for a place in the normal round receives the offer of one, and only one school place. It also requires local authorities to provide a common application form (in Islington this is referred to as the School Admissions Application Form) and that it is made available to every resident in its area. Consultation must relate to admission arrangements. It must therefore include:
 - The admissions policy
 - The procedures and timing for applications
 - Proposed admission numbers
 - Details of over-subscription criteria and how they will be applied.
- 4.3. The School Admissions Code imposes mandatory requirements, and provides guidance to local authorities and admitting authorities, for achieving good practice in setting oversubscription criteria to ensure admission arrangements are fair and transparent to all children and their families, and promote social equity. The Code also details oversubscription criteria that are considered unlawful.
- 4.4. Any objections to the **September 2018** admission arrangements must be referred to the Schools' Adjudicator by **15 May 2017**.
- 4.5. Local authorities must formulate and publish on their website a scheme by **1 January** in the relevant determination year to coordinate admission arrangements for all publically funded schools within their area.
- 4.6. Where the scheme is substantially different from the scheme adopted the previous academic year, the local authority must consult the other admission authorities in the area and where relevant, any other local authority it determines.
- 4.7. Where the scheme has not changed from the previous year, there is no requirement to consult, subject to the requirement to consult at least once every seven years, even if there have been no changes during this period.
- 4.8. As there are no proposed changes to last year's determined admission arrangements, consultation is not required and has not been undertaken.

5. SECONDARY SCHOOL ADMISSION ARRANGEMENTS 2018/19

A. Coordinated scheme for admission to secondary school 2018/19

- 5.1. The high level of applications to schools outside the child's home local authority (and the requirement for eradicating multiple offers) means there is a need to co-ordinate admissions across the 33 London authorities. A computer-based Pan-London Admissions System enables this co-ordination to take place. The effectiveness of this system is contingent on the adoption of a common set of procedures across London authorities.
- 5.2. Many elements of the scheme must be common to all London authorities to ensure effective Pan-London arrangements.
- 5.3. Once all applications are duly processed, arrangements for waiting lists and residents without a school place are for local determination. These arrangements must however, be made in accordance with the mandatory provisions of the School Admissions Code.
- 5.4. No changes to Islington's existing scheme are proposed. The proposed **scheme and timetable for 2018/19** are set out as **Appendix 1** and available to view [here](#). Please note that although Arts and Media School, Islington is technically its own admission authority, the school has asked the local authority to treat it as community school for the purpose of school admissions.
- **Recommendation**
- 5.5. To agree the co-ordinated scheme and timetable for Islington secondary schools and academies as outlined in **Appendix 1**.

B. Policy and oversubscription criteria for admission to secondary school 2018/19

- 5.6. There is no requirement for admission authorities within a local area's coordinated scheme to operate the same over-subscription criteria. Admission authorities must therefore set and apply their own admission criteria.
- 5.7. The School Admissions Code requires admission authorities to set out the criteria against which places at each school will be allocated in the event of more applications being received than there are places available.
- 5.8. Some oversubscription criteria are mandatory, for example all admission authorities are required to give highest priority to looked-after children and all previously looked-after children.
- 5.9. Other criteria are at the admission authority's discretion, so long as they comply with all relevant legislation, including equalities legislation, and are reasonable, clear, objective, and procedurally fair.

- 5.10. Islington's criteria for admission to community secondary schools have remained substantially unchanged for a number of years, save technical amendments to clarify definitions or implement any required changes resulting from revisions to the School Admissions Code.
- 5.11. Islington's existing criteria for admission to community secondary schools are as follows:
1. **Looked-after children and children who have been adopted** (or made subject to a child arrangements order or special guardianship order) immediately after being looked- after
 2. **Siblings**
 3. **Exceptional, social, medical or special educational needs**
 4. **Distance**
- 5.12. There are no proposed changes to the existing policy and oversubscription criteria for admission to Islington community schools in 2018/19. The policy and oversubscription criteria are set out in **Appendix 2**.
- **Recommendation**
- 5.13. To agree the admissions policy and oversubscription criteria for Islington community secondary schools as outlined in **Appendix 2**. Please note that although Arts and Media School, Islington is technically its own admission authority, the school has asked the local authority to treat it as community school for the purpose of school admissions.

C. Secondary school admission numbers 2018/19

- 5.14. Although there is currently sufficient secondary capacity across Islington schools, our roll projections indicate that the increasing number of Islington primary pupils will start to translate into higher secondary pupil numbers from 2017/18. Admissions data indicates that this increase is most likely to impact on the number of places available for boys. For example, at the time of writing (19/12/16) there are 78 potential Year 7 places for boys across the borough's schools compared to 168 for girls.
- 5.15. Forecasts using Greater London Authority (GLA) projections and local demographic trend data, indicate that demand will exceed capacity from 2019/20, and will continue to rise until 2023/24.
- 5.16. Pupil roll forecasts for 2016 are based on actual pupil numbers and include demographic changes across Islington, London and at a national level. The final report is due to be published in Spring Term 2017. Pupil roll projections from 2015 can be viewed [here](#).
- 5.17. Following discussions with all Islington secondary schools, a public consultation took place from 11 December 2015 to 11 January 2016. The consultation sought views on proposals to expand the number of secondary school places as outlined in **Table 3** below, with increases to the roll of Arts and Media School, Islington (increase of 30 places); Central Foundation

(increase of 30 places); Highbury Grove (increase of 30 places) and St Mary Magdalene (increase of 12 places).

- 5.18. In addition, the Governing Body of Mount Carmel Catholic College carried out a separate statutory consultation from 21 September 2016 to 2 November 2016, proposing the closure of Mount Carmel Catholic College for Girls on 31 August 2017, and the opening of a new non-denominational co-education secondary academy on the school site from 1 September 2017.
- 5.19. Respondents to the consultation were mostly in favour of the proposals and did not indicate any *significant* objections to the planned closure of Mount Carmel Catholic College for Girls, and its re-establishment as the City of London Academy, Highgate Hill.
- 5.20. The new Academy is due to open on 1 September 2017 and will automatically accept all existing pupils from Mount Carmel Catholic College for Girls. Pupils who transfer from Mount Carmel Catholic College for Girls will remain in girls only classes until they complete their education in the new academy.

Table 3: Proposed Secondary School numbers 2018/19

School	Designation	PAN 2017/18	Proposed PAN 2018/19
1. Arts and Media School, Islington	Mixed Trust	180 (temporary increase)	180
2. Central Foundation	Boys Voluntary-Aided	150	180
3. City of London Academy, Highgate Hill	Mixed Academy	N/A	140
4. City of London Academy, Islington	Mixed Academy	125	125
5. Elizabeth Garrett Anderson	Girls Community	180	180
6. Highbury Fields	Girls Community	140	140
7. Highbury Grove	Mixed Community	210	240
8. Holloway	Mixed Community	180	180
9. Mount Carmel College	Girls Voluntary-Aided	140	N/A
10. St Aloysius' College	Boys Voluntary-Aided	180	180
11. St Mary Magdalene	Mixed Academy	180	192
TOTAL NUMBER OF AVAILABLE PLACES		1665	1737

NB. Please note that although Arts and Media School, Islington is technically its own admission authority, the school has asked the local authority to treat it as community school for the purpose of school admissions.

- **Recommendation**

- 5.21. To agree the proposed admission numbers for Islington secondary community schools as set out above in **Table 3** and **Appendix 3**.

6. PRIMARY SCHOOL ADMISSION ARRANGEMENTS 2018/19

A. Coordinated scheme for admission to primary school 2018/19

- 6.1. The high level of applications to schools outside the child's home local authority (and the requirement for eradicating multiple offers) means there is a need to co-ordinate admissions across the 33 London authorities. A computer-based Pan-London Admissions System enables this co-ordination to take place. The effectiveness of this system is contingent on the adoption of a common set of procedures across London authorities.
- 6.2. Many elements of the scheme must be common to all London authorities to ensure effective Pan-London arrangements.
- 6.3. Once all applications are duly processed, arrangements for waiting lists and residents without a school place are for local determination. These arrangements must however, be made in accordance with the mandatory provisions of the School Admissions Code.
- 6.4. No changes to Islington's existing scheme are proposed. The **scheme** and **timetable** for **2018/19** are set out as **Appendix 4**.
- **Recommendation**
- 6.5. To agree the co-ordinated scheme and timetable for Islington primary schools and academies as outlined in **Appendix 4**.

B. Policy & oversubscription criteria for admission to primary school 2018/19

- 6.6. Co-ordinated admissions do not require all admission authorities within an area to operate the same policy or over-subscription criteria. Admission authorities must therefore set and apply their own admissions policy and criteria.
- **Oversubscription Criteria**
- 6.7. There is no requirement for admission authorities within a local area's coordinated scheme to operate the same over-subscription criteria. Admission authorities must therefore set and apply their own admission criteria.
- 6.8. The School Admissions Code requires admission authorities to set out the criteria against which places at each school will be allocated in the event of more applications being received than there are places available.
- 6.9. Some oversubscription criteria are mandatory, for example all admission authorities are required to give highest priority to looked-after children and all previously looked-after children.

- 6.10. Other criteria are at the admission authority's discretion, so long as they comply with all relevant legislation, including equalities legislation, and are reasonable, clear, objective, and procedurally fair.
- 6.11. Islington's criteria for admission to community primary schools have remained substantially unchanged for a number of years, save technical amendments to clarify definitions or implement any required changes resulting from revisions to the School Admissions Code.
- 6.12. Islington's existing criteria for admission to community primary schools are as follow:
1. **Looked-after children and children who have been adopted** (or made subject to a child arrangements order or special guardianship order) immediately after being looked- after
 2. **Siblings**
 3. **Exceptional, social, medical or special educational needs**
 4. **Distance.**
- 6.13. There are no proposed changes to the existing policy and oversubscription criteria for admission to Islington primary community schools in 2018/19. The policy and oversubscription criteria are set out in **Appendix 4**.
- **Recommendation**
- 6.14. To agree the admissions policy and oversubscription criteria for Islington community primary schools as outlined in **Appendix 4**.

C. PRIMARY SCHOOL ADMISSION NUMBERS 2018/19

- 6.15. The local authority must publish admission numbers for primary schools within its admission arrangements. Published numbers must take account of the school's net capacity as determined by the Department for Education (DfE) formula. Schools must be consulted before deciding their admission number.
- 6.16. School rolls have been rising, and continue to rise across London, and this is already putting pressure on the provision of primary school places across the capital and more recently also in Islington.
- 6.17. Between 2009 and 2015, the number of reception age pupils seeking a place in Islington's schools rose by 273, marking an increase of 15%. As a result, additional capacity was put in place - 150 places in total, inclusive of 56 reception places at Whitehall Park Free School in 2014, rising to 60 reception class places in 2015.
- 6.18. The Council's Executive also agreed the expansion of Moreland Primary to a two form entry school from 2017.
- 6.19. For the past three years, our pupil roll projections have proved reliable. Our current assessment is that there is sufficient reception class capacity to meet

demand in September 2017. The Council also has some additional physical capacity that could be brought into immediate use at Pooles Park (30 places) and St Mark's (30 places) should any unforeseen need arise.

- 6.20. Pupil roll forecasts for 2016 are based on actual pupil numbers and include demographic changes across Islington, London and at a national level. The final report is due to be published in Spring Term 2017. Pupil roll projections for 2015 can be viewed [here](#).
- 6.21. To meet future projected need, discussions have taken place with a number of schools to ensure there are sufficient reception school places in good and outstanding schools going forward.
- 6.22. Several proposed new housing developments in Planning Area 1 (Holloway) are likely to yield additional children requiring primary school places. This is in addition to a projected increase in the birth rate and general population in the same area. Schools in Planning Area 1 are currently at capacity and therefore there is a need to ensure sufficient capacity for 2018/19 when demand for school places is set to outstrip supply.
- 6.23. A feasibility study was undertaken to assess the viability of expanding Tufnell Park Primary, a successful school located in Planning Area 1 with improved Key Stage 2 outcomes sustained over a number of years.
- 6.24. A preliminary public consultation took place from 12 September to 28 October 2016, to gauge views on the proposal to expand Tufnell Park Primary from a 1.5 form entry school (45 places) to a three form entry school (90 places). Public meetings were held on 4 October and 18 October 2016. Respondents to the preliminary consultation were in favour of the proposed expansion to increase the school's capacity from 315 to 630 school places.
- 6.25. A full public consultation is scheduled to take place from 20 February 2017 as the increase in the school's published admission number will require an enlargement of the premises (School Organisation [Prescribed Alterations to Maintained Schools] (England) Regulations 2013/3110).
- 6.26. It is the Council's intention to provide additional capacity at Tufnell Park and pupil projections assume 45 additional places at the school. Figures in Appendix 6 are therefore subject to confirmation where indicated.
- 6.27. Additionally, we have been working closely with the City of London Corporation to support their bid to open a new school in the south of the borough (Planning Area 6 – Finsbury) to meet the projected increase in local demand for both City and Islington residents alike from 2017, largely as a result of housing developments. These proposals have now been agreed by the Education Funding Agency (EFA), and a new school, City of London Primary Academy, is due to open in September 2017. The Academy will provide 60 additional places in the local area.

- 6.28. We also propose to continue the temporary reduction at Winton (from 45 to 30) consulted on last year to secure the most efficient use of resources and support the school's financial planning.

- **Recommendation**

- 6.29. To agree the proposed admission numbers for Islington primary schools as set out in **Appendix 6**.

7. IN-YEAR SCHOOL ADMISSIONS COORDINATED SCHEME: 2018/19

A. Local protocols for in-year admission to Islington primary and secondary schools: 2018/19

- 7.1. The School Admissions Code 2012 removed the requirement for local authorities to coordinate in-year admissions applications. This remains the case under the School Admissions Code 2014.
- 7.2. Following local consultation, protocols were agreed with all Islington schools, including own admission authority schools to ensure children out of school are placed quickly, minimising the time they spend out of education and prevent them from falling outside the system.
- 7.3. These protocols have now been in operation for over three years and are working effectively. Information gathered from a range of sources, indicates that schools respond sympathetically, fairly and for the most part speedily, in offering places to children who are newly arrived in Islington.
- 7.4. Schools are familiar with what to do should they have safeguarding concerns. Similarly, schools readily refer back to the local authority (as required by the School Admissions Code), children they consider should be admitted under Islington's Fair Access Protocol arrangements.
- 7.5. Consequently, no changes are proposed to existing arrangements.
- **Recommendation**
- 7.6. To agree the proposed arrangements for in-year admissions in 2018/19 as set out in **Appendix 7**.
- 7.7. To agree the proposed oversubscription criteria in 2018/19 as set out in **Appendix 8**.

8. ISLINGTON SIXTH FORM CONSORTIUM ADMISSIONS POLICY 2018/19

- 8.1. In line with the School Admissions Code, details of proposed admission arrangements and criteria for entry to Year 12 at Islington Sixth Form Consortium (IC6), a joint collaboration between Highbury Grove, Highbury Fields, Central Foundation and St Aloysius' College, are attached as **Appendix 9**.
- 8.2. No changes are proposed to the existing arrangements and criteria for admission in 2018/19 as these are working effectively.
- 8.3. The School Admissions Code also requires that a school must have an admission number for each 'relevant age group'. This is defined in law as 'an age group in which pupils are or will normally be admitted' to the school in question.
- 8.4. Where a secondary school operates a sixth form and admits children from other schools at age 16, an admission number is therefore required for Year 12 as well as for the main year, or years, in which children join the lower school. Admission numbers must refer in each case to children to be admitted to the school for the first time (and therefore not young people already on roll at the school and 'staying on' to the sixth form).
- 8.5. No changes to the existing admission numbers for external applicants to IC6 (Islington Sixth Form Consortium) at Year 12 are proposed. The numbers are set out below in **Table 5**.

Table 5: Proposed admission numbers for external applicants 2018/19

Admission number for external applicants at Year 12	2017/18	Proposed 2018/19
Highbury Grove	25	25
Highbury Fields	25	25
Central Foundation	25	25
St Aloysius	25	25
TOTALS	100	100

- **Recommendation**

- 8.6. To agree the policy and oversubscription criteria for admission to IC6 (Islington Sixth Form Consortium) in 2018/19 as set out in **Appendix 9**.
- 8.7. To agree the proposed admission numbers to IC6 (Islington Sixth Form Consortium) for external applicants at Year 12 in 2018/19 as set out in **Table 5** above.

9. IMPLICATIONS

- **Financial implications**

- 9.1. Where increases in admission numbers are required, capital resources have already been identified. Additional revenue will be derived in line with the number of pupils admitted.

- **Legal Implications**

- 9.2. The Council has a duty to undertake consultation on admission policies in order to determine admission arrangements, including admission numbers under Part III of the School Standards and Framework Act 1998 and the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012/8. The Council must comply with the mandatory requirements of the School Admissions Code 2014 and have due regard to the discretionary elements of the Code.

- **Environmental Implications**

- 9.3. There are no environmental implications.

- **Resident Impact Assessment**

- 9.4. The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.
- 9.5. The admission arrangements for community schools are designed to ensure all parents have an equal chance of securing the community school of their choice irrespective of the child's ethnicity, religion, or socio-economic group. A Resident Impact Assessment has taken place and no adverse impact identified.

10. Conclusion and reasons for recommendations

- 10.1. The proposed admission arrangements for both primary and secondary community schools and Islington Sixth Form Consortium promote fair access to educational opportunity and are compliant with the mandatory provisions of the School Admissions Code.
- 10.2. The Executive is therefore asked to agree the proposed primary and secondary admission arrangements for 2018/19, in-year arrangements for 2018/19 and Islington Sixth Form Consortium 2018/19.

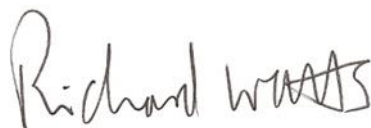
Background papers: None

Appendices:

Appendix 1	Proposed Pan-London Secondary School Co-ordinated Admissions Scheme: 2018/19
Appendix 2	Proposed Islington Community Secondary School Admissions Policy and Oversubscription Criteria: 2018/19
Appendix 3	Proposed Secondary School Admission Numbers: 2018/19
Appendix 4	Proposed Pan-London Primary School Co-ordinated Admissions Scheme: 2018/19
Appendix 5	Proposed Islington Community Primary School Admissions Policy and Oversubscription Criteria: 2018/19
Appendix 6	Proposed Primary School Admission Numbers: 2018/19
Appendix 7	Proposed Islington In-Year Admissions Protocols: 2018/19
Appendix 8	Proposed Islington Community School In-Year Oversubscription Criteria: 2018/19
Appendix 9	Islington Sixth Form Consortium Admissions Policy and Oversubscription Criteria: 2018/19
Appendix 10	Proposed Islington Sixth Form Consortium Numbers for external applicants: 2018/19
Appendix 11	Resident Impact Assessment

Final report clearance:

Signed by:



31 January 2017

Leader of the Council

Date

Report author: Mark Taylor

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Proposed Arrangements for Secondary Transfer
Pan London Co-ordinated Scheme 2018/19

➤ **GLOSSARY**

Admission Authority (AA)	The body responsible for setting and applying a school's admission arrangements. For community schools, the local authority is the admission authority; and for foundation or voluntary aided schools, the governing body of the school is the admission authority. For Academies and Free Schools, the Funding Agreement states who is responsible for applying admission arrangements that can only be set or altered with the prior agreement of the Secretary of State.
Home Local Authority (HLA)	The authority area in which the child lives.
Maintaining Local Authority (MLA)	The authority area in which the school is located.

➤ **APPLICATIONS**

- 1 Islington LA will advise HLAs during the Summer Term of Year 5 of any eligible resident pupils on the roll of Islington's maintained primary schools due to transfer to secondary school in the September of the subsequent academic year (i.e. **September 2018**).
- 2 Islington residents need to apply online at www.islington.gov.uk/admissions. Where this is not possible, applicants should contact the School Admissions Team by telephone (020 7527 5515) or in person (Council Offices at 222 Upper St, N1 1XR) to request a paper application.
- 3 Islington LA will take all reasonable steps to ensure that every parent who has a child in their last year of primary education within a maintained school, either in Islington or elsewhere, and who is resident in Islington has access to Islington's composite school prospectus. The prospectus will be available online from www.islington.gov.uk/admissions, with reference copies available from Islington primary schools, key community groups and Islington School Admissions team at the Council's Offices at 222 Upper St, N1 1XR in by **12th September 2017**.
- 4 The online brochure will also be available to parents who are non-residents and will include information on how to access their home local authority's equivalent School Admissions Application Form.
- 5 Own admission authorities within Islington will not use supplementary information forms except where the information available through the School Admissions Application Form is

insufficient for consideration of the application against the school's published oversubscription criteria.

- 6 Where admission authorities within Islington use supplementary forms, we will seek to ensure that these only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code, 2014.
- 7 Where supplementary forms are used, they will be made available on Islington's website or from the school concerned for resident and non-resident applicants alike. The supplementary forms will advise parents that they must also complete their home local authority's School Admissions Application Form.
- 8 Islington's composite prospectus will indicate which Islington schools require supplementary information forms to be completed and signpost applicants to where these forms can be found.
- 9 Where a school in Islington receives a supplementary information form, it will not be considered a valid application unless:
 - the applicant has also completed Islington's School Admissions Application Form or their HLA's equivalent common application form AND
 - the school is listed on Islington's/HLA's application form as a preference.
- 10 Islington LA will share the details of each application for an Islington voluntary-aided school with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent who has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that information with Islington LA who will then contact the parent and ask them to complete one.
- 11 Applicants will be able to express a preference for up to six maintained secondary schools or Academies/Free Schools located within and/or outside Islington LA (including any City Technology College that has agreed to participate in their local authority's Qualifying Scheme).
- 12 The order of preference given on the School Admissions Application Form will not be revealed to a school. However, where a parent resident in Islington expresses a preference for schools in the area of another MLA, the order of preference will be revealed to that LA in order to determine the highest ranked preference in cases where a child is eligible for a place at more than one school.
- 13 The address that will be used to process an application will be the child's normal and permanent address as at the closing date for applications (**31 October 2017**).

- 14 Islington LA may not accept a temporary address where the applicant still possesses a property that was previously used as a home address; nor accept a temporary address if it is used solely or mainly to obtain a school place.
- 15 The LA may also undertake additional checks with the new school to ascertain whether the child's home address has changed since the application was completed and will investigate all applications where:
- there are any doubts about the information originally provided;
 - information has been received from a member of the public to suggest a fraudulent application has been made;
 - the Council Tax account is in a different name from the applicant's.
- 16 Any applicant who provides false or misleading information will have their offer of a school place withdrawn, and may also be subject to legal proceedings.
- 17 Islington LA undertakes to carry out the address verification process set out in its entry in the Pan-London Business User Guide. This will in all cases include validation of resident applicants against Islington LA's primary school data and the further investigation of any discrepancy. Where Islington LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a MLA, it will advise the MLA no later than **11 December 2017**.
- 18 Islington LA will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child Looked After' or has recently been adopted (or made subject to a child arrangement order or special guardianship order) immediately after being looked after and will provide evidence to the MLA in respect of a preference for a school in its area by **14 November 2017**.
- 19 Islington LA will advise a MLA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside the correct age cohort, and will forward any supporting documentation to the MLA by **14 November 2017**.

➤ **PROCESSING**

- 20 Applicants who are resident within Islington must complete and submit (or return) the School Admissions Application Form, which will be available online, to Islington LA by **31 October 2017**. However, Islington LA encourages applicants to submit their application by **20 October 2017** to allow sufficient time to process and check all applications before the mandatory date when data must be shared with other Local Authorities.
- 21 Any application forms, changes to preferences or preference order received after **31 October 2017** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.
- 22 Islington LA will accept late applications and process them as on time if they are late for a good reason and received by the **11 December 2017**, deciding each case upon its own merits.

- 23** Where such applications contain preferences for schools in other LAs, Islington will forward the details to MLAs via the Pan-London Register (PLR) as they are received. Islington LA will accept late applications which are considered to be on time within the terms of the HLA's scheme.
- 24** The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the HLA's scheme is **11 December 2017**.
- 25** Where an applicant moves from one participating HLA to another after submitting an on-time application under the terms of the former HLA's scheme, the new HLA will accept the application as on-time up to **11 December 2017**, on the basis that an on-time application already exists within the Pan-London system.
- 26** Any school that operates a banding system that requires testing to take place must ensure that their timetable coincides with the scheme timetable set out in **Schedule A**.
- 27** Application data relating to applications for schools in other participating LAs will be uploaded to the Pan-London Register (PLR) by **14 November 2017**. Supplementary information provided with the School Admissions Application Form will be sent to Islington voluntary-aided schools and MLAs by the same date.
- 28** Application data relating to Islington schools from out-of-borough pupils will be received from the Pan London Register on **14 November 2017**.
- 29** Islington LA will notify each school within Islington that is its own admissions authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **14 November 2017**.
- 30** Between **14 November 2017** and **11 January 2018**, own admission authority schools and Academies will assess their applications according to their admissions criteria.
- 31** Islington LA will participate in the application data checking exercise scheduled between **12 December 2017** and **2 January 2018** in the Pan-London timetable.
- 32** All preferences for schools within Islington will be considered without reference to rank order. When the admission authorities within Islington have provided a list of applicants in criteria order, Islington LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked potential offer to decide which single offer to make.
- 33** Schools which are their own admission authority must provide the MLA with an electronic list of their applicants in rank order by **11 January 2018**.
- 34** Islington LA will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school on **2 February 2018**. The PLR will transmit the highest potential offer specified by the MLA to the HLA.

- 35 Islington LA will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System – ONE) and the PLR which will continue until notification that a steady state has been achieved, or until **15 February 2018** if this is sooner.
- 36 Islington will not make an additional offer between the end of the iterative process and **1 March 2018** which may impact on an offer being made by another participating LA.
- 37 Notwithstanding paragraph 28, if an error is identified within the allocation of places at one of our schools, Islington LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a HLA or MLA) Islington LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Islington will accept that the applicant(s) affected might receive a multiple offer.
- 38 Islington LA will participate in the offer data checking exercise scheduled between **16 and 22 February 2018**.
- 39 Islington will send a file to the e-Admissions portal with outcomes for all resident applicants who have applied online no later than **23 February 2018**.

➤ **OFFERS**

- 40 Islington LA will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place. The applicant will be offered a place at the nearest Islington community school to the home address with an available place.
- 41 Islington LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.
- 42 Islington LA will use the Notification Letter set out in **Schedule B**.
- 43 Notification of the outcome will be sent electronically to resident applicants on **1 March 2018**, unless a paper application was submitted.
- 44 Details of the pupils to be offered will be made available to each Islington primary school by **2 March 2018**.
- 45 Parents who are not successful in their application for a school will be offered the right of appeal.

➤ **POST OFFER**

- 46 Parents must accept or decline the offer of a place by **15 March 2018**. If they do not respond by this date the HLA will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. Only where the parent fails to

respond and Islington LA can demonstrate that every reasonable effort has been made to contact the parent, will the offer of a place be withdrawn. (The School Admissions Code states that an admission authority may only lawfully withdraw an offer in very limited circumstances. This may include where a parent has not responded to the offer within a reasonable time).

- 47** Where a parent accepts or declines a place by **15 March 2018**, this information will be passed on to the relevant school within Islington, or for out-of-borough schools, to the MLA, by **22 March 2018**. Subsequent information will be transferred as and when it is received.
- 48** A second round of offers will be made following the deadline for acceptance/decline of the original offer made on National Offer Day. All applicants will be treated as on-time from this point onwards. This includes any applicants who declined their original offer or who wish to make an application for a school in Islington to which they did not originally apply, and all late applicants who missed the original application deadline. The second round of offers will take place within 5 working days of the acceptance/decline deadline.
- 49** Islington LA will inform the HLA, where different, of an offer for a maintained school or Academy in Islington which can be made to an applicant resident in the HLA's area, in order that the HLA can offer the place.
- 50** When acting as a MLA, Islington LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.
- 51** When acting as a HLA, Islington LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.
- 52** Where Islington LA is informed by a MLA of an offer which can be made to an applicant resident in Islington which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the MLA that the offer will not be made.
- 53** Where Islington LA, acting as a HLA, has agreed to a change of preference order for good reason, it must inform any MLA affected by the change.
- 54** When acting as a MLA, Islington LA will inform the HLA, where different, of any change to an applicant's offer status as soon as it occurs. Islington LA will accept new applications (including additional preferences) from HLAs for maintained schools and Academies in its area.

➤ **WAITING LISTS**

- 55** Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Islington school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be given the opportunity to make applications to Islington schools to which they did not originally apply.

- 56** A second round of offers will be made following the deadline for acceptance/decline of the original offer made on National Offer Day. There will be no differentiation between on-time or late applications from this point onwards. This includes any applicants who declined their original offer or who wish to make an application for a school in Islington to which they did not originally apply, and all late applicants who missed the original application deadline. The second round of offers will take place within 5 working days of the acceptance/decline deadline.
- 57** Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Islington school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be given the opportunity to make applications to Islington schools to which they did not originally apply.
- 58** Waiting lists will be kept by all admission authorities in Islington LA. Own admission authority schools will apply their own admission arrangements. Islington LA will keep a duplicate waiting list and will offer places on behalf of the governing bodies of own admission authority schools. Waiting lists for community schools will be administered centrally by Islington MLA during the Autumn Term.
- 59** Waiting lists for entry to Year 7 in **September 2018** will be compiled on **22 March 2018** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.
- 60** Following the second round of offers (cf. paragraphs 48 and 56), waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.
- 61** Children will remain on the waiting list until the **31st December 2018**. After this period, all waiting lists will be cleared and passed over to Islington schools. Applicants wishing to remain on the waiting list after this point will need to submit a fresh application for the school in question using Islington's [In-Year Application Form](#).

➤ **CHILDREN OF UK SERVICE PERSONNEL (UK ARMED FORCES)**

- 62** For families of service personnel with a confirmed posting in Islington LA, or crown servants returning from overseas to live in Islington LA, we will:
- allocate a place in advance of the family arriving in Islington provided the application is accompanied by an official letter that declares a relocation date and a Unit postal address or quartering area address;
 - describe Islington's arrangements for the admission of children of UK Service Personnel in our composite admissions brochures;
 - ensure our arrangements do not disadvantage service children through an annual review of existing procedures.
- 63** Applications will be processed in line with Islington's school admissions procedures as described above.

- 64** Where possible, a place will be offered at the applicant's highest preferred school as listed on the application form.
- 65** Where it is not possible to offer a place at one of the preferred schools, a place will be allocated at the child's nearest Islington community school with a vacancy and the family offered the right of appeal. We may also ask the school to go over numbers.
- 66** The allocated place will be held open for a period of up to two school terms in advance of the family's move to the UK. This may be extended in individual circumstances.
- 67** The child will be placed on the waiting list for any higher preference school than the one offered as described above.

Appendix 1: Schedule A

Proposed Timetable for the determination of secondary applications 2017/18

20 October 2017	Recommended closing date for receipt of the School Admission Application Form
31 October 2017	Statutory deadline for return of application to the Home LA
14 November 2017	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Islington VA schools/maintaining local authorities
14 November 2017 – 11 January 2018	Own admission authority schools and Academies will assess their applications according to their admissions criteria
11 December 2017	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
12 December 2017 - 2 January 2018	Pan-London data checking exercise of pupil applications exchanged via the PLR
01 January 2018	Deadline for the LA to formulate and publish on their website the local area's coordinated scheme
11 January 2018	Own admission authority schools and academies to provide Islington LA with an electronic list of their applicants in rank order
2 February 2018	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR (1st ALT)
15 February 2018	Final ALT file to the PLR
16–22 February 2018	Pan-London data checking exercise of pupil offer data
23 February 2018	Deadline for online ALT file to portal
28 February 2018	Deadline for admission arrangements to be determined
1 March 2018	National Offer Day - Notification Letter sent to parents by Home LA
15 March 2018	Date by which parents accept or decline offers
22 March 2018	Date by which LA will pass information to schools within Islington (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

Proposed Secondary Notification Letter

1 March 2018

Ref: «pupil_id»

To the Parent/Carer of
«pupil_firstname» «pupil_surname»
«gu_unit_no» «gu_unit_name»
«gu_house_no» «gu_street»
«gu_main_road»
«gu_district»
«gu_town»
«gu_county»
«gu_postcode»

Islington School Admissions Team
222 Upper Street, London N1 1XR
Tel: 020 7527 5515
Fax: 020 7527 5694
Email: admissions@islington.gov.uk
This matter is being dealt with by: **Alison Smith**

Dear Parent/Carer,

SECONDARY TRANSFER – 2018/19

I am writing to let you know the outcome of your application for a secondary school place. Your child «pupil_firstname» has been offered a place at «alloc_pref».

Accepting the offer of the school place

It is important that you confirm as soon as possible that you wish to accept the offer of a place at «alloc_pref». Please complete the reply slip below and return by **15 March 2018**. Failure to do so may result in this offer being withdrawn. Once your acceptance is received, the school will be informed and will contact you to provide further information about the arrangements for admission.

Please note that applications for any schools that you listed lower on your application form were automatically withdrawn under the coordinated admission arrangements.

If you were not offered your first preference school

I am sorry that it was not possible to offer a place at any of the schools which you have listed higher on your application form. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the school's published admission criteria.

If you would like further information about why your child was not offered one of your higher preference schools, then please contact the admission authority for that school. An admission authority will either be the school or the local authority where the school is located. We are the admission authority for community schools in Islington. For all other schools and academies in Islington, please contact them directly. The contact details for other admissions authorities can

be found in our Secondary Transfer brochure which is accessible online at <http://www.islington.gov.uk/admissions>

Appeals

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools which you listed on your application form.

If you wish to appeal:

- for community schools in Islington please contact the School Admissions Team at the above address or visit <http://www.islington.gov.uk/admissions> and return your completed appeal form to the address at the top of this letter
- for all other schools and academies in Islington please contact the school direct
- for schools outside Islington, please contact the local authority where the school is located.

NB. The outcome of your appeal will not be influenced by the acceptance of a place at an alternative school.

Waiting lists

I can confirm that your child's name has been placed on the waiting list for any Islington school that you have listed higher on your form. If you do not wish to remain on these waiting lists, please tick the relevant box on the reply slip.

If you would like «pupil_firstname» to be placed on a waiting list for any other school, then please contact the Islington School Admissions Team. Your child will remain on the waiting list until the end of **December 2018**.

If you have any further queries please do not hesitate to contact a member of the School Admissions Team on 020 7527 5515.

Yours sincerely,

Alison Smith
Manager, Admissions and Children Out of School

REPLY SLIP

Ref: «pupil_id»

PLEASE ACCEPT YOUR PLACE ONLINE by 15 MARCH 2018

Alternatively, please return the paper form by email, fax or post to:

Islington School Admissions Team

222 Upper Street

London N1 1XR

Email: admissions@islington.gov.uk

Fax: 020 7527 5694

ACCEPTING A PLACE

I wish to accept a place for «pupil_firstname» «pupil_surname» at «alloc_pref»

**I do not wish to accept a place for «pupil_firstname» «pupil_surname» at «alloc_pref»

.....

****Please complete this section if not accepting this school place.**

I do not wish to accept a place at the above school. My child will be educated as follows:

.....

WAITING LISTS

I would like my child to be placed on the waiting list for the following schools (up to six maximum):

.....

Please remove my child from all waiting lists.

.....

...../...../.....

Signature of Parent/Carer

Date

Daytime Telephone Number

For information on how the waiting lists for Islington Schools operate, please refer to the Secondary Schools Brochure available online at:

www.islington.gov.uk/admissions

Proposed Admission Criteria to Islington Community Secondary Schools: 2018/19

Applicants with a Statement of Special Educational Needs (SEN) or Education, Health and Care Plan (EHCP) will be admitted (via the SEN process as outlined in Section 324 of the Education Act 1996) to the school named in the Statement or EHCP.

In the event of over-subscription to a community secondary school, the following criteria will be applied in the order listed below:

1) **Looked-after children** and children who have been adopted (or made subject to a child arrangements order or special guardianship order) immediately after being looked-after.

2) **Sibling:** A sibling is defined as a brother or sister, half brother or sister, step brother or sister or adopted brother or sister whose main residence is at the same address. This criterion will apply to applicants with a sibling living at the same address who is on the roll of the preferred school (Years 7 to 11), or co-located Special School, at the time of proposed admission in the new academic year.

3) **Exceptional Social, Medical or Special Educational Needs:** The Director of Children's Services, on an individual basis, may give priority to applicants who can demonstrate that admission to a particular school is necessary on the grounds of professionally supported *exceptional* medical, social or special educational needs. Parents must supply details of any such special factors at the time of the original application (together with recent supporting documentation), to enable these factors to be considered.

4) **Distance:** Applicants who live nearest to the preferred school. Nearness to the school will be determined by a computerised mapping system using a straight line distance measurement. Routes will be calculated from the home address (as defined by the Land & Property Gazetteer) to the midpoint of the school grounds (as determined by Islington Local Authority).

Distance will be used as a tiebreaker for over-subscription criteria 1- 3.

Multiple births

If only one place is available at the secondary school and the next child who qualifies for a place is one of multiple birth siblings, we will ask community secondary schools to admit the siblings and go over their published admission number to support the family.

PROPOSED SECONDARY ADMISSION NUMBERS 2018/19

School	Designation	PAN 2017/18	Proposed PAN 2018/19
Arts and Media School, Islington	Mixed Trust	180 (temporary increase)	180
Central Foundation	Boys Voluntary-Aided	150	180
City of London Academy, Highgate Hill*	Mixed Academy	N/A	140
City of London Academy, Islington	Mixed Academy	125	125
Elizabeth Garrett Anderson	Girls Community	180	180
Highbury Fields	Girls Community	140	140
Highbury Grove	Mixed Community	210	240
Holloway	Mixed Community	180	180
Mount Carmel College*	Girls Voluntary-Aided	140	N/A
St Aloysius' College	Boys Voluntary-Aided	180	180
St Mary Magdalene	Mixed Academy	180	192
TOTAL NUMBER OF AVAILABLE PLACES		1665	1737

*Please note that Mount Carmel College is due to close on 31/08/2017. A new mixed academy, City of London Academy, Highgate Hill will open on the school site on 01/09/2017.

Proposed Arrangements for Primary Transfer
Pan London Co-ordinated Scheme 2018/19

➤ **GLOSSARY**

Admission Authority (AA)	The body responsible for setting and applying a school's admission arrangements. For community schools, the local authority is the admission authority; and for foundation or voluntary aided schools, the governing body of the school is the admission authority. For Academies and Free Schools, the Funding Agreement states who is responsible for applying admission arrangements that can only be set or altered with the prior agreement of the Secretary of State.
Home Local Authority (HLA):	The authority area in which the child lives.
Maintaining Local Authority (MLA):	The authority area in which the school is located.

➤ **APPLICATIONS**

- 1 Islington LA will advise HLAs of any resident pupils on the roll of Islington LA's maintained children's centres, nursery schools, primary schools, Free Schools and Academies who are eligible to transfer to reception class in the September of the subsequent academic year (i.e. **September 2018**).
- 2 Islington residents need to apply online at www.islington.gov.uk/admissions. Where this is not possible, applicants should contact the School Admissions Team by telephone (020 7527 5515) or in person (Council Offices at 222 Upper St, N1 1XR) to request a paper application.
- 3 Islington LA will take all reasonable steps to ensure that every parent who has a child in the eligible cohort and is resident in Islington is aware of, and has access to Islington's composite school prospectus. The prospectus will be available online from www.islington.gov.uk/admissions, with reference copies available from Islington primary schools, key community groups and Islington School Admissions team at the Council's Offices at 222 Upper St, N1 1XR by the **12th September 2017**.
- 4 The online brochure will also be available to parents who are non-residents and will include information on how to access their home local authority's equivalent School Admissions Application Form.
- 5 Own admission authorities within Islington will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the school's published oversubscription criteria.

- 6 Where admission authorities within Islington use supplementary information forms, we will seek to ensure that these only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code, 2014.
- 7 Where supplementary forms are used, they will be made available on Islington's website or from the school concerned for resident and non-resident applicants alike. The supplementary forms will advise parents that they must also complete their home local authority's School Admissions Application Form.
- 8 Islington's composite prospectus will indicate which Islington schools require supplementary information forms to be completed and signpost applicants to where these forms can be found.
- 9 Where a school in Islington receives a supplementary information form, it will not be considered a valid application unless:
 - the applicant has also completed Islington's School Admissions Application Form or their HLA's equivalent common application form AND
 - the school is listed on Islington's/HLA's application form as a preference.
- 10 Islington LA will share the details of each application for an Islington voluntary-aided school with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent who has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that information with Islington LA who will then contact the parent and ask them to complete one.
- 11 Applicants will be able to express a preference for up to six maintained primary schools or Academies/Free Schools located within and/or outside Islington LA that has agreed to participate in their local authority's Qualifying Scheme.
- 12 The order of preference given on the School Admissions Application Form will not be revealed to a school. However, where a parent resident in Islington expresses a preference for schools in the area of another MLA, the order of preference will be revealed to that LA in order to determine the highest ranked preference in cases where a child is eligible for a place at more than one school.
- 13 The address that will be used to process an application will be the child's normal and permanent address as at the closing date for applications (**15 January 2018**).
- 14 Islington LA may not accept a temporary address where the applicant still possesses a property that was previously used as a home address; nor accept a temporary address if it is used solely or mainly to obtain a school place.
- 15 The LA may also undertake additional checks with the new school to ascertain whether the child's home address has changed since the application was completed and will investigate all applications where:
 - there are any doubts about the information originally provided;
 - information has been received from a member of the public to suggest a fraudulent application has been made;
 - the Council Tax account is in a different name from the applicant's.

- 16 Any applicant who provides false or misleading information will have their offer of a school place withdrawn, and may also be subject to legal proceedings.
 - 17 Islington LA undertakes to carry out the address verification process set out in its entry in the Pan-London Business User Guide. This will in all cases include validation of resident applicants against Islington LA's primary school data and the further investigation of any discrepancy. Where Islington LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a MLA, it will advise the MLA no later than **16 February 2018**.
 - 18 Islington LA will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child Looked After' or has recently been adopted (or made subject to a child arrangement order or special guardianship order) immediately after being looked after and will provide evidence to the MLA in respect of a preference for a school in its area by **2 February 2018**.
 - 19 Islington LA will advise a MLA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside the correct age cohort, and will forward any supporting documentation to the MLA by **2 February 2018**.
- **PROCESSING**
- 20 Applicants who are resident within Islington LA must complete and submit (or return) the School Admissions Application Form, which will be available online, to Islington LA by **15 January 2018**.
 - 21 Application data relating to preferences for schools in other participating LAs will be uploaded to the Pan-London Register (PLR) by **05 February 2018**. Supplementary information provided with the Schools Admission Application Form will be sent to MLAs by the same date.
 - 22 Any application forms, changes to preferences or preference order received after **15 January 2018** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.
 - 23 Islington LA will accept late applications and process them as on time if they are late for a good reason and received by the **12 February 2018**, deciding each case upon its own merits.
 - 24 Where such applications contain preferences for schools in other LAs, Islington will forward the details to MLAs via the Pan-London Register (PLR) as they are received. Islington LA will accept late applications which are considered to be on time within the terms of the HLA's scheme.
 - 25 The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the HLA's scheme is **12 February 2018**.
 - 26 Where an applicant moves from one participating HLA to another after submitting an on-time application under the terms of the former HLA's scheme, the new HLA will accept the application as on-time up to **12 February 2018**, on the basis that an on-time application already exists within the Pan-London system.
 - 27 Application data relating to applications for schools in other participating LAs will be uploaded to the Pan-London Register (PLR) by **12 February 2018**. Supplementary information provided with the School Admissions Application Form will be sent to Islington voluntary-aided schools and MLAs by the same date.

- 28 Application data relating to Islington schools from out-of-borough pupils will be received from the Pan London Register on **12 February 2018**.
- 29 Islington LA will notify each school within Islington that is its own admissions authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **12 February 2018**.
- 30 Between **13 and 27 February 2018**, own admission authority schools and Academies will assess their applications according to their admissions criteria.
- 31 Islington LA will participate in the application data checking exercise scheduled between **13 February and 19 February 2018** in the Pan-London timetable.
- 32 All preferences for schools within Islington will be considered without reference to rank order. When the admission authorities within Islington have provided a list of applicants in criteria order, Islington LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked potential offer to decide which single offer to make.
- 33 Schools which are their own admission authority must provide the MLA with an electronic list of their applicants in rank order by **27 February 2018**.
- 34 Islington LA will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school on **15 March 2018**. The PLR will transmit the highest potential offer specified by the MLA to the HLA.
- 35 Islington LA will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System – ONE) and the PLR which will continue until notification that a steady state has been achieved, or until **23 March 2018** if this is sooner.
- 36 Islington will not make an additional offer between the end of the iterative process and **16 April 2018** which may impact on an offer being made by another participating LA.
- 37 Notwithstanding paragraph 36, if an error is identified within the allocation of places at one of our schools, Islington LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a HLA or MLA) Islington LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Islington will accept that the applicant(s) affected might receive a multiple offer.
- 38 Islington LA will participate in the offer data checking exercise scheduled between **26 March and 09 April 2018**.
- 39 Islington LA will send a file to the e-Admissions portal with outcomes for all resident applicants who have applied online no later than **11 April 2018**.

➤ **OFFERS**

- 40 Islington LA will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place. The applicant will be offered a place at the nearest community school to the home address with an available place.

- 41 Islington LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.
 - 42 Islington LA will use the Notification Letter set out in **Schedule D**.
 - 43 Notification of the outcome will be sent electronically to resident applicants on **16 April 2018**, unless a paper application was submitted.
 - 44 Islington LA will provide children's centres, nursery and primary schools with the destination data of its resident applicants after Offer day, on **17 April 2018**.
 - 45 Parents who are not successful in their application for a school will be offered the right of appeal.
- **POST OFFER**
- 46 Parents must accept or decline the offer of a place by **30 April 2018**. If they do not respond by this date the HLA will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. Only where the parent fails to respond and Islington LA can demonstrate that every reasonable effort has been made to contact the parent, will the offer of a place be withdrawn. (The School Admissions Code states that an admission authority may only lawfully withdraw an offer in very limited circumstances. This may include where a parent has not responded to the offer within a reasonable time).
 - 47 Where a parent accepts or declines a place by **30 April 2018**, this information will be passed on to the relevant school within Islington, or for out-of-borough schools, to the MLA, by **8 May 2018**. Subsequent information will be transferred as and when it is received.
 - 48 A second round of offers will be made following the deadline for acceptance/decline of the original offer made on National Offer Day. There will be no differentiation between on-time or late applications from this point onwards. This includes any applicants who declined their original offer or who wish to make an application for a school in Islington to which they did not originally apply, and all late applicants who missed the original application deadline. The second round of offers will take place within 5 working days of the acceptance/decline deadline.
 - 49 Islington LA will inform the HLA, where different, of an offer for a maintained school or Academy in Islington which can be made to an applicant resident in the HLA's area, in order that the HLA can offer the place.
 - 50 When acting as a MLA, Islington LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.
 - 51 When acting as a HLA, Islington LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.
 - 52 Where Islington LA is informed by a MLA of an offer which can be made to an applicant resident in Islington which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the MLA that the offer will not be made.

53 Where Islington LA, acting as a HLA, has agreed to a change of preference order for good reason, it must inform any MLA affected by the change.

54 When acting as a MLA, Islington LA will inform the HLA, where different, of any change to an applicant's offer status as soon as it occurs. Islington LA will accept new applications (including additional preferences) from HLAs for maintained schools and Academies in its area.

➤ **WAITING LISTS**

55 Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Islington school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be given the opportunity to make applications to Islington schools to which they did not originally apply.

56 A second round of offers will be made following the deadline for acceptance/decline of the original offer made on National Offer Day. There will be no differentiation between on-time or late applications from this point onwards. This includes any applicants who declined their original offer or who wish to make an application for a school in Islington to which they did not originally apply, and all late applicants who missed the original application deadline. The second round of offers will take place within 5 working days of the acceptance/decline deadline.

57 Waiting lists will be kept by all admission authorities in Islington LA. Own admission authority schools will apply their own admission arrangements. Islington LA will keep a duplicate waiting list and will offer places on behalf of the governing bodies of own admission authority schools. Waiting lists for community schools will be administered centrally by Islington MLA during the Autumn Term.

58 Waiting lists for entry to Reception class in **September 2018** will be compiled on **8 May 2018** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.

59 Following the second round of offers (cf. paragraphs 48 and 56), waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.

60 Children will remain on the waiting list until **31st December 2018**. After this period, all waiting lists will be cleared and passed over to Islington schools. Applicants wishing to remain on the waiting list after this point will need to submit a fresh application for the school in question using Islington's [In-Year Application Form](#).

➤ **CHILDREN OF UK SERVICE PERSONNEL (UK ARMED FORCES)**

61 For families of service personnel with a confirmed posting in Islington LA, or crown servants returning from overseas to live in Islington LA, we will:

- allocate a place in advance of the family arriving in Islington provided the application is accompanied by an official letter that declares a relocation date and a Unit postal address or quartering area address;
- describe Islington's arrangements for the admission of children of UK Service Personnel in our composite admissions brochures;
- ensure our arrangements do not disadvantage service children through an annual review of existing procedures.

- 62 Applications will be processed in line with Islington's school admissions procedures as described above.
- 63 Where possible, a place will be offered at the applicant's highest preferred school as listed on the application form.
- 64 Where it is not possible to offer a place at one of the preferred schools, a place will be allocated at the child's nearest Islington community school with a vacancy and the family offered the right of appeal. We may also ask the school to go over numbers.
- 65 The allocated place will be held open for a period of up to two school terms in advance of the family's move to the UK. This may be extended in individual circumstances.
- 66 The child will be placed on the waiting list for any higher preference school than the one offered as described above.

➤ **DEFERRING OR DELAYING ADMISSION**

- 67 Children are entitled to a full-time place in Reception class in the September following their fourth birthday.
- 68 In line with the Admissions Code 2014, parents can defer the date their child takes up a full-time place until later in the school year, but not beyond the point at which they reach compulsory school age, and not beyond the beginning of the final term of the school year for which the place was offered.
- 69 Parents who wish to defer their child's admission or opt for their child to attend part-time until they reach compulsory school age *within the same academic year* should inform the head teacher of the offered school.
- 70 In the case of a parental request to *delay* their child's admission into the reception class for the following academic year, the local authority will consider each case on its merits, in the best interests of the child, using the following criteria:
- the needs of the child and the possible impact of being out of chronological year group;
 - in the case of children born prematurely, the fact that they may have naturally fallen into the lower age group if they had been born on their expected date of birth;
 - whether delayed social, emotional or physical development is adversely affecting their readiness for school;
 - any evidence provided by the parents to support their request;
 - the views of the head teacher of the relevant school;
 - relevant research into the outcomes of summer born and premature children.
- 71 If the request for delayed admission is agreed, the parent must reapply for a reception class place on the basis of the following year's oversubscription criteria.
- 72 In both cases, the child **MUST** begin to attend school upon reaching compulsory school age (i.e. at the start of the term following their fifth birthday).
- 73 Where parents wish, children may attend the offered school part-time until later in the school year but not beyond the point at which they reach compulsory school age.

Proposed timetable for the determination of primary applications 2017/18

01 January 2018	Deadline for the LA to formulate and publish on their website the local area's coordinated scheme
12 January 2018	Recommended closing date for receipt of the School Admission Application Form
15 January 2018	Statutory deadline for return of application to the Home LA
5 February 2018	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Islington VA schools/maintaining local authorities
13 February 2018 – 27 February 2018	Own admission authority schools and academies will assess their applications according to their admissions criteria
12 February 2018	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
13-19 February 2018	Pan-London data checking exercise of pupil applications exchanged via the PLR
27 February 2018	Own admission authority schools and academies to provide Islington LA with an electronic list of their applicants in rank order
28 February 2018	Deadline for admission arrangements to be determined
15 March 2018	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR (1st ALT)
23 March 2018	Final ALT file to the PLR
27 March–09 April 2018	Pan-London data checking exercise of pupil offer data
11 April 2018	Deadline for online ALT file to portal
16 April 2018	National Offer Day - Notification Letter sent to parents by Home LA
30 April 2018	Date by which parents accept or decline offers
8 May 2018	Date by which LA will pass information to schools within Islington (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

16 April 2018

Ref: «pupil_id»

To the Parent/Carer of
«pupil_firstname» «pupil_surname»
«gu_unit_no» «gu_unit_name»
«gu_house_no» «gu_street»
«gu_main_road»
«gu_district»
«gu_town»
«gu_county»
«gu_postcode»

Islington School Admissions Team
222 Upper Street, London N1 1XR
Tel: 020 7527 5515
Fax: 020 7527 5694
Email: admissions@islington.gov.uk
This matter is being dealt with by: **Alison Smith**

Dear Parent/Carer,

PRIMARY TRANSFER STARTING RECEPTION – 2018/19

I am writing to let you know the outcome of your application for a primary school place. Your child «pupil_firstname» has been offered a place at «alloc_pref».

Accepting the offer of the school place

It is important that you confirm as soon as possible that you wish to accept the offer of a place at «alloc_pref». Please complete the reply slip below and return by **30 April 2018**. Failure to do so may result in this offer being withdrawn. Once your acceptance is received, the school will be informed and will contact you to provide further information about the arrangements for admission.

Please note that applications for any schools that you listed lower on your application form were automatically withdrawn under the coordinated admission arrangements.

If you were not offered your first preference school

I am sorry that it was not possible to offer a place at any of the schools which you have listed higher on your application form. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the school's published admission criteria.

If you would like further information about why your child was not offered one of your higher preference schools, then please contact the admission authority for that school. An admission authority will either be the school or the local authority where the school is located. We are the admission authority for community schools in Islington. For all other schools and academies in Islington, please contact them directly. The contact details for other admissions authorities can be found in our Primary Transfer Admissions brochure which is accessible online at <http://www.islington.gov.uk/admissions>

Appeals

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools which you listed on your application form.

If you wish to appeal:

- for community schools in Islington please contact the School Admissions Team at the above address or visit <http://www.islington.gov.uk/admissions> and return your completed appeal form to the address at the top of this letter
- for all other schools and academies in Islington please contact the school direct
- for schools outside Islington, please contact the local authority where the school is located.

Key Stage 1 Infant Class Size Legislation

You should be aware that by law infant classes (Reception, Year 1 and Year 2), where the majority of children will reach the age of 5, 6 or 7 during the school year, must not contain more than 30 pupils with a single school teacher.

Where a child has been refused admission to a school on "Infant Class Size Prejudice" grounds, an appeal panel can only offer a place to a child where it is satisfied that either:

- the child would have been offered a place if the admission arrangements had been properly implemented; and/or
- the child would have been offered a place if the arrangements had not been contrary to mandatory provisions in the School Admissions Code and the School Standards and Framework Act (SSFA) 1998; and/or
- the decision to refuse admission was not one which a reasonable admission authority would have made in the circumstances of the case.

NB. The outcome of your appeal will not be influenced by the acceptance of a place at an alternative school.

Waiting lists

I can confirm that your child's name has been placed on the waiting list for any Islington school that you have listed higher on your form. If you do not wish to remain on these waiting lists, please tick the relevant box on the reply slip.

If you would like «pupil_firstname» to be placed on a waiting list for any other school, then please contact the Islington School Admissions Team. Your child will remain on the waiting list until the end of **December 2018**.

If you have any further queries please do not hesitate to contact a member of the School Admissions Team on 020 7527 5515.

Yours sincerely,

Alison Smith

Manager, Admissions and Children Out of School

REPLY SLIP

Ref: «pupil_id»

PLEASE ACCEPT YOUR PLACE ONLINE BY 30 APRIL 2018.

Alternatively, please return the paper form by email, fax or post to:

Islington School Admissions Team
222 Upper Street
London N1 1XR

Email: admissions@islington.gov.uk
Fax: 020 7527 5694

ACCEPTING A PLACE

I wish to accept a place for «pupil_firstname» «pupil_surname» at «alloc_pref»

**I do not wish to accept a place for «pupil_firstname» «pupil_surname» at «alloc_pref»

.....

****Please complete this section if not accepting this school place.**

I do not wish to accept a place at the above school. My child will be educated as follows:

.....

.....

WAITING LISTS

I would like my child to be placed on the waiting list for the following schools (up to six maximum):

.....

Please remove my child from all waiting lists.

.....

Signature of Parent/Carer

...../...../.....

Date

Daytime Telephone Number.....

For information on how the waiting lists for Islington Schools operate, please refer to the Primary Schools Brochure available online at: www.islington.gov.uk/admissions

Proposed Admission Criteria to Islington Community Primary Schools: 2018/19

Applicants with an Education, Health and Care Plan (EHCP) will be admitted (via the SEN process as outlined in Section 324 of the Education Act 1996) to the school named in the Statement or EHCP.

In the event of over-subscription to a community secondary school, the following criteria will be applied in the order listed below:

1) **Looked-after children and children who have been adopted** (or made subject to a child arrangements order or special guardianship order) immediately after being looked-after.

2) **Sibling:** A sibling is defined as a brother or sister, half brother or sister, step brother or sister or adopted brother or sister whose main residence is at the same address. This criterion will apply to applicants with a sibling living at the same address who is on the roll of the preferred school (Reception Class to Year 6), or co-located Special School, at the time of proposed admission in the new academic year.

3) **Exceptional Social, Medical or Special Educational Needs:** The Director of Children's Services, on an individual basis, may give priority to applicants who can demonstrate that admission to a particular school is necessary on the grounds of professionally supported *exceptional* medical, social or special educational needs. Parents must supply details of any such special factors at the time of the original application (together with recent supporting documentation), to enable these factors to be considered.

4) **Distance:** Applicants who live nearest to the preferred school. Nearness to the school will be determined by a computerised mapping system using a straight line distance measurement. Routes will be calculated from the home address (as defined by the Land & Property Gazetteer) to the midpoint of the school grounds (as determined by Islington Local Authority).

Distance will be used as a tiebreaker for over-subscription criteria 1- 3.

Multiple Births

• Key Stage 1

If only one place is available at the school and the next child who qualifies for a place is one of multiple birth siblings, schools will go over their published admission number to support the family as required by the School Admissions Code 2014 . These children will be deemed as 'excepted' pupils under KS1 class size legislation.

• Key Stage 2

If only one place is available at the school and the next child who qualifies for a place is one of multiple birth siblings, we will ask community schools to admit the siblings and go over their published admission number to support the family.

Proposed Primary Admission Numbers 2018-19

SCHOOL	Planning Area	Planning Area Network	Proposed Admission Number 2018/19	Planning Area Breakdown		Total number of places
Ambler Primary School & Children's Centre	3	Highbury	60	1	Holloway	465
Ashmount Primary School	2	Hornsey	60	2	Hornsey	495
Blessed Sacrament Catholic Primary School	4	Barnsbury	30	3	Highbury	375
Canonbury Primary School	5	Canonbury	60	4	Barnsbury	290
Christ The King Catholic Primary School	2	Hornsey	60	5	Canonbury	355
City of London Primary Academy	6	Finsbury	60	6	Finsbury	330
Clerkenwell Parochial CofE Primary School	6	Finsbury	30		TOTAL	2310
Copenhagen Primary School	4	Barnsbury	60			
Drayton Park Primary School	3	Highbury	45			
Duncombe Primary School	2	Hornsey	60			
Gillespie Primary School	3	Highbury	30			
Grafton Primary School	2	Hornsey	60			
Hanover Primary School	5	Canonbury	45			
Hargrave Park Primary School	1	Holloway	45			
Highbury Quadrant Primary School	3	Highbury	60			
Hugh Myddelton Primary School	6	Finsbury	60			
Hungerford Primary School and Children's Centre	1	Holloway	60			
Laycock Primary School	4	Barnsbury	50			
Montem Primary School	2	Hornsey	60			
Moreland Primary School	6	Finsbury	60			
Newington Green Primary School	3	Highbury	60			
Pakeman Primary School	2	Hornsey	45			
Pooles Park Primary School	2	Hornsey	60			
Prior Weston Primary School	6	Finsbury	60			
Robert Blair Primary School	1	Holloway	30			
Rotherfield Primary School	5	Canonbury	60			
Sacred Heart Catholic Primary School	1	Holloway	60			
St Andrew's Barnsbury Church Of England Primary	4	Barnsbury	30			
St Joan of Arc Catholic Primary School	3	Highbury	60			
St John Evangelist Catholic Primary School	5	Canonbury	40			
St John's Highbury Vale CofE Primary School	3	Highbury	30			
St John's Upper Holloway CofE Primary School	1	Holloway	30			
St Joseph Roman Catholic Primary School	1	Holloway	60			
St Jude And St Paul's CofE Primary School	3	Highbury	30			
St Luke's CofE Primary School	6	Finsbury	30			
St Mark's CofE Primary School	2	Hornsey	30			
St Mary Magdalene Academy	1	Holloway	30			
St Mary's CofE Primary School	5	Canonbury	30			
SS Peter and Paul Catholic Primary School	6	Finsbury	30			
The New North Academy	5	Canonbury	60			
Thornhill Primary School	4	Barnsbury	60			
Tufnell Park Primary School*	1	Holloway	90	*Subject to confirmation		
Vittoria Primary School	4	Barnsbury	30			
Whitehall Park Free School	2	Hornsey	60			
William Tyndale Primary School*	5	Canonbury	60			
Winton Primary School	4	Barnsbury	30	**Temporary reduction from 45		
Yerbury Primary School	1	Holloway	60			
TOTAL			2310			

Proposed In-Year Admission Protocols For Islington Schools: 2018-19

GLOSSARY
Admission Authority: The body responsible for setting and applying a school's admission arrangements. For community schools, the local authority is the admission authority; and for foundation or voluntary aided schools, the governing body of the school is the admission authority. For Academies and Free Schools the Funding Agreement states who is responsible for applying admission arrangements which can only be set or altered with the prior agreement of the Secretary of State.
Home Local Authority (HLA): The authority area in which the child lives.
Maintaining Local Authority (MLA): The authority area in which the school is located.

➤ PRINCIPLES

1. The aim of these protocols is to establish a fair, clear and simple process for Islington parents wishing to apply for a place at an Islington school.
2. The protocols have also been designed to safeguard children from 'slipping through the net' and being left without a school place.
3. To this end there will be a single process for admission to any school in Islington, including community, academy and voluntary-aided schools.
4. The administrative responsibility for processing in-year applications has been delegated to schools. For community schools however, the local authority remains the admission authority and retains overall responsibility for the allocation of school places.
5. Schools will work in partnership with Islington LA both in its capacity as HLA and MLA to safeguard children and to ensure a fair, clear and simple process for Islington parents.

➤ APPLICATIONS

6. Applications for all Islington schools, from children resident in Islington will be made on Islington's online In-Year School Admissions Application Form. This will include all the fields and information specified in Schedule E which has been previously agreed by all PAN London Authorities and is compliant with the School Admissions Code.
7. The In-Year School Admissions Application Form will be available as an online application form at: www.islington.gov.uk/admissions. Alternatively, a paper form can be requested from the Islington School Admissions Team by telephone on 020 7527 5515 or in person at the Council Offices at 222 Upper St, N1 1XR.
8. As Islington schools will be responsible for making offers and holding waiting lists, an individual application must be made to each preferred school so that preference order is not disclosed.
9. Parents can apply to any school in Islington and there is no limit on the number of preferences.
10. Islington schools will forward applications for children living elsewhere in England to Islington MLA who will liaise with the child's HLA and share the outcome of the application.
11. Islington LA will allow parents to submit an online enquiry via email to express an interest in applying for an In-Year school place.

12. Own admission authorities within Islington will only use supplementary forms where the information available through the School Admissions Application Form is insufficient for consideration of the application against their published oversubscription criteria.
13. Supplementary forms will be available from the Islington school concerned, on Islington's website and from the Islington School Admissions Team.
14. Any supplementary forms must advise parents that they must also complete their HLA's School Admissions Application Form. Islington's online composite admission brochures and website will indicate which Islington schools require supplementary forms to be completed and where they can be obtained.
15. Where an admission authority in Islington receives a supplementary form, it will consider it to be a valid application, and the parent will also be asked to complete their HLA's School Admissions Application Form.
16. Where there is no waiting list and only the HLA's Application Form is received, Islington schools MUST admit the child. If there is a waiting list, a supplementary form should be completed where relevant in order for the application to be ranked correctly.
17. Any Islington school that operates a banding system that requires testing to take place must ensure appropriate arrangements are made for this to happen in a timely manner.
18. Islington MLA will accept any preference received from a HLA for a maintained school or Academy in Islington.
19. On request from an Islington school, Islington LA will undertake to carry out address verification and measuring of home to school distances. This service will be provided at no additional cost to Islington community and voluntary-aided schools. However, there will be a charge to Academies.
20. Where Islington HLA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a MLA, it will advise the MLA as soon as it becomes apparent.
21. On request, Islington HLA will check the status of any applicant who is a 'Looked After' child or who has been adopted (or made subject to a child arrangement order or special guardianship order) immediately after being looked after, and provide evidence to the MLA in respect of a preference for a school not in Islington MLA as soon as it is received.

➤ **PROCESSING**

22. Applicants with children resident in Islington must complete and return Islington's online In-Year School Admissions Application Form, a copy of which is sent directly to the preferred Islington school and School Admissions Team.
23. Islington schools will be responsible for ranking and decision-making in relation to which child is to be offered a place in accordance with their published admission criteria.
24. Islington schools will also be responsible for maintaining their waiting lists in admission criteria order.
25. Continuity in a child's education is of significant importance. Islington's head teachers are committed to working in partnership with each other and Islington LA to minimise disruption to a child's education through changing schools mid-year, unless it is in the child's best interest to do so.
26. Where an application is received from a child who attends another Islington school, the head teacher of the preferred Islington school will inform the current Islington school of the application. This will provide the current Islington school with the opportunity to discuss with the parent their reasons for wishing to change schools.

27. Schools must notify the MLA of any completed In-Year School Admissions Application Form, and inform the HLA of which children are to be offered a school place and similarly which children are not be offered a school place. This is an important safeguarding process to ensure no child is left without a school place. Islington schools will provide Islington LA with a copy of the application form to enable the HLA to verify the address and calculate distances where requested as detailed above.
28. Islington schools will send out their own offer (Schedule F) or no offer letter (Schedule G) and provide Islington LA with a copy.
29. Where an Islington school informs Islington LA that they are unable to offer a place, parents will be informed of their right of appeal and which Islington schools have suitable vacancies.
30. Islington schools must keep SIMS up to date as vacancy information will be based on this data. On request from Islington MLA, schools will provide vacancy numbers. This will ensure Islington MLA maintains an overview of pupil numbers and vacancies across the borough so that any unplaced children can be allocated a suitable school place quickly.
31. Islington schools not transferring their data directly to Islington LA via the 'B2B' link will provide admission and vacancy information as requested by Islington MLA.
32. Applications from children resident outside Islington will be processed in accordance with the Home LA's arrangements.
33. Similarly, Islington residents wishing to apply for a school in another MLA will be advised of how to do so. Islington HLA will work with other London authorities to ensure these pupils are tracked from receipt of the application to the offer of a school place.
34. Where it is not possible to offer an Islington resident one of their preferred schools, Islington LA will allocate a suitable Islington school place within 20 school days of receiving the application. Applicants will also be advised of their right of appeal.

➤ **OFFERS**

35. Islington schools will send out their own offer (Schedule F) or no offer letter (Schedule G) using the templates provided as a guide and provide Islington LA with a copy.
36. Islington MLA will aim to share the outcome of an application for one of its schools with the HLA within 10 school days of receiving the data. Where it is clear to Islington that no vacancy exists for the child, Islington MLA will inform the HLA as soon as possible after receipt of the application data. If it has not been possible to make a decision within 10 school days, Islington MLA will undertake to send details of the outcome of an application for one of its schools to the HLA as soon as a decision is made, but within 20 school days of receiving the application data.
37. Where it has not been possible to share the outcome of an application for an Islington school within 10 school days of receiving the data, Islington MLA understands that the HLA may send an outcome letter advising the parent that a decision has not yet been made in respect of an Islington school.
38. Where Islington HLA has not received an outcome for a school within another MLA, Islington as HLA, will case manage that application to ensure that no unplaced child is left without a school place.
39. Where a parent moves from one HLA to another after submitting an application, the previous HLA will pass responsibility to the new HLA which, once it is satisfied that the applicant has moved into its area, will accept responsibility for that applicant.

➤ **POST OFFER**

40. Islington schools/HLA will request that resident parent/s accept or decline the offer of a place within two weeks.
41. Where a parent does not respond within this timeframe and the application is for an out of borough school, schools (or Islington HLA) will make every reasonable effort to contact the parent directly or via the MLA.
42. Only where the parent fails to respond and schools (or Islington HLA) can demonstrate that every reasonable effort has been made to contact the parent, will the offer of a place be withdrawn.
43. Where a parent resident in Islington accepts or declines a place in a school maintained by another LA, Islington HLA will forward the information to the MLA as soon as it is received.
44. For school to school transfers between Islington schools that do not require a house move, or where there is no need for an immediate move, Islington schools will be able to defer admission to the next half term if both head teachers agree that this is in the child's best interest.
45. Islington MLA will aim to inform the HLA whether a child offered a place at a school in its area has been placed on roll at the school within 5 working days of being placed on roll.
46. Islington MLA will notify the HLA of any appeals that are upheld for Islington schools.

➤ **WAITING LISTS**

47. Islington schools will hold waiting lists in the published criteria order and provide a copy for the Islington MLA.
48. Where a place is available to be offered from the waiting list to a child resident in another LA, schools will make the offer and inform Islington MLA who will liaise with the HLA.
49. Where Islington HLA is informed that another MLA is able to offer a place from the waiting list to one of its residents, it will track the pupil from offer to admission.
50. Children will remain on the waiting list of Islington schools for the academic year in which the application is made unless parents contact the school to extend this further. After this period, all waiting lists will be cleared. Applicants wishing to remain on the waiting list after this point will need to submit a fresh application for the school in question using Islington's [In-Year Application Form](#).

➤ **TIMING OF ADMISSION**

51. For school to school transfers from one Islington school to another that do not necessitate a house move or an immediate start at a new school (as agreed by both head teachers), admission can be deferred to the start of the next half term as follows:

SCHOOL TO SCHOOL TRANSFERS BETWEEN ISLINGTON SCHOOLS NOT REQUIRING A HOUSE MOVE OR IMMEDIATE START

Application date	Admission date
June-August	Start of the Autumn Term
September-October	First week after October Half Term

Application date	Admission date
November-December	Start of the Spring Term
January-February	First week after February Half Term
March-April	Start of Summer Term
May	First week after May Half Term

52. When a child leaves an Islington school, schools should ensure they follow Islington's procedures for removing pupils safely from roll, including updating SIMS with the named destination and completing the LA Off-rolling Notification or Missing Pupil alert as appropriate. For further information please email in-year@admissions.gov.uk.

➤ **FAIR ACCESS ADMISSIONS**

53. Islington residents deemed to have challenging behaviour will be admitted to an Islington school under Islington's Fair Access Protocol by the Primary and Secondary Securing Education Boards which meet approximately once a month.
54. The Securing Education Boards determine whether pupils should be admitted under Islington's Fair Access Protocol and which schools should be allocated.
55. All schools and academies must take part.
56. Schools are allocated on a 'fair share' basis to ensure equity across all Islington schools and academies and not just those with vacancies.
57. Where possible parental preference is accorded but cannot always be guaranteed.
58. Schools allocated pupils under the Fair Access Protocol may, in some circumstances be provided with additional resources to support the pupils' reintegration.
59. Admissions will be scrutinised by the Primary and Secondary Securing Education Boards to ensure the Fair Access Protocol is being applied equitably.
60. Where schools are approached for a place and believe the application should be considered under Islington's Fair Access arrangements, the case should be referred to the Senior Officer, Children Out of School without delay to ensure the child does not go missing from the system.

➤ **CHILDREN OF UK SERVICE PERSONNEL (UK ARMED FORCES)**

61. For families of service personnel with a confirmed posting in Islington LA, or crown servants returning from overseas to live in Islington LA, we will:
- allocate a place in advance of the family arriving in Islington provided the application is accompanied by an official letter that declares a relocation date and a Unit postal address or quartering area address;
 - describe Islington's arrangements for the admission of children of UK Service Personnel in our composite admissions brochures;
 - ensure our arrangements do not disadvantage service children through an annual review of existing procedures.
62. Applications will be processed in line with Islington's school admissions procedures as described above.
63. Where possible, a place will be offered at the applicant's highest preferred school as listed on the application form.

64. Where it is not possible to offer a place at one of the preferred schools, a place will be allocated at the child's nearest Islington community school with a vacancy and the family offered the right of appeal.
65. The allocated place will be held open for a period of up to two school terms in advance of the family's move to the UK. This may be extended in individual circumstances.
66. The child will be placed on the waiting list for any higher preference school than the one offered as described above

Proposed fields for inclusion in Islington's Online In-Year Application Form: 2018/19

CHILD'S DETAILS:

Surname
Forename(s)
Middle Name(s)
Home Address
Date of Birth
Gender
Name, address and dates of attendance of current/previous school
If currently in school, reason for transfer
Permanent exclusions
Does the applicant have a statement of SEN?
Is the child looked after?

PARENT'S/CARER'S DETAILS:

Forename
Surname
Address (if different to child's address)
Telephone Number(s)
Relationship to Child
Parental Responsibility

PREFERENCE DETAILS:

Name and DfE number of school
Local Authority in which the school is based
Sibling Details
Reasons for Preference (including any medical or social needs)

OTHER:

Declaration including consequences of providing false information
Signature of parent or carer
Date of signature
Data Protection notice
Checklist including advice about completing supplementary forms

PRIVATE & CONFIDENTIAL
Parent name and address

Date

Dear **[Parent's name]**

OFFER LETTER

Thank you for your application for a place at **[School Name]**. I am pleased to inform you that we are able to offer **[Child's Name]** a place at our school.

Accepting the offer of the school place

It is important that you confirm as soon as possible that you wish to accept a place at our school. Please complete the reply slip below and return it by **[Deadline Date]**. If you do not accept the place by this deadline, we may withdraw the offer.

Once your acceptance is received, we will contact you to provide further information about our joining arrangements.

Sibling applications

If you have any other children applying for a place at this school, please inform us immediately so we can prioritise their application as a sibling.

I look forward to receiving your acceptance.

Yours sincerely

Head teacher / Principal
Cc. Islington School Admissions Team

.....

REPLY SLIP

Please return this form by [deadline date] to:

CONTACT NAME

SCHOOL NAME AND ADDRESS

CHILD'S FULL NAME

Please choose as appropriate:

I wish to accept a place for my child at your school

I do not wish to accept a place for my child at your school

Parent signature

Date

Daytime contact number

PRIVATE & CONFIDENTIAL

Parent name and address

Date

Dear [Parent's name]

NO OFFER

Thank you for your application for a place at [School Name]. I am sorry to inform you that it was not possible to offer [Child's Name] a place at our school as the relevant year group [Year X] is currently full. If you would like further information about this, please do feel free to contact me.

Waiting list

[Child's Name] has been placed on our waiting list. Children on the waiting list will be ranked in the following order, in line with our published admission criteria: *(applies to community schools only)*

1. **Looked after children and children who have been adopted** (or made subject to a child arrangement order or special guardianship order) **immediately after being looked after**
2. **Siblings**
3. **Exceptional medical, social or special educational needs**
4. **Distance**

Distance will be used as a tiebreaker for over-subscription criteria 1- 3.

For full details of our admissions policy, please see www.islington.gov.uk and click on the relevant **determined admission arrangements**.

Please note that all offers will be made in strict accordance to our published admission criteria, and that your child's waiting list position can go down as well as up. Should a place become available for your child at our school then we will contact you immediately.

Appeals

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any school for which you have applied. If you wish to appeal, you can download an appeal form from www.islington.gov.uk/admissions *[for own admission authority schools state where an appeal form can be obtained]*. Alternatively, please ring the Islington School Admissions team on 020 7527 5515.

The outcome of your appeal will not be influenced by the acceptance of a place at an alternative school.

If you have any further queries, then please do not hesitate to contact me.

Yours sincerely

Head teacher / Principal

Cc. Islington School Admissions Team

Proposed In-Year Admission Criteria to Islington Community Schools: 2018/19

Applicants with a Statement of Special Educational Needs (SEN) or Education, Health and Care Plan (EHCP) will be admitted (via the SEN process as outlined in Section 324 of the Education Act 1996) to the school named in the statement or EHCP.

In the event of over-subscription to a community primary or secondary school, the following criteria will be applied in the order listed below:

- 1) **Looked-after children and children who have been adopted** (or made subject to a child arrangements order or special guardianship order) **immediately after being looked after.**
- 2) **Siblings:** A sibling is defined as a brother or sister, half brother or sister, step brother or sister or adopted brother or sister whose main residence is at the same address. This criterion will apply to applicants with a sibling living at the same address who is on the roll of the preferred school (Years 7 to 11) at the time of proposed admission in the new academic year.
- 3) **Exceptional Social, Medical or Special Educational Needs:** The Director of Children's Services, on an individual basis, may give priority to applicants who can demonstrate that admission to a particular school is necessary on the grounds of professionally supported **exceptional medical, social or special educational needs**. Parents must supply details of any such special factors at the time of the original application (together with recent supporting documentation) to enable these factors to be considered.
- 4) **Distance:** Applicants who live nearest to the preferred school. Nearness to the school will be determined by a computerised mapping system using a **straight line distance measurement**. Routes will be calculated from the home address, including flats (as defined by the Land & Property Gazetteer) to the midpoint of the school grounds (as determined by Islington Local Authority).

Distance will be used as a tiebreaker for over-subscription criteria 1- 3.

Multiple Births

If only one place is available at the school and the next child who qualifies for a place is one of multiple birth siblings, we will ask community schools to admit the siblings and go over their published admission number to support the family. For KS1 children, schools will admit the siblings and go over their published admission number to support the family as required by the School Admissions Code 2014¹. These children will be deemed as 'excepted' pupils under KS1 class size legislation.

Tie Break

If only one place is available and two or more families live an equal distance from the school or tie within any of the other criteria, then the allocation of that place will be determined by random allocation using a computerised system.

¹ 2.15 Infant class size -excepted children are: g) children whose twin or sibling from a multiple birth is admitted otherwise than as an excepted pupil;

Proposed Islington Sixth Form Consortium Admissions Policy and Criteria: 2018/19

All applicants must register their interest to attend the consortium in the Spring Term. Students who apply before the published deadline will be contacted to attend a meeting at one of the Consortium schools to provide advice on options and entry requirements for particular courses. This information is also available from the Islington Sixth Form Consortium Prospectus.

In the event that there are more applications than places available, the following oversubscription criteria will apply:

1. **Looked-after children and children who have been adopted** (or made subject to a child arrangements order or special guardianship order) **immediately after being looked after.**
2. **Students in Year 11 who attend one of the following four feeder schools** (Central Foundation School, Highbury Fields School, Highbury Grove School and St Aloysius) who meet the entry requirements for their chosen course.
3. **External applicants who meet the entry requirements for their chosen course.**

In the event of more applications than places available within any criterion, the tiebreaker will be distance.

Final offers of a place on a specific course for all students will be conditional on attendance at Enrolment Day in August, induction in September (or prior notification of justifiable absence) and actual GCSE results. Students who are not offered a place will be offered the right of appeal.

The Consortium maintains the right to withdraw a publicised course if the number of students is insufficient.

The Consortium maintains the right to review and change the admissions policy.

**Proposed Islington Sixth Form Consortium Proposed Admission Numbers
(External Applicants) 2018/19**

Admission number for external applicants at Year 12	2017/18	Proposed 2018/19
Highbury Grove	25	25
Highbury Fields	25	25
Central Foundation	25	25
St Aloysius' College*	25	25
TOTALS	100	100

**St Aloysius' College have submitted a request to expand their 6th form provision in 2018/19 for internal applicants.*

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Resident Impact Assessment

Initial Screening and full assessment template

Contents

Click to navigate to sections

1. [Introduction and context](#)
2. [Initial Screening](#)
3. [The proposal](#)
4. [Equality Impacts](#)
5. [Socio-economic, safeguarding and Human Rights impacts](#)
6. [Summary: key findings of the RIA](#)

1. Introduction and context

A Resident Impact Assessment (RIA) is a way of systematically and thoroughly assessing policies against the Council's responsibilities in relation to the Public Sector Equality Duty, Human Rights and Safeguarding.

Once completed, the RIA will:

- ▶ Describe the new or changed policy, function, procedure, service activity or financial decision, its intended purpose and how it will be implemented.
- ▶ Identify whether the proposal needs a full Resident Impact Assessment (RIA).
- ▶ Detail which residents are expected to be affected by the policy and the expected impact in relation to:
 - The Public Sector Equality Duty,
 - Safeguarding responsibilities; and
 - Human Rights legislation, specifically with regard to Article 3 (Inhuman Treatment) and Article 8 (Right to Private Life).
- ▶ Identify evidence, such as data, research and consultation, used to predict the impact of the proposal.

Now complete the **Initial Screening** form below to find out whether a full RIA is required for the proposal under consideration.

- ▶ Identify options for addressing issues raised by the assessments.

2. Initial Screening

Please enter your responses in the space provided (the text boxes will expand as necessary):

a) Title of new or changed policy, procedure, function, service activity or financial decision being assessed:	School Admission Arrangements 2018-19
b) Department and section:	Pupil Services, School Admissions
c) Name and contact details of assessor:	Gabriella Di-Sciullo Head of Admissions and Children Out of School gabriella.di-sciullo@islington.gov.uk 020 7527 5779
d) Date initial screening assessment started:	16/12/2016

e) Describe the main aim or purpose of the proposed new or changed policy, etc. and the intended outcomes:

To ensure admissions to Islington community schools are administered objectively and fairly in accordance with mandatory regulations set out in the School Admissions Code 2014.

All schools must have admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications than places at the school. Admission arrangements are determined by admission authorities, and Islington Council the admission authority for all Islington community schools.

Admission authorities must act in accordance with the School Admissions Code, published by the Department for Education, and relevant human rights and equalities legislation.

If a school is not oversubscribed, all applicants must be offered a place. The admission authority must set out in their arrangements the criteria against which places will be allocated when there are more applications than places available (oversubscription criteria).

Oversubscription criteria must be reasonable, clear, objective, procedurally fair, and comply with all relevant legislation, including equalities legislation.

Arrangements must not disadvantage unfairly, either directly or indirectly, a child from a particular social or racial group, or a child with special educational needs or a disability.

Admission arrangements must not:

- place any conditions on application other than those in the published arrangements;**
- give priority to children on the basis of any practical or financial support parents may give to the school;**
- give priority to children according**

to the occupational, marital, financial or educational status of parents applying;

- interview children or parents;
- request photographs of a child for any part of the admissions process.

f) Can this proposal be considered as part of a broader Resident Impact Assessment? For example it may be more appropriate to carry out an assessment of a divisional restructure rather than the restructure of a single team. **No**

g) Are there any negative equality impacts as a result of the proposal? Please complete the table below:

Select **Yes**, **No** or **Unknown** by clicking on the 'Choose an item' boxes below and enter text in the text boxes in the right-hand column:

Protected characteristics	1. Will the proposal discriminate?	2. Will the proposal undermine equality of opportunity?	3. Will the proposal have a negative impact on relations?
Age School Admissions are administered by chronological age to ensure pupils are admitted to the correct year group.	No	No	No

Protected characteristics	1. Will the proposal discriminate?	2. Will the proposal undermine equality of opportunity?	3. Will the proposal have a negative impact on relations?
Disability Children with Special Educational Needs or Disability (SEND) may be considered for priority admission under published arrangements	No	No	No
Gender reassignment Children undergoing gender reassignment can select the gender they identify with when completing an application form	No	No	No However, for safeguarding purposes it may be necessary for a risk assessment to be carried out where a male undergoing gender reassignment to a female applies to a single-sex girls' school. Historic evidence suggests that applicants are open about sharing information about gender reassignment.
Marriage and civil partnerships The School Admissions Code prohibits admission authorities from seeking information on marital status	No	N/A	N/A
Race The School Admissions Code prohibits admission authorities from seeking information on race or ethnicity at application stage. This information is however collected following the pupil's admission for the purposes of identifying underperforming groups	No	No	No

Protected characteristics	1. Will the proposal discriminate?	2. Will the proposal undermine equality of opportunity?	3. Will the proposal have a negative impact on relations?
<p>Religion/belief</p> <p>Faith schools are able to prioritise applicants on the grounds of religion in line with their published admission arrangements under general exemptions of the Equality Act 2010.</p>	No	No	No
<p>Pregnancy and maternity</p> <p>Islington schools are expected to admit pregnant pupils and afford any due entitlements outlined in the Equality Act 2010.</p>	No	No	No
<p>Sexual Orientation</p> <p>The School Admissions Code prohibits admission authorities from seeking information on sexual orientation at application stage. This information may however be collected following the pupil's admission for the purposes of identifying underperforming groups</p>	No	No	No
<p>Sex/gender</p> <p>Where a school is single-sex, only applicants of that sex can apply as exempt under general exemptions of the Equality Act, 2010</p>	No	No	No

-
- h) Please list any opportunities in the proposal for advancing equality of opportunity for any of the protected characteristics.

All Islington schools are expected to meet the needs of children and families with protected characteristics.

The Local Authority has published an 'Advice, Guidance and Expectations' document for schools about their responsibilities towards children with SEND. A range of outreach services are available to provide advice and challenge to schools to ensure the needs of children with disabilities are met. Information is included in Islington's annual composite prospectus for parents regarding schools' accessibility arrangements to enable parents to make an informed choice about the most suitable school for their child.

Children with exceptional social or medical needs, including a disability can be prioritised for admission to a particular school under Islington's 'social/medical' criterion if professionally supported evidence demonstrates that their needs are exceptional and can only be met by a specific school. Outside the normal admission round, children without a school place who also have a disability can be prioritised for admission under Islington's Fair Access Protocol.

School Admission for children with a statutory Education, Health and Care Plan is dealt with outside of these arrangements.

- i) Please list any opportunities in the proposal for fostering good relations for any of the protected characteristics.

Islington School Admissions arrangements comply with all the mandatory provisions of the School Admissions Code which ensure a clear, fair and objective process that fosters good relations between groups with protected characteristics. Once determined, the admission arrangements are published on the LA's website and objections can be raised with the Schools Adjudicator providing a further opportunity for public scrutiny.

- j) Is the proposal a strategy that lays out priorities in relation to activity and resources and likely to have a negative socio-economic impact on residents?

No

- k) Do you anticipate any Safeguarding risks as a result of the proposal?

No

- l) Do you anticipate any potential Human Rights breaches as a result of the proposal?

No

If you identified any impacts under (g) and/or listed any opportunities in (h) or (i) and/or answered Yes to questions (j), (k) or (l) **you will need to complete a full RIA – go to Section 3 below**

If you did not, you **do not** need to complete a full RIA. Sign below and also obtain a signature from a Head of Service or higher.

From the information given above and from the best of my knowledge there is no need to conduct a full Resident Impact Assessment of this proposal.

Staff member completing this form:

Signed: **Gabriella Di-Sciullo**

Date: **16/12/2016**

Head of Service or higher:

Signed: **Candy Holder**

Date: **19/12/2016**



ISLINGTON

Children's Services
Municipal Offices, 222 Upper Street,
London N1 1XR

Report of: **Executive Member for Children and Families**

Meeting of	Date	Ward(s)
Executive	9 February 2017	All
Delete as appropriate		Non-exempt

SUBJECT: Regionalisation of adoption services

1. Synopsis

- 1.1. This report seeks Executive approval for the Council to work collaboratively with other London boroughs to continue to develop the London Regional Adoption Agency with the intention of joining the agency, when it becomes operational; this is predicted to be 2017/18. Islington is already part of a successful 6 Borough North London Adoption Consortium, but this will need to become part of the wider London service. This request is for Islington to become part of the process to plan how adoption will be delivered across London. Adoption North London hopes to continue to deliver some adoption services in a new partnership with the London regional service. Other Consortium partners have taken this to their Cabinet for approval.
- 1.2. The number of children adopted has fallen in London, and economies of scale are needed, as well as an improvement in the consistency of adoption support across London. This affects many of Islington's adopted children who are adopted outside the borough.
- 1.3. The government has legislated about this matter and Islington must become part of a regional adoption agency by 2020. The adoption service recommends that the Executive agree this proposal to ensure that Islington and Adoption North London are able to

participate fully in planning adoption services across London for the benefit of our children.

2. Recommendations

- 2.1.** To agree, in principle, to join a London Regional Adoption Agency, subject to detailed financial analysis and business case;
- 2.2.** To authorise the Corporate Director of Children's Services, in consultation with the Executive Member for Children Young People and Families, to progress arrangements relating to the development and implementation of the London Regional Adoption Agency model.

3. Background

- 3.1.** In order to improve outcomes for children in care, the Coalition Government introduced An Action Plan for Adoption: Tackling Delay with legislative changes to the monitoring of the adoption process through an Adoption Scorecard. This set targets for Local Authorities to speed up the adoption process. In many authorities, those targets have not been met and the speed of adoption remains a local corporate parent and central government concern.
- 3.2.** The Department for Education (DfE) paper, Regionalising Adoption proposed the move to regional adoption agencies in order to:
 - Speed up matching
 - Improve adopter recruitment and adoption support
 - Reduce costs
 - Improve the life chances of vulnerable children.
- 3.3.** The government has reinforced their policy ambition through provisions in the Education and Adoption Bill. The DfE's ambition is for all local authorities to be part of a regionalised service by 2020.
- 3.4.** Through Adoption: a vision for change , the Department highlighted the need to draw on the best of both the statutory and voluntary sectors to ensure that systems are designed around the needs of children. It also reinforced the vision to ensure that the voice of children and adopters is at the heart of policy making and service delivery.
- 3.5.** There has been no ministerial change following the changes in government during July 2016 and the DfE has, since those changes, reaffirmed a commitment to this policy. A communication from the DfE to DCSs on 15th September stated 'RAAs will make an enormous difference to some of our most vulnerable children... We and the team would welcome any further feedback on how we can best work together to deliver the great potential which RAAs have to offer...'

¹ An Action Plan for Adoption: tackling delay (DfE, 2012)

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/180250/action_plan_for_adoption.pdf

¹ Regionalising Adoption (DfE, 2015)

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/437128/Regionalising_adoption.pdf

¹ Adoption: a vision for change (DfE, 2016)

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/512826/Adoption_Policy_Paper_30_March_2016.pdf

3.6. Working together to improve adoption services in London

London boroughs and VAAs have a history of working together to improve adoption services

3.7. Pan-London joint working

In 2013, the London Adoption Steering Group was set up to enable pan-London good practice sharing and development. This group transitioned to the London Adoption Board in 2014. The London Adoption Board includes London boroughs and voluntary adoption agencies (VAAs) and is sponsored by the Council of Voluntary Adoption Agencies. The London Adoption Board has supported the collection of adoption data, facilitated best practice showcase events, advocated with external groups on behalf of London, and enabled the development of standards for adoption services.

3.8 Consortia arrangements

All London boroughs belong to an adoption consortium. These consortia allow best practice sharing between local authorities and enable joint working on some aspects of the service. In some cases, services are carried out jointly between boroughs via these consortia arrangements. Examples of service areas that are carried out jointly include adopter training, recruitment activity, and joint subscriptions. There is a range of levels of integration within the different consortia. Figure 1 shows the current consortia regions.

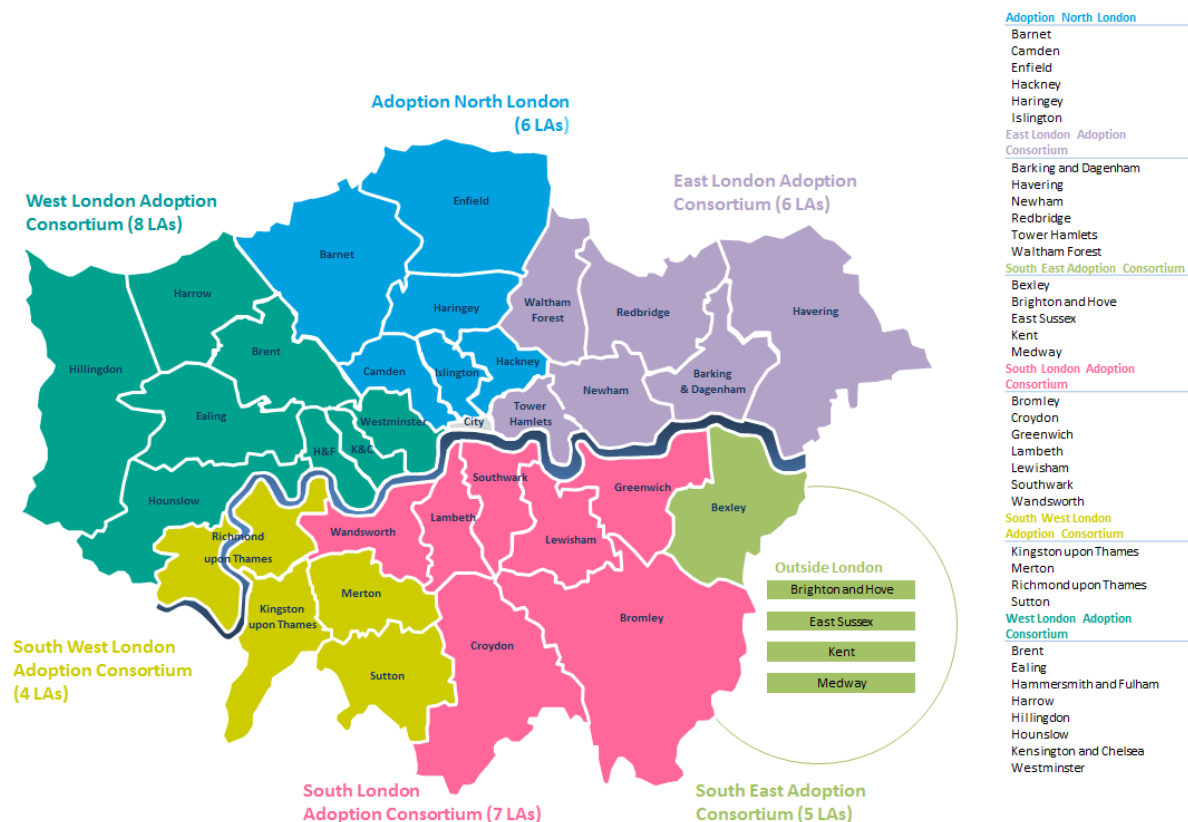


Figure 1. London adoption consortia arrangements

The engagement between boroughs and VAAs ranges from individual service contracts and spot purchase arrangements with VAAs to outsourcing the full adoption service. Many VAAs are involved in the consortia arrangements shown above.

3.9 The London Regionalised Adoption Project

Governance

Following the publication of this paper the Department invited councils and Voluntary Adoption Agencies to submit Expressions of Interest in becoming part of new regionalised arrangements. In response, the Association of London Directors of Children's Services (ALDCS) submitted a London proposition in late 2015. The DfE subsequently approved the ALDCS proposition as a "scope and define" project.

ALDCS set up and chair a Regionalisation Project Steering Group that has driven the development of the initial recommendations outlined in this document. The Regionalisation Steering Group sits under the governance of ALDCS and makes operational decisions to drive the project forward. An ALDCS reference group (5 DCS members) has also been set up to support the Regionalisation Steering Group Chair with ensuring that the views of London as a whole are represented at a senior level. A diagram of the governance arrangements is shown in Figure 2.

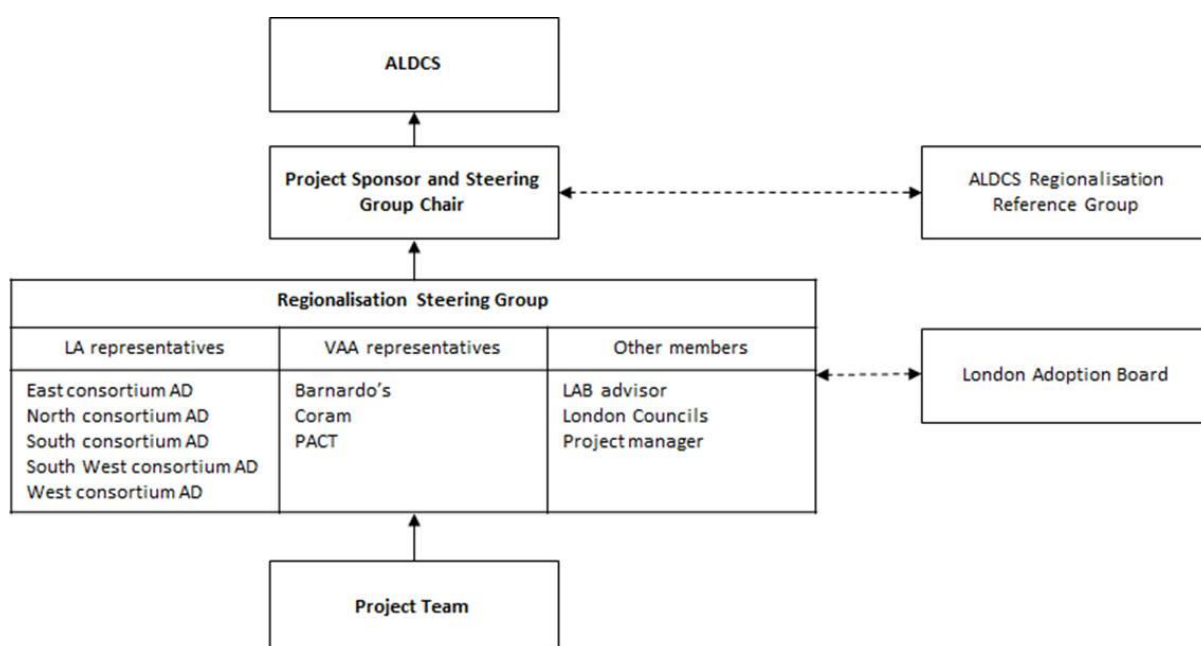


Figure 2. London Regional Adoption project governance and membership

3.10 The vision for London

The development and assessment of models for the London Regional Adoption Agency was preceded by the development of a vision for London. This vision was agreed by Directors and engaged upon with stakeholder groups.

The core of this vision is to ensure that all London's children who require adoptive families receive excellent services that meet their needs leading to excellent outcomes for them and their adoptive family. See **appendix 1** for the vision statement.

3.11 Opportunity for London

The vision highlighted a focus on achieving the best outcomes for all London's children in need of an adoptive placement and reducing any current postcode lottery of provision across the capital.

3.12 Outcome performance for children and adoptive families

With regards to the current outcome performance, the majority of London boroughs do not achieve the national average waiting time from entry to care to moving in, and there is wide variation in performance on this metric and the timeline from placement order to matching.

An activity survey carried out in the first phase of the project showed variable practice regarding the use of adopters approved by other agencies (other LA or VAA), and variation in the use of the adoption support fund. These practice differences may influence the placement timelines.

Adopter focus groups reinforced the need to improve equality in service provision across London. In particular, they raised concerns that training availability was limited in some areas and there was inconsistent access to adoption support.

Within these performance metrics, there is some clustering of performance seen within some consortia groups. This suggests that there is opportunity to improve through closer integration, but may also be influenced by the cohorts of adopters and children in these regions.

3.14 Cost and efficiency performance

For local authorities, the vision cites a need to support cost efficient and effective delivery that enables future flexibility. Figure 3 shows the variation in adoption numbers by borough during 2015-16. This shows that adoption is a very small service within many boroughs, which may result in inefficiencies and may reduce focus on this area within staff training and development.



Figure 3. Number of children adopted from care Q1-3 2015/16, ALB data set (unrounded)

3.15 There is also significant variation in cost per adoption, which partially relates to the efficiency aspects described above, but also reflects savings opportunities. An economic analysis during the first phase of work estimated the average cost per adoption in local authorities was £58,900, based on submissions from 21 local authorities, compared to an interagency fee average spend of £33,300. This does not include indirect costs, adoption allowances, Adoption Support Fund spend, and third party payments. Further analysis is required to confirm the data and identify which tasks are carried out by local authorities and not by external agencies. This will provide an indication of the window of opportunity for efficiency improvement. Adoption North London has challenged the economic analysis because the comparison between the cost of local authority adoption services and voluntary adoption agency cost did not take into account the full extent of services delivered across children's services by local authority adoption services.

3.16 The greatest area of saving potential was identified within staffing, but the potential models are hypothetical and need further testing in the context of the service design. Further analysis is required of local authorities with low cost per adoption and good performance on timeliness and quality to identify whether these achievements are possible to extend to other areas. The London RAA will measure performance against Adoption Leadership Board statistics, quality metrics including breakdowns, process efficiency and satisfaction. Proactive tracking and problem solving processes will be a core function of the RAA.

3.17 Development of the Service and Delivery Model

The Regionalisation Steering Group considered a number of options for the delivery model, and recommended two for further investigation. In order to be able to advise Boroughs, ALDCS has sought legal advice regarding the proposed London scheme. In addition, there have been two events for elected members, as well as engagement with adopters, prospective adopters, and adopted young people.

3.18 Development of the high level service model

To create a London Regional Adoption Agency that best meets the needs of children and adopters in line with the expected Government guidance there was a need to consider the types of delivery vehicles and models that would make the difference in improving our specified outcomes. In January 2016, the project team held an options development workshop with LA, VAA and adopter representatives. Participants were provided with information collated from throughout the project engagement to date, and asked to identify the outcomes expected from each aspect of the adoption journey in order to achieve the vision. Groups then identified the commissioning and delivery scale required to achieve the outcomes. A diagram showing the outcomes identified in this workshop can be seen in **appendix 2**.

3.19 Options analysis on the delivery model

Building on this service design, the workshop participants were introduced to the potential delivery vehicles and structures. They agreed the desirability and feasibility criteria for scoring these vehicle/ structure combinations. These criteria were agreed by ALDCS.

3.20 Delivery vehicles considered

The following delivery vehicles were considered as part of the options appraisal process at either the pan-London level or the creation of multiple regional agencies:

- Single LA hosting on behalf of other LAs
- New LA owned entity
- LA-VAA joint venture
- Outsourcing to existing London VAAs

Within the above delivery models, a number of structures were considered:

- Fully centralised: a single London body
- Hub and spoke: central hub for London-wide co-ordination, commissioning and delivery, with sub-regional spokes for delivery and local commissioning under the same organisation.
- Tiered approach: top strategic tier, second strategic/ operational tier, third delivery tier.
- As-Is+: current arrangement with more formalised partnerships.

3.21 Recommendation on preferred models

The Regionalisation Steering Group carried out scoring of desirability and feasibility criteria and held a discussion of the available options based on engagement with stakeholders and other data captured. The group recommended the following options for further investigation:

- LA trading company delivery model with a strategic VAA partnership operating in a hub and spoke structure (Option 1)
- LA-VAA joint venture operating in a hub and spoke structure (Option 2).
- A summary of the assessment of the individual options can be found in **appendix 3**.

3.22 At the March meeting of ALDCS, Directors received a report of stakeholder engagement in respect of the potential delivery models which could form the model for a future regionalised offer. Those preferences, based on guidance from stakeholders including VAAs, were a local authority trading company and a joint venture. Directors supported this recommendation

3.23 Legal advice on the potential delivery models

On the direction of ALDCS, legal advisors were appointed to produce detailed advice on the two preferences.

3.24 Report coverage

The report is now complete and covers the following areas for the preferred models:

- Benefits and limitations of VAA involvement in the ownership and/or strategic partnership, with advice on the joint venture options.
- Governance implications with regard to the need for accountability to the LAs responsible for the child.
- Legal entities that would be appropriate for securing the optimum balance with non-statutory organisations.
- Income and tax implications of the models, including VAT treatment and the ability to trade with other regional agencies.
- Procurement implications of these models, with reference to Teckal exemption.
- Implications for registered charities including charitable assets and income.
- Potential staff transfer implications.

3.25 Recommended model

The report received from the legal advisors recommends that the Agency would be a not-for-profit community benefit society which is jointly owned by all of the LAs (Option 1) who wish to participate in the project from the outset (Founding Councils). The figure below shows the structure of the recommended model.

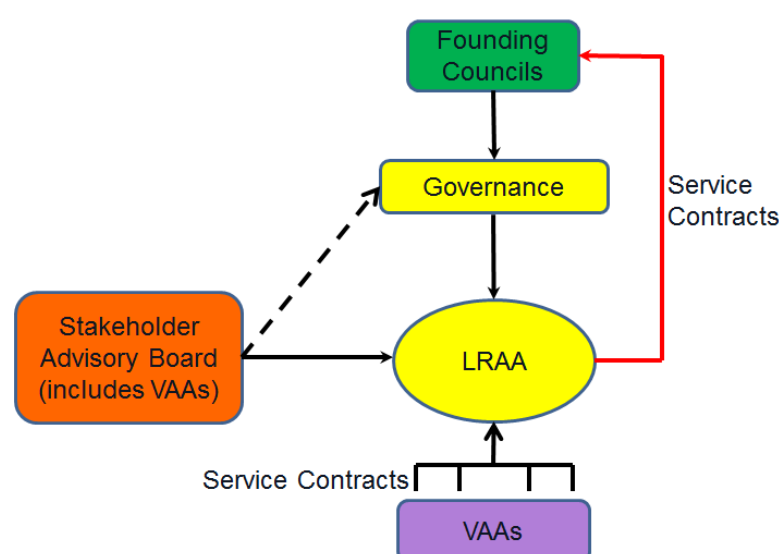


Figure 4. A multi-LA owned corporate entity working in partnership with VAAs to deliver adoption services

3.26 The Founding Councils' involvement in the Agency would be governed by a Members' Agreement. The Agency would be managed by a board of directors including officers of the Founding Councils, with places reserved for elected VAAs, and potential for other service user or stakeholder involvement. This model is quicker and cheaper to set up, and retains close VAA partnership working.

Further details on the distinctions between the two models can be seen in **appendix 4**.

4. Engagement and Consultation

4.1 London-level member engagement

In July 2015, London Councils published a Member Briefing¹ on the Department's regionalisation policy platform and informed members that ALDCS had submitted an Expression of Interest. This was followed by a report to London Councils' Executive in October 2015 setting out regionalisation project in high level terms and seeking Executive's in principle support, which was agreed.

In November 2015, a London Councils Member Event² was hosted by the project team. The feedback from members subsequently informed the project vision and detailed project plan. In July 2016, a further London Councils Member Event was held to share the initial options analysis and the report on legal implications of the potential models.

4.2 Other stakeholder engagement

The Project Development Group has engaged with voluntary adoption agencies, adopters and prospective adopters, and children and young people during the development of the recommendations. A list of these engagement sessions can be found in **appendix 5**.

5. Proposal

5.1 Proposal requiring local decision

Each London Borough is asked to reach their own decision on whether to join in principle the London Regional Adoption Agency.

Islington Council will need to formally agree

- (i) Agree, in principle, to join a London Regional Adoption Agency, subject to detailed financial analysis; and
- (ii) Authorise the Director of Children's Services, in consultation with the Executive Member for Children's Services, to progress arrangements relating to the development of the Agency model.

5.2 Alternatives to joining the ALDCS regional adoption arrangements

The London Regional Adoption Agency has been developed to meet the needs of London Boroughs. It would operate in a similar manner to the London Admissions and London Grid for Learning Teams, with governance through ALDCS and London Councils.

The DfE require all local authorities to join a regional agency by 2020, therefore 'do nothing' is not an available option within the current policy and political landscape.

Alternatives to the London option would be to join another developing regional agency or create a new model. Other developing regional agencies have not been developed with the involvement of London boroughs. No other regional agencies have proposed a model linked to the governance of London local authorities. The London model is being developed with the complexity of the borough and provider landscape in mind. Many of the models being developed in other regions e.g. single LA host, would not be appropriate to meet this complexity of need.

¹ <http://www.londoncouncils.gov.uk/members-area/member-briefings/children-and-young-people-member-briefing/regionalising-adoption>

² Reforming Adoption in London. Nov 6th 2015.

Any new agency being developed would have the same timescale requirements and would need to access development funding independently. ALDCS identified that using existing arrangements (e.g. consortia) would not remove the performance and service variation across London and most current consortia regions would not achieve the DfE aims for scale. A sub-divided London would lose the benefit of the wider pool of adopters and the standardisation of service offering.

Given the policy drive from the Government and examples of good joint working in other areas of children's services, an RAA as described in this paper is considered to be the only viable option at present.

6 Implications

6.1 Financial implications :

This paper seeks support for joining the future London Regional Adoption Agency subject to detailed financial analysis.

6.2 Legal Implications:

Cabinet is asked to support joining in the development of a London Regional Adoption Agency which aims to improve adoption services, and deliver all adopter recruitment, matching and support functions for all of the London Boroughs.

A legislative framework for the regionalisation of adoption services came into existence through the Education and Adoption Act 2016 (the Act) on 16 March 2016. The Council is required to join a regional adoption agency or can be forced by the Secretary of State to do so.

The Council has anticipated the implementation of the Act. It joined the Regional Adoption Agency Project for London. All London Boroughs and 10 Voluntary Adoption Agencies are included, and the continued involvement in the London RAA will best ensure an effective pan-London service. The approval of Cabinet is required to enable the Council to participate in negotiations about the delivery model for the adoption services through the London Regional Adoption Agency.

6.3 Equalities Impact Assessment

Adoption services meet the needs of the whole community, with particular emphasis on reducing the risk of delay for children of BME heritage, in particular boys, who statistically wait longer than white children. Islington and Adoption North London have a good reputation for placing children of all heritages for adoption.

6.4 Other Implications:

6.4.1 Risk management

The London Regional Adoption Project carries out risk assessment throughout the project with escalation via the Regionalisation Steering Group and ALDCS. The project plan includes expert advice on transition planning and change management. DfE funding to enable the implementation of the model is dependent on borough sign up.

Our staff have been and will be involved in shaping the development of the new

agency. The project team will work closely with staff from all founding councils to identify, mitigate and manage any risk. The final model design will be subject to consultation.

If the London Regional Adoption Agency does not progress there is a risk that Islington could be instructed to join another Regional Adoption Agency, and may have to join an RAA that it has not been part of developing.

6.4.2 Staffing issues

Adoption staff have been consulted on the proposal, which may affect up to 10 skilled and experienced Islington adoption staff. The London Regional Adoption Agency model recognises the need for local links with children and families, alongside a central team. As the model is developed staff will continue to be consulted. The final model is likely to involve current adoption teams being transferred over to the London Team via TUPE.

6.4.3 Safeguarding children

Adoption of the recommendations will contribute to the Council's objectives to improve the wellbeing of children in the Borough, reduce inequalities and ensure Looked After Children have the best opportunities to transition to a secure family environment permanently, where they are not able to return to their own family.

Practice expertise will be utilised in transition planning to ensure safeguarding children during transition to the new agency.

The London Regional Adoption Agency plans to improve collaboration with universal services for adopted children and their families through the development of the collective voice and through the increased scale of commissioning. This will support safeguarding links with universal services.

7 Conclusion and reasons for recommendations

As Islington will be required to join a Regional adoption agency, it is recommended that Islington participate in planning for this process, to ensure good adoption outcomes for Islington children.

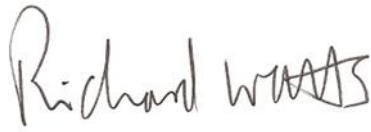
To agree, in principle, to join a London Regional Adoption Agency, subject to detailed financial analysis and business case; and to authorise the Corporate Director of Children's Services, in consultation with the Executive Member for Children, Young People and Families, to progress arrangements relating to the development and Implementation of the London Regional Adoption Agency model.

Appendices:

1. *ALDCS (Nov 2015) Regionalising Adoption: A vision for London Councils*
2. *Adoption journey outcome summary (Jan 2016)*
3. *ALDCS (March 2016) London Adoption Regionalisation – Project Update – Section 2*
4. *ALDCS (July 2016) London Adoption Regionalisation – Project Update – Section X*
5. *ALDCS (May 2016) London Adoption Regionalisation – Project Update – Section X*

Final Report Clearance

Signed by

A handwritten signature in black ink that reads "Richard Woots". The signature is written in a cursive style with a large initial 'R'.

Leader of the Council

30 January 2017

Date:

Appendix 1 – Vision for London

Regionalising Adoption Vision for London

Background

The DfE paper *Regionalising Adoption* proposes the move to regional adoption agencies in order to speed up matching, improve adopter recruitment and adoption support, reduce costs, and improve the life chances of London's most vulnerable children. London is committed to ensuring that regionalisation delivers the best, most timely outcomes and experiences for both children and adopters.

This paper sets out the vision for London based on extensive consultation.

Vision

Our vision is to ensure that all London's children who require adoptive families receive excellent services that meet their needs leading to excellent outcomes for them and their adoptive family.

For children where adoption is the best option, we will:

- ☐ Ensure that the child and the child's journey is foremost in the new service design.
- ☐ Maximise the opportunity to find a loving family as quickly as possible.
- ☐ Provide support from the start of their journey through to adulthood, with a proactive and flexible offer to meet their educational, health and emotional needs.
- ☐ Involve children and young people in the development of the regionalised service.

For prospective adopters and adopters, we will:

- ☐ Provide clear, realistic and welcoming communication from first enquiry to post-adoption.
- ☐ Ensure that they are equipped to meet their children's current and future needs through high quality training and guidance.
- ☐ Deliver evidence-based assessment and approval processes within a consistent timeframe.
- ☐ Reduce time taken from approval to matching.
- ☐ Provide consistent post-adoption support across the region.
- ☐ Increase the diversity of adoptive parents.
- ☐ Engage with potential adopters and adoptive parents in the design of the regionalised service.

For birth parents of children being adopted, we will:

- ☐ Provide consistent access to support throughout London e.g. counselling and contact.

For local authorities (LAs), we will:

- ☐ Share learning across the region, and between the local authority and voluntary sector.
- ☐ Achieve savings and cost efficiencies, making the best use of public money.
- ☐ Match the supply of adopters to the children awaiting adoption across the region.
- ☐ Minimise complexity and ensure that barriers are not created between organisations.
- ☐ Be adaptable and responsive to manage future changes e.g. demand, legislation.
- ☐ Develop a model that allows flexibility in the level of service for individual LAs.
- ☐ Engage with universal services to enable consistent provision of adoption support.
- ☐ Identify opportunities for regionalised services to support other routes to permanence.
- ☐ Involve practitioners working in adoption services in the development of the model.
- ☐ Engage with VAAs and ASAs throughout the development of the regionalised model.

For voluntary adoption agencies (VAAs) and adoption support agencies (ASAs), we will:

- ☐ Create an organisation that recognises and utilises the expertise within the voluntary sector.
- ☐ Recognise and respond to demand and funding challenges in the voluntary sector.
- ☐ Engage with VAAs, ASAs and LAs throughout the development of the regionalised service.

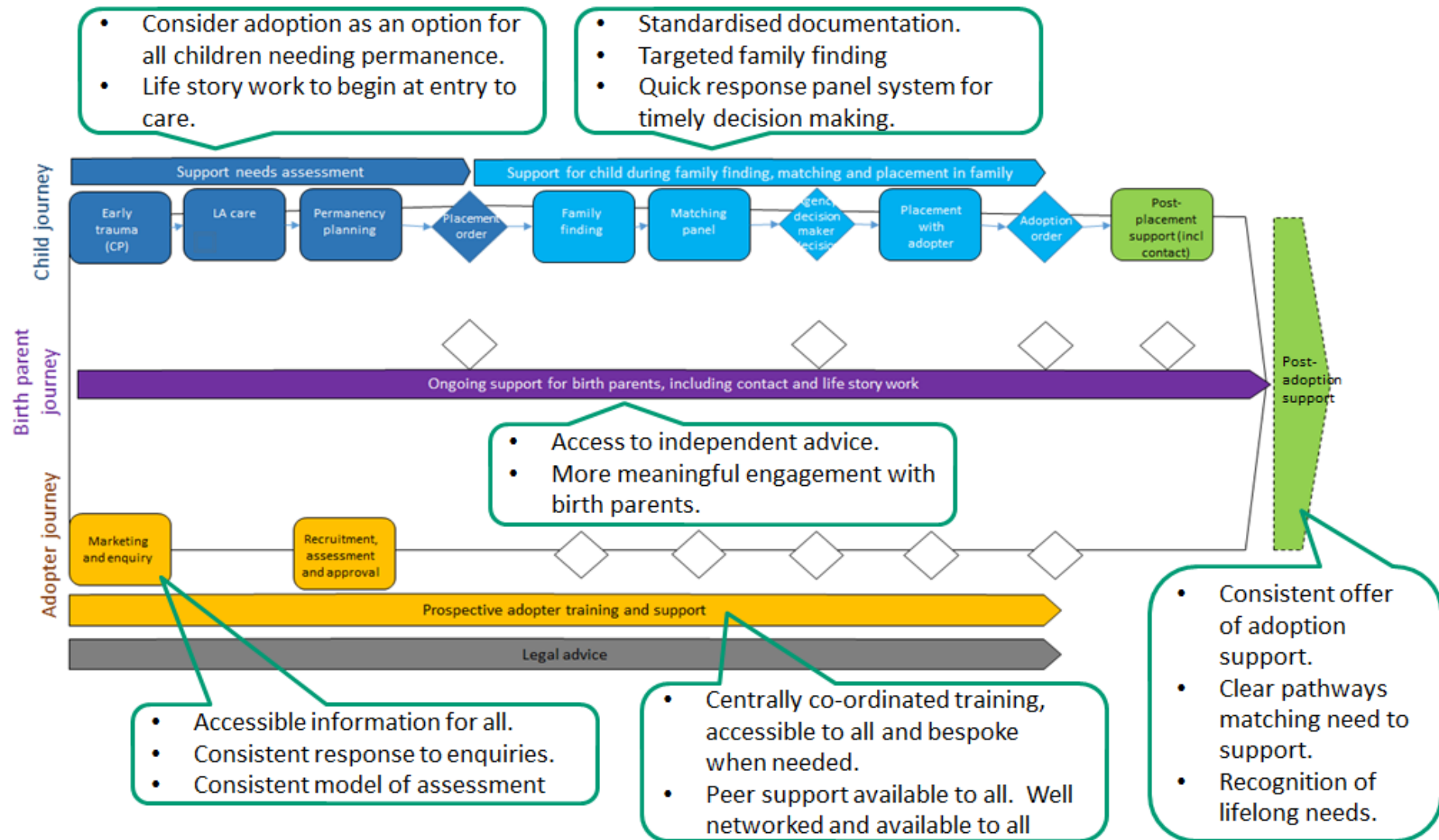
Key Design Criteria of model

- ☐ Child-centred, focussed on achieving the best outcomes for all London's children in need of an adoptive placement.
- ☐ Pan-London solution ensuring sufficient numbers of children and reducing any "postcode lottery" of provision across the capital and improving support for adopters.
- ☐ Regional focus on capacity and sufficiency ensuring equality of provision.
- ☐ Effective and high quality delivery of all statutory duties in relation to adoption and adoption support across London, utilising "Freedoms and Flexibilities" available to local authorities enshrined in amendments to the Children and Young Persons Act 2008.
- ☐ Creates an ability to work flexibly around a new London offer.
- ☐ Encompasses aspects of other permanency options into the future.
- ☐ Commits to close collaboration between all stakeholders.
- ☐ Considers the options for pooling resources and sharing responsibilities, including the legal functions currently performed by individual boroughs.
- ☐ Maintains and builds a clear relationship with London boroughs who remain responsible for the journey of the child.
- ☐ Works closely with VAA partners.
- ☐ A cost efficient and effective delivery approach enabling local authorities to deliver significant cost savings in adoption services whilst maintain high quality provision to children and families.
- ☐ The majority of funding for the regionalised model will go towards direct work to increase stable, secure, adoptive families for London's children.

Governance

Partners will work together under the strategic leadership of ALDCS, LAB as the multi-agency responsible body, and an executive steering group made up of representatives from LAs, VAAs and London Councils.

Appendix 2 – Adoption journey outcome summary



Appendix 3 – Assessment of potential delivery models

2. Preferred Delivery Models

The Regionalisation Steering Group meeting held on 24th February used scoring of the models and information collected throughout the phase to drive a discussion on the preferred models. The models were considered as combinations of delivery model (entity type) and structure (organisational configuration).

1. Delivery Models

The following delivery models were considered as part of the options appraisal process:

Model	Key points
Single LA hosting on behalf of other LAs	Steering group agreed that this option was not viable due to: <ul style="list-style-type: none">□ Scale and complexity is too large for a single LA to manage.□ Organisational culture would be strongly influenced by the individual LA identified.□ Likelihood of limiting membership of some LAs for political and geographical reasons.
LATC – a new LA owned entity	The steering group agreed that this model should be explored further. Key areas of discussion included: <ul style="list-style-type: none">□ Potential for strategic partnership with VAAs in a new LA-owned entity.□ Lower procurement risk in this model.
LA-VAA joint venture	The steering group agreed that this model should be explored further. Key areas of discussion included: <ul style="list-style-type: none">□ VAAs would prefer to be around the table.□ The commissioning income stream is vital to VAAs.□ Greater potential for competition and income generation.
Outsource to existing London VAA	This was eliminated prior to scoring as VAAs attending stakeholder forum identified significant concerns with this model as indicated in the single LA host commentary.

2. Structures

Within the above delivery models, a number of structures were considered:

Structure	Key points
Fully centralised: single London body	Steering group agreed that this option was not viable due to: <ul style="list-style-type: none">□ Inability to deliver the adoption journey as mapped□ Reduces benefit of local knowledge and relationships.

<p>Hub and spoke: Central hub for London-wide co-ordination, commissioning, and delivery. Sub-regional spokes for delivery and local commissioning under the same organisation (not necessarily using current consortia).</p>	<p>Steering group agreed preference for this structure. Key points of discussion were:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Local enough to maintain relationship with child and adopter at centre. <input type="checkbox"/> Good balance of delivery at scale while retaining clear organisational structure. <input type="checkbox"/> Configuration flexibility – elements to be commissioned or delivered in hubs or spokes <input type="checkbox"/> Long term contract options for providers servicing spokes.
<p>Tiered approach: top strategic tier, second strategic/ operational tier,</p>	<p>Steering group agreed that this option was not viable due to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Similarity to current arrangements likely to lead to continuation of postcode lottery. <input type="checkbox"/> Additional tiers adding complexity to management and funding arrangements.
<p>As-Is+: current arrangement with more formalised partnerships</p>	<p>This was eliminated prior to scoring as DfE learning events identified that this would be viewed as insufficient change.</p>

3. Recommendation

The steering group recommends the following preferred models for further investigation with regards to their governance, legal implications, procurement and financial implications:

- ☐ LA trading company delivery model with a strategic VAA partnership operating in a hub and spoke structure
- ☐ LA-VAA joint venture operating in a hub and spoke structure.

Please see appendix 1 for further summary regarding the identification of these models.

Appendix 4 – Summary of legal advice on two preferred models

3. Legal advice on the potential models

3.1 Introduction

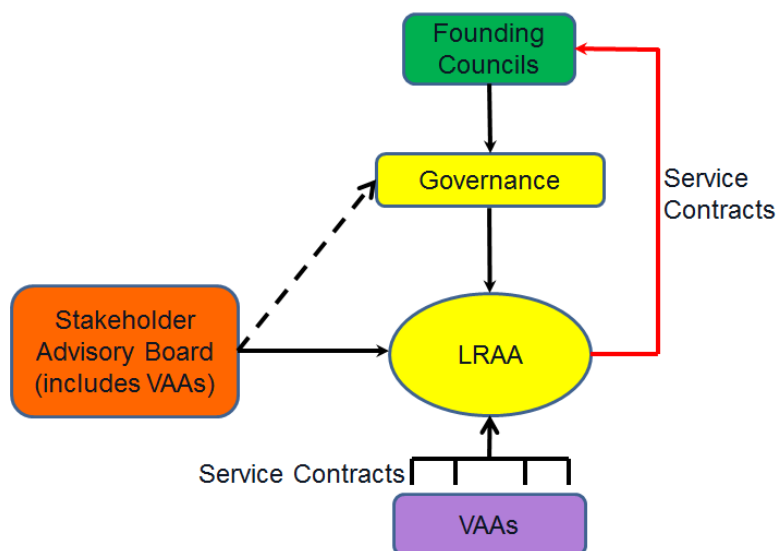
At the March meeting of ALDCS, Directors received a report of stakeholder engagement in respect of the potential legal entities which could form the model for a future regionalised offer. On the direction of ALDCS, legal advisors were appointed to produce detailed advice on the two preferences which Directors supported. Those preferences, based on guidance from stakeholders including VAAs, were a local authority trading company (Option 1) and a joint venture (Option 2).

The report has now been completed and covers the following areas for the preferred models:

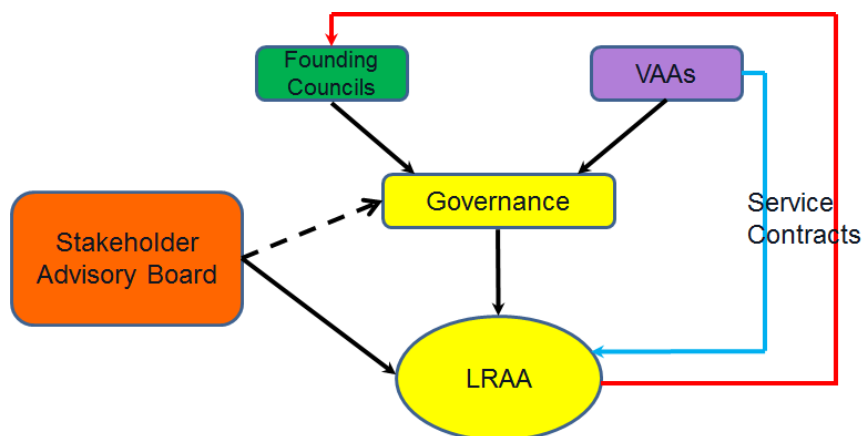
- ☐ Benefits and limitations of VAA involvement in the ownership and/or strategic partnership, with advice on the joint venture options and whether joint venture partners would need to be procured.
- ☐ Governance implications with regard to the need for accountability to the LAs responsible for the child.
- ☐ Legal entities that would be appropriate for securing the optimum balance with non-statutory organisations within these models.
- ☐ Income and tax implications of the models, including VAT treatment and the ability to trade with other regional agencies.
- ☐ Procurement implications of these models, particularly with reference to Teckal exemption.
- ☐ Implications for registered charities including charitable assets and income.
- ☐ Potential staff transfer implications.

3.2 Structure of the two options

Option 1 – the development of a multi-LA owned corporate entity working in partnership with VAAs to deliver adoption services



Option 2 – the development of a corporate entity involving both the LAs and VAAs as members/ shareholders to deliver adoption services



3.3 Comparison of the two options

The key comparison points of the two options are shown in the table below:

	Option 1 – LA owned	Option 2 – Joint venture
Governance	<input type="checkbox"/> Teckal company – can be set up from day one.	<input type="checkbox"/> Joint venture would need to run procurement to identify VAA owner-partners.
Role of VAAs	<input type="checkbox"/> Role on advisory board, as well as directorships reserved for VAAs. <input type="checkbox"/> Service contracts.	<input type="checkbox"/> Full role in governance structure.
Procurement	<input type="checkbox"/> Teckal exemption would apply as Agency would be wholly owned and controlled by the Founding Councils and will carry out the majority (>80%) of its work for those Founding Councils. <input type="checkbox"/> The Agency could use a restricted procurement procedure to establish a framework for VAAs for service contracts.	<input type="checkbox"/> VAAs are private sector for procurement purposes, and so cannot rely on Teckal. <input type="checkbox"/> Competitive dialogue would be needed to establish terms of governance and award of service contracts. A larger exercise could prevent some smaller VAAs from taking part.
Tax	<input type="checkbox"/> Should be capable of satisfying HMRC's requirement for 'mutual trade' status, meaning there would be no corporation tax on surpluses. <input type="checkbox"/> Service supplies by the Agency to LAs would be VAT exempt. This means that irrecoverable VAT would be incurred by the LRAA.	<input type="checkbox"/> Application of mutual trade exemption would be problematic due to the lack of a trade with the VAAs. Therefore, unless the Agency had charitable status, it would need to include provision in its business plan for payment of corporation tax.

Pensions	<input type="checkbox"/> May be considered a Designated Body if the 'connected with' test is met.	<input type="checkbox"/> Less certainty of the 'connected with' test being met to gain Designated Body status. <input type="checkbox"/> A number of VAAs operate occupational salary-related pension arrangements, subject to regulatory oversight by the Pensions Regulator.
Other		<input type="checkbox"/> VAA constitutions would need to be reviewed. A number of VAAs would need to satisfy themselves that participation in the Agency is consistent with their charitable objects.

3.4 Notes relevant to both options

- ☐ Legal form – It is recommended that the Agency would be a not-for-profit community benefit society. At this stage, it is suggested that the Agency is not established as a charity. As a community benefit society, it should be possible to achieve charitable status in the future by adopting charitable objects.
- ☐ Governance – It is recommended that member of the Agency collectively elect the board of management of the Agency. This allows members to retain the ultimate control of the board, but also permits a smaller, more focused board that has the best suited individuals on it. A board size of 8-12 is suggested, with the majority of board members elected from candidates drawn from participating LAs.
- ☐ Staff – TUPE would apply where any services currently delivered by the Founding Councils and/ or participating VAAs are transferred to the LRAA. If there are certain functions which can only be provided by an employee of a Local Authority, alternative staffing models including secondment and joint employment or dual employment could be considered.
- ☐ Future flexibility – Processes for exit from or entry to the Agency at a later date can be agreed within the Members' Agreement.

3.5 Recommended model

The report received from Trowers & Hamlins recommends that the Agency would be a not-for-profit community benefit society which is jointly owned by all of the LAs (Option 1) that wish to participate in the project from the outset (Founding Councils). The Founding Councils' involvement in the Agency would be governed by a Members' Agreement. The Agency would be managed by a board of directors including officers of the Founding Councils, with places reserved for elected VAAs, and potential for other service user or stakeholder involvement.

This model is quicker and cheaper to set up, and retains close VAA partnership working.

3.6 VAA feedback on the report

As part of their role on the steering group, VAA representatives have sought the views of the VAA stakeholder group on the legal report. A response has been received raising the following:

- ☐ A query on the consideration of Teckal as a key factor in the decision making between an LA owned entity and a joint venture.
- ☐ The viability of an option not covered in the report for the creation of an Innovation Partnership.
- ☐ Whether it allows continuation of independent VAA sales.

Appendix 5 – Engagement tracker (1st June 2016)

Group	Engagement	Dates/Frequency	Coverage for Project Specific Events
Adopters	Regionalisation members/DCS event	Nov	1 + 2 professional
	Regionalisation options development workshop	Jan	1 + 2 professional
	Regionalisation adopter forum I	Jan	19 adopters
	Regionalisation adopter forum II	Mar	26 adopters
	We Are Family: regionalisation discussion	Mar	1 adopter / 5 prospective
	LAB representation	Monthly meeting agenda item	1 LAB adopter rep
Children	Regionalisation drop-in event	Mar	No attendees - new approach needed
	Research and existing reports. We worked with the Coram Adoptables group to identify the experiences and ideas of children and young people. Coram have produced a detailed report focused on the needs of young people and their thoughts on regionalisation	May	Focus group: 8 young people Wider group: 100 young people Desktop research and assimilation of existing studies (studies ranging from 100 – 208 young people) Sent to newsletter database of 116
	Call for other existing research / reports from other organisations	May	
LAs	Regionalisation members DCS / event	Nov	
	QA doc for DCS	Planned - June	
	Regionalisation steering group	Monthly	Consortia–AD representation
	ALDCS meeting	Jan	
	London Adoption Board	Monthly agenda item	
	Regionalisation options development workshop	Jan	65% LAs represented
	Regionalisation panel advisors workshop	Jan	50% LAs represented
	Adoption and Fostering Network meeting attendance	Dec	
	Consortia meetings	4 x Jan, 2 x Feb	All consortia attended
	PAC-UK event: regionalisation presentation	Feb	
	LAB innovation event: regionalisation presentation	Mar	
	Heads of Communications – attendance at monthly meeting requested	TBC - July	

VAA s	Regionalisation members/ DCS event	Nov	
	Regionalisation steering group	Monthly	30% VAAs represented
	Regionalisation VAA stakeholder forum I	Dec	60% VAAs represented
	Regionalisation VAA stakeholder forum II	Jan	100% VAAs represented
	Regionalisation VAA stakeholder forum III	Feb	50% VAAs represented
	Regionalisation ALDCS-led VAA stakeholder forum	Jan	100% VAAs represented
	Regionalisation option development workshop	Jan	70% VAAs represented
	London Adoption Board	Monthly agenda item	
	Consortia meetings	4. x Jan, 2 x Feb	All consortia attended
Elected members	Elected members events	Nov June	
ALL / Additional	Regionalisation Newsletter	Monthly	116 subscribed, 41 % avg open rate
	Workforce Engagement Sessions: panels and all workers in adoption	May and June (9 sessions over 4 days at different venues)	183 invited 68 registered to date 58 attended to date 21 to attend in June 19 follow up surveys received to date



Housing & Adult Social Services
7 Newington Barrow Way, London N7 7EP

Report of: Executive Member for Health and Wellbeing

Meeting of:	Date	Ward(s)
Executive	9 February 2017	All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: Procurement Strategy and Award Report for Integrated Community Equipment Services

1. Synopsis

- 1.1 This report seeks pre-tender approval of a procurement strategy and approval of the contract award for a framework agreement in relation to an Integrated Community Equipment Service (ICES) in accordance with Rule 2.5 of the Council's Procurement Rules.
- 1.2 This contract enables the Council to fulfil its statutory duty to make arrangements for the provision of certain home-based services, including the provision of disability aids and "community equipment". The Integrated Community Equipment Service (ICES) provides community equipment for residents of Islington following a needs-based assessment by health or social services staff. Equipment provided ranges from Complex Aids to Daily Living (CADL) such as air alternating pressure mattresses to Simple Aids to Daily Living (SADL) such as a raised toilet seat.

2. Recommendations

- 2.1 To approve the procurement strategy for Integrated Community Equipment Services as outlined in this report.
- 2.2 To approve the contract award for Integrated Community Equipment Services to Medequip Assistive Technology Ltd via the London Community Equipment Consortium framework agreement.
- 2.3 To delegate any subsequent call-off from the framework to the Corporate Director for Housing and Adult Social Services.

3. Background

3.1 Islington Council's Community Equipment service is currently provided through a consortium framework contract with the London Community Equipment Consortium. The present ICES framework agreement is accessed by 20 London Boroughs via individual Access Agreements and separate call-off contracts. The London borough of Kennington and Chelsea are currently the lead commissioning authority, although this is being passed to the London borough of Hammersmith and Fulham for the new contract. The lead authority employs two Consortium officers who carry out tasks on behalf of the Consortium member such as organising meetings, maintaining the equipment catalogue, provider negotiations and commissioning support. These roles are funded jointly by all boroughs using the framework. The Consortium board meets on a quarterly basis to discuss joint concerns and make collective decisions. There are also quarterly specialist meetings to discuss IT, Operations and Equipment.

The service includes the supply, delivery, fitting/installation, adjustment, servicing/testing, collection, refurbishment, recycling and disposal of items of equipment as requisitioned by authorised prescribers on behalf of the local authorities for the benefit of service users. As part of the installations, service users will be trained on how to use equipment correctly by technician or occupational therapist when appropriate.

The provision of this service requires a certain degree of logistic expertise. When required, the service needs to be provided within prompt timescales such as out of business hours or within 4 hours. To enable this flexibility, the service provider is required to have sufficient resource capacity for example warehouse space, staffing levels and skill mix, and operating systems.

In addition to being a statutory duty for local authorities, the provision of community equipment is key to achieving local and health authority strategic objectives, efficiency and cost-effectiveness. For example, provision of the appropriate community equipment can:

- promote independence, safety, social inclusion, quality of life and improved end of life care
- reduce unscheduled hospital admissions and Accident and Emergency attendance
- facilitate hospital discharges, reducing the length of stay in hospitals
- reduce care costs by avoiding or delaying admissions to residential care and the need for paid carers
- play a key role in the delivery of early intervention and prevention strategies.

The Consortium's existing framework agreement expires on 31 March 2017 so it is necessary for the service to be re-procured.

3.2 Estimated Value

ICES is funded through a pooled budget between London Borough of Islington (LBI) and Whittington Health (WH) through a Section 75 agreement.

The ICES Pooled Budget is hosted by Islington Council and the 2016/17 gross budget was £900,000 of which £450,000 is funded by Islington Council and £450,000 is funded by Whittington Health.

Outside of the ICES Pool Budget there is an additional £500,000 Capital budget for the purchase of ICES equipment over the value of £1,000 which is funded by Islington Council.

As the full length of the proposed contract is six years (four + two years), the total value of this procurement is estimated to be £8,400,000. The estimated value of the procurement for the Consortium as whole is £636,037,040. This figure is based on the current 20 London boroughs budgets for 2015/16.

The spend over the last two years has been £1,600,000 in 2014/15 (Section 75 with WH of £990,000 plus a further £600,000) and £1,700,000 in 2015/16 (Section 75 with WH of £970,000 plus £740,000)

ICES is a statutory service that helps residents remain independent and in their own homes for longer

and enables swift hospital discharge. There has been a growing demand for the service in recent years. It is believed that procuring in partnership with other London boroughs will give us the best economies of scale however there are no plans to deliver any other efficiencies from this procurement.

The London Consortium carried out a review at the beginning of the re-procurement process. The review considered options to reduce costs, conducted national local authority spend benchmarking exercises, as well as reviewing the commissioning needs of the Consortium. Islington was fully engaged in this process.

The review highlighted the following key cost benefits to procuring together:

- commissioning and procurement project costs will be split across all boroughs
- provider tendering costs will be reduced enabling them to submit the most cost effective bids through the competitive tendering process
- economies of scale, common equipment, business processes and a single IT system will enable boroughs to maximise efficiencies.

3.3 Timetable

The current contract expires on 31 March 2017 and there is no provision to extend this. As this is a statutory service and a key part of health and social care offer, this deadline must be met.

Key dates are as follows:

Hammersmith and Fulham's (procurement exercise to establish the framework).	November – December 2016
Executive approval to award	February 2017
Contract commencement date	1 April 2017

Consultations regarding the re-procurement of this service have been completed with health and social care practitioners using the existing service, both at a senior and more junior level. Extensive consultations have also been held with neighbouring boroughs concerning current service arrangements and future provision for the service. Additionally, the commissioning team have met with several market providers to appraise options for the future provision of the service. Legal services have also been consulted regarding the framework's terms and conditions.

3.4 Options Appraisal

A variety of procurement options have been considered both internally and with the London Consortium. The following options were considered:

- The Consortium appraised the opportunities of joining alternative frameworks, however, none currently in use would be accessible for the Consortium as whole.
- The Consortium also appraised the opportunities of using an alternative procurement arrangement such as NHS shared business services (SBS), Croydon Integrated Procurement Hub (IPH) or Commercial Services Kent Ltd to provide the Consortium's service. These were discounted because they did not provide value for money or possess the necessary infrastructure to service the 20 boroughs.
- Leaving the Consortium and procuring the service at an individual borough level through an open tender. This option was discounted because it would not achieve the economies of scale and savings enabled by the Consortium approach
- Leaving the Consortium and providing it as an Islington in-house service. The option of providing a community equipment service in-house was also considered but LBI does not have the specialist resources to deliver the type and frequency of the services needed
- Leaving the Consortium and procuring with a smaller group of London boroughs (Camden, Haringey, Hackney, Waltham Forest, Tower Hamlets, Redbridge, and Havering) seeking to identify alternative market providers It was concluded that this would not be a viable option at this point in time as the other local authorities' commissioning intentions were not aligned and the alternative

market providers were not financially able to extend their service without the business of more than one local authority.

There are considerable cost and savings benefits attached to calling off from the London Community Equipment Consortium framework.

In addition to the financial advantages of working collaboratively, the London Consortium:

- provides an opportunity to share resources, both in terms of staffing and time
- enhances opportunities for collaboration and sharing good practice
- enables standardised systems and practice
- ensures consistent quality
- maximises service efficiencies
- reduces Islington officers' time as Hammersmith and Fulham will lead the procurement process.

It is acknowledged that collaborative approaches such as this could result in a loss of control over how the service is procured and managed over the life of the contract, and the likely need to compromise as each local authority has slightly different priorities. To mitigate this, a local agreement will be drawn up between Islington and the provider to cover any areas of variation for the Islington contract.

3.5 Key Considerations

Consideration has been given to whether the contract could be divided into smaller "lots", to enable bids from small businesses and third sector organisations. However due to the contract value, specialist nature, logistical requirements and the limited number of suppliers, this was not deemed to be a viable option.

Consideration will be given to incorporating specialist apprenticeships and/or local employment for both the prime contractor and any sub-contractors, which does not necessitate division into lots. This has been incorporated into the tender evaluations through a question concerning how the provider proposes to reach the target regarding apprenticeships in the workforce.

Providers will need to supply a satisfactory equal opportunities policy as part of the tender process. The service supports equality and diversity by assisting people with disabilities and/or illnesses to remain independent and to make the most of life opportunities.

The provision of community equipment is key to achieving efficiency and cost-effectiveness across a range of local authority and health authority services and supports their respective strategic objectives and responsibilities under the Care Act.

The framework will include a range of key performance indicators (KPI's) to ensure continuous improvement through economies of scale, efficiencies and effectiveness. These include the following areas:

- identifying and implementing alternative products that result in equipment savings
- fast turn-around of collection credits
- boosting collection credits
- delivery performance
- responsiveness
- invoice accuracy
- customer services.

It is intended that through our local contract variation, further KPI's will be added to drive up quality in the service. It is likely that these will focus on: customer care, complaints management, staff training and support, and service development. Quality will also be a focus for other forms of contract monitoring, especially through service user feedback as a form of quality control.

In addition to the KPIs, the pricing model of the contract will incentivise the supplier to increase

equipment reuse, thereby increasing credits paid back to the Council. The majority of equipment is provided as a loan, once no-longer needed and it is collected from the community, Islington will be credited the cost of the item and it will be available to be reused.

There will also be incentive payments or compensatory payments (depending upon the supplier's performance) for the following:

- Reducing equipment prices each year (for like-for-like items of the same make and model)
- Finding and implementing lower cost alternative equipment items (different makes/models)
- Telephone waiting times
- Activity timescales.

Continuous improvement and added value will be tested at the tender evaluation stage through a series of questions focused on the enhancement of the service user's experience, service innovation, and maintaining value for money for the contracting authorities.

The London Consortium has confirmed that London Living Wage (LLW) can be included as a local requirement in the boroughs' individual agreements.

TUPE will apply. This has been incorporated into the Consortium's project plan and risk assessment.

- 3.6 The tender will be conducted in one stage, known as the Open Procedure as the tender is 'open' to all organisations who express their interest in the tender. The Open Procedure includes minimum requirements which the organisation must achieve before their evaluation Award Criteria is considered.

This is considered to be the best option due to the limited number of suppliers that operate within this market. This also allows for a faster route to market.

The award criteria is broken down as follows:

Price – 45%
Quality – 55%

The Quality Criteria (55%) is further subdivided between;

- Equipment (60%) including service implementation planning, customer service, workforce management and added value.
- Information Technology (40%) for the web ordering portal including key processes and day-to-day system, and system configuration and management.

3.7 **Business Risks**

The community equipment provider market is limited. There is a risk that the current provider or others might not bid for this tender. As part of the pre-procurement process, the Consortium board met with all key market providers to discuss the requirements of the service and to gauge their interest in bidding for the contract. They have advised that they are confident that the current provider and other key market providers will be submitting applications.

ICES is a statutory service and the current provider has advised that it would be very complicated and costly to extend following the contract end date in 31st March 2017 as the warehouse leases will need to be extended at a great cost. This means that there is a business risk if the procurement is not completed on time. This risk is being mitigated through a strict timetable to ensure that the contract award and call off periods are completed in time to allow for a sufficient transition period should the current provider be unsuccessful.

- 3.8 The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of trade union members and their activities. Following a motion to full Council on 26 March 2013, all tenderers will be required to sign the Council's anti-

blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The Council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences.

- 3.9 The following relevant information is required to be specifically approved by the Executive in accordance with rule 2.6 of the Procurement Rules:

Relevant information	Information/section in report
1 Nature of the service	<p>The Integrated Community Equipment Service (ICES) provides community equipment for residents of Islington following a needs-based assessment by health or social services staff</p> <p>See paragraph 3.1</p>
2 Estimated value	<p>The estimated budget value per year is £1,400,000, which is less than previous years' outturn expenditure due to enhanced management oversight and effective working.</p> <p>The agreement is proposed to run for a period of four years with an optional extension of two years.</p> <p>See paragraph 3.2</p>
3 Timetable	<p>The timetable is outlines within this report.</p> <p>See paragraph 3.3</p>
4 Options appraisal for tender procedure including consideration of collaboration opportunities	<p>Outcome of options appraisal are described within this report.</p> <p>See paragraph 3.4</p>
5 Consideration of: Social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications	<p>Outcomes are described within this report.</p> <p>See paragraph 3.5</p>
6 Evaluation criteria	<p>The cost and or price/quality breakdown is: 45% cost 55% quality</p> <p>The award criteria price/quality breakdown is more particularly described within the report.</p> <p>See paragraph 3.6</p>
7 Any business risks associated with entering the contract	<p>Business risks are described within this report.</p> <p>See paragraph 3.7</p>

4. Implications

4.1 Financial implications

The current budget earmarked for the Integrated Community Equipment Service is £1.5m. This budget is made up of a £900k pooled fund via a Section 75 arrangement with Whittington Health split on a 50/50 basis. There is a further £600k LBI Capital fund meaning the total budget attributable to the Council is £1.05m

This is a cost and volume type service with costs based on activity levels and types of equipment ordered. This budget has been overspent in recent years and recommissioning on similar terms with similar funding streams will cause a pressure to the Council and partner organisation. However, tighter management oversight and rigorous controls will continue to ensure effective action on these pressures.

4.2 Legal Implications

The council has a general duty to promote the well-being of individuals including promoting control by the individual over day-to-day life as set out in the Care Act 2014, Part 1. The Council has power to undertake a joint procurement exercise with another local authority under section 111 of the Local Government Act 1972 which provides the power for the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The Council has power to enter into contracts for the provision of community equipment services under section 1 of the Local Government (Contracts) Act 1997 on the basis that such services are properly required for the discharge of the Council's functions.

The services being procured are subject to the light touch regime set out in Regulations 74 to 77 of the Public Contracts Regulations 2015 (the Regulations). The threshold for application of this light touch regime is currently £589,148.00. The value of the proposed contract is above this threshold. It will therefore need to be advertised in the Official Journal of the European Union (OJEU). The council's Procurement Rules require contracts over the value of £164,176,000.00 to be subject to competitive tender.

In compliance with the requirements of the light touch regime in the Regulations and the council's Procurement Rules the proposal outlined in the report is to procure this contract as part of a consortium of local authorities using a competitive tender process with call for competition issued in the Official Journal of the European Union. On completion of the procurement process the contract may be awarded in compliance with the conditions set out in the framework agreement subject to the tender providing value for money for the council.

4.3 Environmental Implications

As this is a re-procurement of a service that is currently delivered, it is unlikely that the environmental impact will change. The service entails the delivery (and collection) of items of equipment to residents' homes. These activities are completed by van; route planning technology is used to create the most effective route which minimises the environmental impact. The contract requires the Service Provider to, in providing the Service, observe good environmental practice (including the recycling and refurbishment of equipment and minimising pollution) and comply with any relevant statutes, codes of practice, industry guidance, policy and any amendments or modifications thereof. This requirement is tested at the tender evaluation stage.

4.4 Resident Impact Assessment

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

A Resident Impact Assessment has been completed. This service is expected to have a positive impact on Islington residents including several of the protected characteristics including older residents and

residents with disabilities.

5. Reason for recommendations

- 5.1 This report recommends approval for this procurement strategy for an Integrated Community Equipment Service (ICES) as outlined above and the approval to award the contract for Integrated Community Equipment Services to Medequip Assistive Technology Ltd via the London Community Equipment Consortium framework agreement because in the limited community equipment market this arrangement provides the best value for money for the borough.

Final report clearance:

Signed by:



Executive Member for Health and Wellbeing

Date: 19 January 2017

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Report of: Executive Member for Housing and Development
Executive Member for Environment and Transport

Meeting of:	Date	Ward(s)
Executive	9 February 2017	Bunhill, Tollington, Clerkenwell & Mildmay

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: Procurement Strategy - High Rise Insulation Project

1. Synopsis

- 1.1 This report seeks pre-tender approval for the procurement strategy in respect of 1617-0579 High Rise Insulation Project in accordance with Rule 2.5 of the Council's Procurement Rules.
- 1.2 The project will deliver external wall insulation (EWI) to 304 properties in the council's housing stock at Arlington House, Gambier House, Haliday House and Ilex House. It is estimated that the project will save an average of £245 per year from each property's heating bills and save approximately £1.6m in future concrete repairs over the lifetime of the EWI and cladding, over a period of 42 years.

2. Recommendations

- 2.1 To approve the procurement strategy for the High Rise Insulation project as outlined in this report.
- 2.2 To delegate authority to award the contract to the Corporate Director of Housing and Adult Social Services in consultation with the Corporate Director of Environment and Regeneration and the Executive Members for Housing and Development and Environment and Transport.

3. Background

3.1 Nature of the service

This report seeks approval to procure a contractor to apply external wall insulation to insulate a total of 304 properties at three high-rise blocks (Haliday House N1, Ilex House N4 and Gambier House EC1) and one smaller low rise block (Arlington House EC1). The council has now successfully insulated

99% of its cavity wall housing stock, the majority between 2009 and 2013. The remaining un-insulated cavities can't be insulated for technical reasons. Attention has now turned to external wall insulation for solid wall and system built properties, to alleviate the generally higher levels of fuel poverty in that type of stock. The blocks that are the subject of this report are all of system built construction. The three high-rise blocks (Haliday, Ilex, Gambier) have external walls constructed of concrete sandwich panels, with minimal insulation. The insulation of high rise blocks is more technically difficult than treating lower rise buildings and has not been carried out to the same level by local authorities. However, it is important that such blocks are future-proofed and their occupants benefit from reduced bills and improved thermal comfort in the same way as occupants of cavity-walled properties. The external walls of Arlington House, which are steel framed with concrete cladding, are not insulated. It is estimated that the project will save an average of £245 per year from each resident's heating bills. This estimate derives from national Carbon Emissions Reduction Target (CERT) figures published by OFGEM and applied to the specific local housing stock types. This would lead to a saving of around £75k per annum across all the properties in the project. In addition there would be a saving of around £1.6m on averted future concrete repairs. This estimate is based on historic costs of concrete repairs for these buildings, extrapolated over the expected life of the external wall insulation.

EWI would help to reduce damp due to condensation which can form on the external walls of poorly insulated properties.

The proposed works would also offer economic benefits for Islington residents as the tender will require contractors to bring training, employment and business opportunities to Islington.

A previous Procurement Strategy was approved in Jan 2014 and the contract was awarded in March 2016 with an approved budget of £4.25m. The contractor subsequently raised their price, however, and it was agreed at the council's internal Affordable Energy Board that the project should be re-tendered with Section 106 Carbon Offset Funding to be considered for any increase in cost.

3.2 **Estimated Value**

£ 2.68m of Council Capital has been committed to the project with the remaining £2.63m required to meet a project cost of £5.31m to be met from Section 106 Carbon Offset Funding.

The estimated value of the contract is £4.9m based on the last price submitted by the contractor previously awarded the contract. The works are expected to take 12 -18months.

This tender is for a one-off package of works and as such there has not been previous spend. A reduction of budget may make it impossible to carry out the works.

The Council have previously explored the possibility of obtaining Energy Company Obligation (ECO) funding towards this project. However recent quotes from brokers have indicated that the three high rise blocks can expect around £50k of ECO, considerably less than the cost of the necessary installer guarantees and compliance requirements quoted at £98k in the previous tender procedure. As such we will not be seeking ECO for the three high rise blocks. We will seek ECO for work at Arlington House.

The tender will also include the conversion of the ground floor of Haliday House into two flats and internal communal decoration work at Ilex House as it will reduce resident disruption and may make a cost saving to carry these works out with the insulation. However, the cost of these items, should they proceed, will be met from other Housing budgets.

3.3 **Timetable**

The proposal to re-tender was agreed at the council's internal Affordable Energy Board and although there is no current contract due to expire or statutory deadlines it was agreed that the project should be tendered at the earliest opportunity due to resident expectation and expected future price increases. The anticipated timetable to achieve this is:

Joint Board – January 2017
Executive – February 2017

3.4 Options appraisal

The previous 2 stage tender process only received two responses at ITT stage, and as a result it has been decided that would be beneficial to use an Open Procedure tender process, which will invite tenders from the widest possible number of organisations. This procurement route is expected to achieve a more competitive price compared to alternative procurement procedures, such as using frameworks. The necessary resources and skills do not exist within the council to carry out specialist works of this scale. It would not be appropriate to collaborate with other organisations as all of the properties to be insulated are in the council's own stock.

3.5 Key Considerations – References to social value and impact on staff

The tender will ask contractors to commit to providing 1 apprenticeship for each £1m spent on contracts as well as giving them the opportunity to outline what other social benefits they will bring to Islington residents including the employment of local labour.

15% of the evaluation criteria in the tender will be awarded for proposed methodology for undertaking and delivery of works, and another 10% for Quality Management /Contract Management & Supervision to drive Best Value in the delivery of the contract.

It is estimated that the cost of insulating each property will be considerably more expensive than in other external wall insulation (EWI) works: approximately £16,000 per property as opposed to £6,260 at Neptune House (2013) and £7,837 at Holly Park (2013). As noted in section 3.1, however, the rainscreen cladding would protect the structure of the building, making an estimated saving of £1.6m in averted concrete repairs over the lifetime of the product. Solid-walled properties lose 45% of their heat through the walls and it is not possible to tackle fuel poverty through heating measures without addressing building fabric.

The project would result in the following uplifts in SAP ratings to tenanted properties¹

SAP Band	Tenanted properties in the scheme	E to D	D to C	C to B	No change
No. of Properties	267	1	7	14	245

The high quality design produced by Islington Architects will also bring regeneration benefits to the buildings. Previous EWI projects at Neptune House and Holly Park have shown high levels of resident satisfaction with the new look of the blocks.

A London Living Wage Report, Environmental Implications and a Resident Impact Assessment have been carried out for the contract.

There are no TUPE, Pensions and Staffing implications associated with the contract.

3.6 Evaluation

The tender will be conducted in a single stage, via an Open Procedure tender. The Open Procedure includes minimum requirements which the organisation must achieve before their tender is considered in detail.

Contractors would be assessed as follows:

Cost: 60%

¹ Figures are not available for the 37 Leasehold properties in the proposed project

Quality: 40% - Broken down into:

- Proposed methodology for undertaking and delivery of works (15%)
- Proposed Quality Management /Contract Management & Supervision (10%)
- Proposed approach to Health & Safety (5%)
- Proposed approach to Social Value (5%)
- Proposed approach to Customer Care (5%)

3.7 Business Risks

The major business risk associated with this procurement is that tenders will exceed the available budget. Tender price inflation is likely to occur in the near future, and this effect may be exacerbated by the rising cost of materials imported from mainland Europe due to the fall in the value of the pound. Key elements of the proposed rainscreen cladding system are manufactured in Belgium. The best way to manage this risk is to procure with minimum delay. Should the price of the winning tender exceed the available budget it may be possible to increase the Section 106 Carbon Offset Fund contribution, but this would have to be weighed against other energy efficiency projects that could benefit from COF funding.

Specific legal advice has stated that leaseholder recharges are not applicable to external wall insulation (EWI) works as the work is over and above normal landlord responsibility and is carried out by the Council to meet priorities around fuel poverty and carbon emissions, rather than as a landlord to improve properties. This has been the case with previous EWI projects and will be included in communications to residents. It will be important that leaseholders are aware that this exemption from re-charges does not apply to any other works carried out at the same time.

There are no service user implications to be considered associated with this procurement.

- 3.8 The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of trade union members and their activities. Following a motion to full Council on 26 March 2013, all tenderers will be required to sign the Council's anti-blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The Council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences. The adequacy of these measures will initially be assessed by officers and the outcome of that assessment will be reviewed by the Council's Procurement Board

- 3.9 The following relevant information is required to be specifically approved by the Executive in accordance with rule 2.6 of the Procurement Rules:

Relevant information	Information/section in report
1 Nature of the service	The project will deliver external wall insulation (EWI) to 304 properties in the council's housing stock at Arlington House, Gambier House, Holiday House and Ilex House See paragraph 3.1
2 Estimated value	The estimated contract value is £4.9m & project value of £5.31m (including professional fees) See paragraph 3.2
3 Timetable	Joint Board – 17th January 2017 Executive – 9th February 2017 Advert – 16th Feb 2017 Tender Return 31st March

	<p>Contract Award – Late April</p> <p>See paragraph 3.3</p>
4 Options appraisal for tender procedure including consideration of collaboration opportunities	<p>The tender should be conducted using a single stage Open Tender Procedure.</p> <p>See paragraph 3.4</p>
5 Consideration of: Social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications	<p>The tender will require contractors to commit to providing 1 apprenticeship for each £1m spent on contracts targets as well as giving them the opportunity to outline what other social benefits they will bring including local employment.</p> <p>LLW has been considered and will be applied as part of the specification and the Contract conditions that will govern the contract for the provision insulation.</p> <p>15% of the evaluation criteria in the tender will be awarded for proposed methodology for undertaking and delivery of works and another 10% for Quality Management /Contract Management & Supervision to drive Best Value in the delivery of the contract.</p> <p>There are no TUPE, pensions and other staffing implications</p> <p>See paragraph 3.5</p>
6 Evaluation criteria	<p>The overall award criteria will be 60% cost /40% quality. The award criteria price/quality breakdown is described in more detail within the report.</p> <p>See paragraph 3.6</p>
7 Any business risks associated with entering the contract	<p>The main business risk associated with the project is that inflation and rising material costs will give rise to high tender returns. The best mitigation available for this is a speedy procurement.</p> <p>See paragraph 3.7</p>
8 Any other relevant financial, legal or other considerations.	<p>See paragraph 4</p>

4. Implications

4.1 Financial implications

The High Rise Insulation Project has secured £4,270,793 funding which is split between capital receipts (£2,680,721) and Carbon Offset Funding (£1,590,072) which was allocated by Executive in September 2016.

On the 5th December 2016 the council's internal Affordable Energy Board approved an increase of

Carbon Offset Funding to £2,631,884 for the High Rise Insulation project and officers were instructed to continue procurement.

The total budget for the project now stands at £5,312,605.

4.2 **Legal Implications**

The council has power to provide external wall insulation to its housing properties and installations therein (Part 2 of the Housing Act 1985 and section 111 of the Local Government Act 1972). The Council has power to enter into works contracts under section 1 of the Local Government (Contracts) Act 1997 on the basis that such services are properly required for the discharge of the Council's functions. The Executive may provide Corporate Directors with responsibility to award contracts with a capital value over £5,000,000 (council's Procurement Rule 16.2). Delegated authority is being sought in order to enable the works to proceed without delay.

The estimated value of the proposed contract is above the threshold for application of the Public Contracts Regulations 2015 (currently £4,104,394.00). Therefore this contract must be procured with advertisement in the Official Journal of the European Union and with full compliance of the Regulations. The council's Procurement Rules also require contracts over the value of £164,176.00 to be subject to competitive tender. The proposed procurement strategy, to advertise a call for competition and procure the service using a competitive tender process, is in compliance with the principles underpinning the Regulations and the council's Procurement Rules.

On completion of the procurement process the contract may be awarded to the highest scoring tenderer subject to the tender providing value for money for the council.

4.3 **Environmental Implications**

The main environmental impact of the works would be a positive one in terms of reduced carbon emissions from domestic heating, which is the biggest single energy use in domestic properties.

Many of the products used in insulation can be specified at A+ rating using the Building Research Establishment's Green Guide to Specification, however the use of cement has high amount embodied energy. Expanded Polystyrene Sheet (EPS) used in solid wall insulation is given an A+ rating by BRE's green guide to specification which assesses a material across a range of 14 potential environmental impacts. EPS is used in wide variety of construction, catering and packaging applications including disposable coffee cups and takeaway trays.

It does however contain the fire retardant hexabromocyclododecane (HBCD). HBCD is a persistent, bio-accumulating fire retardant however when used in solid wall insulation, contractors will be required to ensure that EPS is fully sealed behind render or rainscreen cladding system and therefore will not be exposed. It is unavoidable for EPS to be cut and rasped on site as it will need to fit the exact contours of buildings. Contractors will be required to have procedures in place to minimise the dispersal of EPS debris and clear up debris that is released into the environment. EPS is a lightweight material and breaks into small particles so there may be traces left behind even after best efforts to contain and clear, however the HBCD is trapped within the matrix of the polystyrene materials such that it cannot escape. The material is non-toxic and will not contaminate ground or water.

Any potential impacts on local biodiversity arising from the works will be identified and mitigated before the project begins. Any waste created during the works will have to be disposed of in line with legislation, which requires prioritisation of reuse and recycling.

4.4 **Resident Impact Assessment**

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

A Resident Impact Assessment was completed on 24 November 2016 and the summary is included below:

The procurement and resulting provision of external wall insulation will not be discriminatory for people with any of the protected characteristics. The resulting reduction in heating costs and improved thermal comfort will be of especial benefit to elderly, disabled residents and parents of young children who are likely to spend longer than average time in the home. The reduction in the cost of heating homes will be of particular benefit to low income residents.

The insulation will be applied to all properties on the blocks and there will be no re-charges to leaseholders. As a result the project should have no negative impact on relations between communities with protected characteristics and the rest of the population.

Low income residents are particularly vulnerable to fuel poverty and in many cases are not able to heat their homes to an adequate temperature. Cold homes have been shown to have a negative impact on physical and mental health and educational attainment in children. By increasing the ability of low income residents to adequately heat their properties the insulation will help to reduce these health and educational inequalities.

5. Reason for recommendations

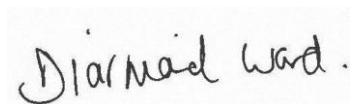
- 5.1 The project will improve the living standards and reduce cost of living for residents in 304 homes, bringing many vulnerable residents out of fuel poverty in the process. Eighty-eight percent of properties in the four blocks in the scheme are tenanted. The cost of carrying out the works will be offset by savings in maintenance costs over the life of the buildings. The works will also offer employment and training opportunities for Islington residents.

The project supports the council's priorities:

Helping residents with the rising cost of living
Making Islington a place where our residents have a good quality of life
Helping residents who are out of work to find the right job.

Final Report clearance:

Signed by:



30 January 2017

Executive Member for Housing and Development



30 January 2017

Executive Member for Environment and Transport

Report Author: Richard Gill / Paul Tobin / Kevin Byrne
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Town Hall, Upper Street, London N1 2UD

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

Meeting of:	Date	Ward(s)
Executive	9 February 2017	All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: Procurement Strategy – Contract for the provision of contingent labour

1 Synopsis

- 1.1 This report seeks pre-tender approval for the procurement strategy in respect of the supply of agency workers to the London Borough of Islington in accordance with Rule 2.5 of the Council's Procurement Rules.
- 1.2 The Council relies on contingent workers to fulfil short-term capacity needs, as well as additional capability when there are skills shortages. The use of contingent workers is under ongoing scrutiny and measures are being taken to reduce it, both in terms of the number of workers and the council's expenditure on them. There has been considerable success as a result of this unfinished work. However, there will always be a requirement to access some additional skills and capacity in order to deliver responsive services.

2 Recommendations

- 2.1 To approve the procurement strategy for the contract to supply all contingent workers, both agency workers and interims via Lot 1 of the HR Services and Solutions (Temporary and Permanent Recruitment, Consultancy and Related HR Services) framework agreement number 569, provided by Yorkshire Purchasing Organisation (YPO).
- 2.2 To delegate authority to award the contract to the Corporate Director of Finance and Resources in consultation with the Executive Member for Finance, Performance and Community Safety.

3 Background

3.1 Nature of the service

This report recommends a process for the procurement of all categories of contingent labour across the Council (both agency workers and interims). Agency workers are used by Islington to provide short-term resources to fill absences, vacancies and add capacity to deal with peaks in workflow. Interim staff – usually highly skilled professionals – can enable the authority to fill skills gaps, work on fixed term projects and add an external perspective to the management of the organisation. To ensure a high calibre of candidates and an effective process for sourcing, placing and managing these individuals, it is important for Islington to secure a service solution that is reflective of the changing needs of the business and the dynamic nature of the external market for skills and talent.

The current contract is due to expire in January 2018 and there is no provision for an extension.

3.2 Estimated Value

The value of the contract is approximately £113m, based on current spend, and is for a 4 year period. Projected savings are based on this value, although work under way to reduce this spend means that such savings will also reduce.

The procurement of this new contract will seek to generate savings for Islington. The aim will be to achieve this by finding more flexible ways of delivering the service and securing a supplier that will provide a solution which is capable of delivering the same (or improved) quality of service at a lower cost and with improved consistency in candidate quality.

The management fee will be controlled by requiring suppliers to consider solutions that can be flexed to meet the needs of different departments and job roles. Where there is strong supply and candidates of a similar calibre it may be possible to look for a more technology-led sourcing solution. By contrast, where there is a need to understand the specific nature of a vacancy for a specialist position the solution being sought will need to demonstrate excellent processes for matching candidates to complex business requirements.

Preferred Option: The preferred option is a flexible solution which considers the best mix of cost and quality for different types of supply dependent on hiring managers' needs, the nature of supply, the nature of the work and the required timeframe. The resultant solution will ensure that there are different approaches followed in different business areas, reflecting need. It will take into account the technologies available and the optimum balance between costs and outcomes (i.e. quality of candidates) in order to provide a cost-effective service.

3.3 Timetable

The current contract is due to expire in January 2018. The timetable below sets out the key milestones.

In order to achieve the best outcome, HR will consult with managers to identify specific business needs. A working group will be set up and continue over the life of the project. It will ensure project milestones are achieved with all stakeholders having the opportunity to contribute to the procurement process. The project will be appraised regularly, risks identified and actively managed. Advice will be sought throughout from procurement specialists. Representatives from user departments across the Council will be involved in developing the specification, tender assessments and selection of the solution that best meet the needs of the organisation.

MILESTONE	DATE
Executive considers proposal	February, 2017
Development of specification	February – April 2017
ITT issued	May 2017
Contract award	September/October 2017
Contract implementation/transition	October 2017 – January 2018

3.4 Options appraisal

Since January 2013, Comensura has been supplying the majority of Islington Council's agency worker requirements under a neutral vendor arrangement. It is proposed that a single provider is now sought to satisfy all of the Council's requirements – both agency workers and interims – to simplify the contracting burden. The intention is to commission a flexible contract that combines the benefits of a single managing agent with access to a broad array of talent that resides in the supply chains of generic, specialist and local niche supply agencies. Islington is also particularly concerned with ensuring that the contract reflects the Council's commitment to equality and inclusion and the Council's wider social value agenda.

Various models of supply have been reviewed as part of research into this issue which has demonstrated that authorities are now, quite rightly, requiring a solution which is tailored to meet their needs, rather than attempting to fit them, generally unsuccessfully, into a standard model. Therefore, boroughs such as Hackney and Westminster have recently gone to the market and set out their own specification without indicating a model, but asking suppliers to recommend a way forward against their specific requirements. This 'blended' approach means they will be looking at a different way of operating with the supplier which will be driven by the needs of the authority and not be reliant on provider models which are outdated. The proposal is to design a specification bespoke to the Council's requirements and look to the suppliers to propose an appropriate option.

A number of conclusions were drawn from this exercise, specifically:

- An internally managed service is ruled out on the basis that for Islington Council to set up its own service (including purchase of a relevant I.T. system, establishment of specialist supply chains, additional resource within Finance, compliance team and a resource for direct sourcing) would be expensive. The cost for this model is estimated at in excess of £200,000 staffing costs per annum, plus approximately £60,000 per annum for an appropriate IT system to run the process, which exceeds the cost of the service currently provided by Comensura.
- There is no existing 'one size fits all' solution, with different models being more appropriate for different types of contingent worker.
- There is no single model that appears to provide a 'better' solution than any other. Across London different boroughs are using different solutions with there being no one approach which proves more attractive (or more successful) than any other. It is how the service is tailored and the contract managed that determines success.

After a full review of the procurement options available, it is proposed that the best option that offers the Council value for money is to procure the service via the HR Services and Solutions (Temporary and Permanent Recruitment, Consultancy and Related HR Services) framework agreement provided by YPO, Lot 1 : Managed Services for Contingent Labour – including health and social care. This framework will offer the best value for the following reasons

- YPO offers a framework of pre-assessed providers against a broad set of requirements, which a choice to carry out a further mini competition;
- YPO are offering a financial incentive (all members of the purchasing group receive a dividend). At current levels of spend, this could equate to £180K for the Council, although, as spend reduces of course the amount of the dividend will reduce.

It is important that transfer to a new provider takes place without any disruption to services. Careful planning for implementation promoting continuity of service (including the transfer of workers to a new supplier should this be necessary) is required before a contract is awarded.

3.5 Key Considerations – References to social value and impact on staff

There is a possibility that TUPE will apply to the staff of the current provider of this service to the Council, Comensura. If this is the case, Comensura will need to ensure that the contract conditions established by YPO contain an indemnity protecting the Council from TUPE claims. The Comensura staff providing the service to Islington Council through the current contract would transfer to the new provider, ensuring continuity of service for the Council.

Pay rates for contingent labour are within the control of the Council. Therefore our policy of paying at least the London Living Wage would apply. The provider will also be required to ensure that their employees are also paid at least the London Living Wage as one of the criteria for the contract. YPO will advise how social value can be maximised in this contract via the framework, and recommendations to ensure social value will be included in the tender specification.

3.6 Evaluation

The Framework allows the option for either direct award or award by further competition. It is proposed that the 'further competition' route be undertaken to allow maximum benefit to the Council. A specification will be produced following extensive consultation with the Council's departments including social value considerations. A competition will be undertaken with the 10 providers on the framework. The framework includes a broad array of suppliers, each of which may provide a somewhat different solution. These solutions will then be reviewed to determine the best option for Islington given the Council's specific requirements. The framework allows for a choice in the price/quality ratio, and a ratio of 60% for quality and 40% for price, is recommended.

3.7 Business Risks

A risk register will be agreed as part of the project control process. With such a large contract being used by managers across the Council, the implementation of the contract is a key consideration. Within the tendering documentation appropriate questions and weighting will be taken into account to ensure the successful provider can effectively manage the transition. This will need to include an element of training for hiring managers to ensure they understand the new ways of working and indeed how any new system will work.

3.8 The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of Trades Union members and their activities. Following a motion to full Council on 26 March 2013, all tenderers will be required to sign the Council's anti-blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The Council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences. The adequacy of these measures will initially be assessed by officers and the outcome of that assessment will be reviewed by the Council's Procurement Board

3.9 The following relevant information is required to be specifically approved by the Executive in accordance with rule 2.6 of the Procurement Rules:

Relevant information	Information/section in report
1 Nature of the service	Agency Worker Contract to supply temporary labour of all types across all departments.
2 Estimated value	The estimated value per annum is £28m, although this is expected to reduce as the council continues to drive down its agency usage. The agreement is proposed to run for a period of 4 years. There is no option to extend the contract under the YPO framework.
3 Timetable	See paragraph 3.3 above. The new contract must run from January 2018, when the current one expires.
4 Options appraisal for tender procedure including consideration of collaboration opportunities	A blended, customer-led option. See paragraph 3.4 above.
5 Consideration of: Social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications	Islington Council is committed to paying the London Living Wage. There will be a need to assess whether TUPE will apply if the current provider is not awarded the new contract.
6 Evaluation criteria	The award criteria will be developed with stakeholders from all the Council's departments. They will include the ability to meet both capacity and skills requirements in a cost-effective and highly responsive manner. See paragraph 3.4 above.
7 Any business risks associated with entering the contract	The likelihood of being unable to let this contract is low, although the impact is high, as the Council relies for service delivery on agency workers. See paragraph 3.7 for details of risks.
8 Any other relevant financial, legal or other considerations	Savings are anticipated through the reduction in use of contingent labour, the inclusion of interims in this contract and the dividend paid through the YPO framework.

4 Implications

4.1 Financial implications:

The cost of the contract will be met from existing budgets and is dependent on the overall use of agency staff. Without altering the pay received by individual workers, it is estimated that the changes in the new contract will save the Council around £180K per annum based on current spend, through the dividend paid through the YPO framework. It is anticipated that additional savings can be achieved through including the use of interims/consultants within the new contract, as well as through a reduction in the use of agency workers, which is where considerable efforts are being focused. This will be factored into the Council's budget process and Medium Term Financial Strategy going forward.

4.2 Legal Implications

The council has powers under section 112 of the Local Government Act 1972 to procure staff as it thinks is necessary for the proper discharge of its functions. The Council has power to enter into contracts with providers of contingent labour under section 1 of the Local Government (Contracts) Act 1997. The Executive may provide Corporate Directors with responsibility to award contracts with a value over £2 million using revenue money (council's Procurement Rule 16.2).

The proposed contract is a contract for services. The threshold for application of the Public Contracts Regulations 2015 (the Regulations) is currently £164,176.00 for service contracts. Contracts above this threshold must be procured with advertisement in the Official Journal of the European Union and with full compliance of the Regulations. The council's Procurement

Rules also require contracts over the value of £164,176.00 to be subject to competitive tender.

The proposed procurement strategy is to use the framework for HR Services and Solutions (Temporary and permanent recruitment, consultancy and related HR services), Ref 569, established by the Yorkshire Procurement Organisation (YPO) on behalf of various organisations, including all local authorities. The YPO framework was procured in compliance with the Public Contracts Regulations 2015 and OJEU advertisement. The duration of the framework is from 7th December 2015 to 6th December 2018 with an option for YPO to extend the framework for a further year. It is therefore available for use by the council as proposed in the report. A contract may be awarded in accordance with the provisions set out in the framework.

In deciding whether to award the contract to the selected service provider the Corporate Director of Finance and Resources should be satisfied as to the competence of the supplier to provide the services and that the contract price represents value for money for the Council.

4.3 Environmental Implications

There are no known potential environmental impacts linked to this procurement.

4.4 Resident Impact Assessment

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

The equalities implications of the use of agency workers are monitored regularly. The most recent evaluation was carried out with data gathered from October 2016. A Resident Impact Assessment has been completed, identifying that there will be no negative differential impacts from the award of this contract. A copy of the RIA will be kept in the contract folder and will be available on request.

5 Reason for recommendations

- 5.1** The option proposed will present the best value, as it will be designed specifically to meet all the temporary resourcing needs of the Council in a responsive service.

Final report clearance:

Signed by:



30 January 2017

Executive Member for Finance, Performance
and Community Safety

Date

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