



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 **10 March 2016 at 7.30 pm.**

John Lynch
Head of Democratic Services

Enquiries to : Philippa Murphy
Tel : 020 7527 3184
E-mail : democracy@islington.gov.uk
Despatched : 2 March 2016

Membership

Councillor Richard Watts
Councillor Janet Burgess MBE
Councillor Joe Caluori
Councillor Paul Convery
Councillor Andy Hull
Councillor James Murray
Councillor Claudia Webbe
Councillor Asima Shaikh

Portfolio

Leader of the Council
Executive Member Health and Wellbeing
Executive Member Children and Families
Executive Member Community Safety
Executive Member Finance and Performance
Executive Member Planning and Development
Executive Member for Environment and Transport
Executive Member for Economic and Community Development

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. Confidential / exempt items for information

I. 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 21 April 2016

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London Borough of Islington

Executive - 4 February 2016

Minutes of the meeting of the Executive held at Committee Room 4, Town Hall, Upper Street, N1 2UD on 4 February 2016 at 7.30 pm.

Present: **Councillors:** Watts, Burgess, Caluori, Convery, Hull and Webbe

Councillor Richard Watts in the Chair

240 APOLOGIES FOR ABSENCE

Apologies were received from Councillors Murray and Shaikh.

241 DECLARATIONS OF INTEREST

Councillor Convery declared a non-pecuniary interest in Item C6 – Implementation of the Smoke and Carbon Monoxide Alarm regulations.

242 MINUTES OF PREVIOUS MEETING

That the Minutes of the meeting on 14 January 2016 be confirmed as a correct record of the meeting and the Chair be authorised to sign them.

243 BUDGET PROPOSALS 2016-17

RESOLVED:

That the following recommendations be agreed and recommended to the Council meeting on 25 February 2016:

The General Fund Budget 2016-17 and MTFs (Section 3 of the Main Report)

- 1.1 That the 2016-17 net Council cash limits as set out in Table 1 (Paragraph 3.1.4 of the report) and the MTFs at Appendix A of the report, which includes the revenue savings in Appendix B of the report and revenue growth of £0.5m for investment in keeping the borough's young people safe, be agreed.
- 1.2 That the report of the Policy and Performance Scrutiny Committee on 21st January 2016 in reviewing the 'Budget Proposals 2016-17' be noted.
- 1.3 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 3.2.13 of the report) be noted.
- 1.4 That the fees and charges policy and the schedule of 2016-17 fees and charges be agreed, and that the delegated authority for 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 be noted. (Paragraphs 3.2.14-17 and Appendices C1 and C2 of the report).
- 1.5 That the Council's policy on the level of General Fund balances and the estimated use of the Council's earmarked reserves be agreed (Paragraphs 3.2.19-21 and Table 3 of the report).

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

- 1.6 That the balanced HRA 2016-17 budget within the HRA MTFs at Appendix D1 of the report and the 2016-17 HRA savings at Appendix D2 of the report be agreed.
- 1.7 That the 2016-17 HRA rents and other fees and charges be noted, and the amended band C car cage charge of £17.77 in Appendix D3 of the report (for non-rent and service charge payers). (Tables 5-8 and Appendix D3 of the report) be agreed

The Capital Programme 2016-17 to 2018-19 (Section 5 of the Main Report)

- 1.8 That the 2016-17 capital programme be agreed and the provisional programme for 2017-18 to 2018-19 be noted. (Paragraph 5.1, Table 9 and Appendix E1 of the report).
- 1.9 That the Corporate Director of Finance and Resources applies capital resources to fund the capital programme in the most cost-effective way be agreed. (Paragraph 5.2 of the report).
- 1.10 That the schedule of planned Traffic and Transportation schemes in 2016-17 be noted and the related decision-making responsibilities for these schemes be agreed. (Paragraph 5.3 and Appendix E2 of the report).

Annual Treasury Management and Investment Strategy, Prudential Indicators and Minimum Revenue Provision Policy (Section 6 of the Main Report)

- 1.11 That the Annual Treasury Management and Investment Strategy 2016-17 (including external debt and treasury management Prudential Indicators), as considered by Audit Committee on 28th January 2016, be agreed. (Section 6 and Appendix F1 of the report).
- 1.12 That the additional capital Prudential Indicators and Minimum Revenue Provision (MRP) Policy be agreed. (Section 6 and Appendix F2 of the report).

Council Tax 2016-17, including Statutory Calculations (Section 7 of the Main Report)

- 1.13 That the calculations required for the determination of the 2016-17 council tax requirement and the level of council tax as detailed in Section 7 of the report and summarised below, be agreed.
- 1) The 2016-17 council tax requirement of £76,874,061.54. (Paragraph 7.5 of the report)
 - 2) The relevant (average) amount of Islington Band D council tax of £1,020.37, a 3.99% increase compared to 2015-16, and to determine that this is not 'excessive'. (Paragraphs 7.6 and 7.7 of the report)
 - 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 £1,020.15 and total Band D council tax (including the GLA precept) of £1,296.15. (Paragraphs 7.8 and 7.12 of the report)
 - 4) The amount of 2016-17 council tax (excluding the GLA precept) for each valuation band over each of the Council's areas. (Paragraph 7.10 of the report)
 - 5) The total amount of 2016-17 council tax (including the GLA precept) for each valuation band over each of the Council's areas. (Paragraph 7.12 of the report)

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

- 1.14 That the Section 151 Officer's and the Monitoring Officer's comments in their determination of the revenue and capital budgets for 2016-17 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.

- 1.15 That the Resident Impact Assessment (RIA) on the 2016-17 budget be noted. (Appendix G of the report).
- 1.16 That the Pay Policy Statement for 2016-17, for onward agreement by Council be noted. (Appendix H of the report).

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

Other options considered – none, other than as detailed in the report and related papers.

Conflicts of interest / dispensations granted – none.

244 FINANCIAL POSITION AS AT 31 DECEMBER 2015

RESOLVED:

- 1.1. That the overall forecast revenue outturn for the General Fund of a £3.5m overspend, and that in the event of an overall overspend at the end of the financial year this would be funded from the one-off corporate contingency reserve of £3.5m in the first instance be noted. (Paragraphs 3.1 and 4.13, Table 1 and Appendix 1 of the report).
- 1.2. That the HRA is forecast to break-even over the financial year be noted. (Paragraph 3.1, Table 1 and Appendix 1 of the report).
- 1.3. That the latest capital position with forecast capital expenditure of £93.9m in 2015-16 be noted. (Section 6, Table 2 and Appendix 2 of the report).

Reason for decision – to allow Councillors to monitor the budget.

Other options considered – none, other than as detailed in the report and related papers.

Conflicts of interest / dispensations granted – none.

245 IMPLEMENTATION OF THE SMOKE AND CARBON MONOXIDE ALARM REGULATIONS

Councillor Paul Convery declared a non-pecuniary interest as owner of a privately rented property in the borough.

RESOLVED:

That the proposed Statement of Principles as attached at Appendix 1 of the report be agreed.

Reason for decision – to allow authorised officers to enforce the regulations and ensure that properties are safer for private renters.

Other options considered – none, other than as detailed in the report and related papers.

Conflicts of interest / dispensations granted – none.

246 MOUNT PLEASANT NEIGHBOURHOOD AREA DESIGNATION AND FORUM

RESOLVED:

- 1.1 That the summary of responses to the consultation on the applications for the Mount Pleasant Neighbourhood Area and Neighbourhood Forum be noted (Appendix 4 of the report).

Executive - 4 February 2016

1.2 That designating a boundary for the Mount Pleasant Neighbourhood Area, as identified in Appendix 3, pursuant to Section 61G and 61I of the Town and Country Planning Act (1990) in so far as that area is within the London Borough of Islington (subject to and following the same determination by the London Borough of Camden) be agreed.

1.3 That designating the Mount Pleasant Neighbourhood Forum, as set out in Appendix 2, pursuant to Section 61F of the Town and Country Planning Act (1990) (subject to and following the same determination by the London Borough of Camden) be agreed.

Reason for decision – to comply with the provisions of Section 61G of the Town and Country Planning Act 1990 (as amended)

Other options considered – none, other than as detailed in the report and related papers.

Conflicts of interest / dispensations granted – none.

247 SCHOOL ADMISSION ARRANGEMENTS 2017-18

RESOLVED:

1.1 That the co-ordinated schemes and timetables for admission to Islington primary and secondary schools and academies in 2017/18, and in-year admission protocols for 2017/18, as set out in Appendices 1, 4 and 7 of the report be agreed.

1.2 That the policy and oversubscription criteria for admission to community primary and secondary schools and Islington Sixth Form Consortium for admission in 2017/18, as set out in Appendices 2, 5, 8 and 9 of the report be agreed.

1.3 That the proposed admission numbers for Islington community primary and secondary schools, and for external applicants to the Islington Sixth Form Consortium in 2017/18, as set out in Appendices 3, 6 and 10 of the report be agreed.

Reason for decision – to promote fair access to educational opportunity and comply with the mandatory provisions of the School Admissions Code.

Other options considered – none, other than as detailed in the report and related papers.

Conflicts of interest / dispensations granted – none.

248 PROCUREMENT STRATEGY FOR FIRE SAFETY WORK TO HOUSING STREET PROPERTIES

RESOLVED:

1. That the procurement strategy for fire protection work to street properties including mansion blocks as outlined in this report be agreed.
2. That authority to award the contract be delegated to the Corporate Director of Housing and Adult Social Services in consultation with the Executive Member for Housing and Development be agreed.

Reason for decision – to allow the council to appoint contractors to undertake essential fire safety works to the Council's street properties.

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Other options considered – none, other than as detailed in the report and related papers.

Conflicts of interest / dispensations granted – none.

MEETING CLOSED AT 7.37 pm

CHAIR

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Report of: Executive Member for Finance and Performance

Meeting of:	Date	Ward(s)
Executive	10 th March 2016	All

FINANCIAL POSITION AT 31ST JANUARY 2016

1. SYNOPSIS

- 1.1 This report presents the forecast outturn position for 2015-16 as at 31st January 2016. Overall, the forecast is a £3.5m General Fund overspend including corporate items. The Housing Revenue Account (HRA) is forecast to break-even over the year. It is forecast that £96.7m of capital expenditure will be delivered in 2015-16.

2. RECOMMENDATIONS

- 2.1. To note the overall forecast revenue outturn for the General Fund of a £3.5m overspend, and that in the event of an overall overspend at the end of the financial year this would be funded from the one-off corporate contingency reserve of £3.5m in the first instance. **(Paragraphs 3.1 and 4.14, Table 1 and Appendix 1)**
- 2.2. To agree the new waste services charges to be introduced with effect from 1st April 2016. **(Paragraph 4.6 and Table 2)**
- 2.3. To note that the HRA is forecast to break-even over the financial year. **(Paragraph 3.1, Table 1 and Appendix 1)**
- 2.4. To note the latest capital position with forecast capital expenditure of £96.7m in 2015-16. **(Section 6, Table 3 and Appendix 2)**

3. CURRENT REVENUE POSITION: SUMMARY

- 3.1. A summary position of the General Fund and Housing Revenue Account is shown in **Table 1** with further detail contained in **Appendix 1**.

Table 1: General Fund and HRA Forecast Outturn

	VARIANCE Month 10 (£000)
<u>GENERAL FUND</u>	
Finance and Resources	0
Chief Executive's	(298)
Core Children's Services (Excluding Schools)	1,510
Environment and Regeneration	2,944
Housing and Adult Social Services	1,272
Public Health	963
Net Departments	6,391
Corporate Items	(2,940)
TOTAL PROJECTED (UNDER)/OVERSPEND	3,451
<u>HOUSING REVENUE ACCOUNT</u>	
NET (SURPLUS) / DEFICIT	0

4. GENERAL FUND

Finance and Resources Department (zero variance)

- 4.1. The Finance and Resources Department is currently forecasting a break-even position.

Chief Executive's Department (-£0.3m)

- 4.2. The Chief Executive's Department is currently forecasting a (-£0.3m) underspend. This is due to staff vacancies within the Governance and Human Resources division that are not to be recruited to this year (-£0.2m) and additional legal fee income (-£0.1m).

Children's Services (General Fund: +£1.5m, Schools: -£3.0m)

- 4.3. A (+£1.5m) overspend is forecast for the General Fund (non-schools) Children's Services budget. This includes a number of pressures against demand led specialist services that materialised in 2014-15 and are continuing into 2015-16, especially in relation to unaccompanied asylum seeking children (+£0.35m) and special guardianship orders (+£0.2m). Further overspends are forecast against Children Looked After placements (+£0.5m), leaving care costs (+£0.45m), an increase in support for 16/17 years olds living in supported accommodation (+0.45m), the new remand framework (+£0.35m), secure accommodation costs (+£0.2m), the Disabled Children's Team (+£0.2m), increase in care proceedings including family assessment (+£0.15m) and an in-year reduction in Youth Justice Grant income (+£0.1m). These overspends, totalling

(+£2.95m), have been partly offset by forecast underspends totalling (-£1.45m) across the Learning and Schools and Partnerships and Support Services divisions.

Schools (-£3.0m)

- 4.4. A Dedicated Schools Grant (DSG) underspend of (-£3.0m, 1.8% of DSG) is forecast. (-£2.0m) of this is due to the carry forward of Early Years DSG funding from 2014-15 that will be used to smooth in expected Department for Education (DfE) funding reductions for the statutory entitlement for free childcare for deprived 2-year olds from 2015, now that funding is allocated to local authorities based on take-up. The remaining DSG underspend relates to the Special Educational Needs (SEN) placements contingency budget (-£0.7m), other schools contingency and underspends carried forward from previous years (-£0.6m) and Pupil Premium eligibility lower than estimated by the DfE (-£0.2m), offset by an increase in school business rates following capital investment in expansions (+£0.5m).

Environment and Regeneration (+£2.9m)

- 4.5. The Environment and Regeneration Department is currently forecasting a (+£2.9m) overspend. This is after corporate savings of (+£0.5m) being applied to the structural overspend, arising due to the Government shelving plans to introduce locally set licensing fees (this is a net-nil impact overall as the Environment and Regeneration Department overspend is reduced, in respect of this applied funding, by the same amount). The main variances are as follows:
- 4.5.1. (+£0.5m) due to delayed service changes in Street Environment Services leading to non-delivery of 2015-16 savings.
 - 4.5.2. (+£0.1m) due to unbudgeted costs associated with the pilots that will deliver future savings causing spend on new bins and other items.
 - 4.5.3. (+£0.35m) delays in re-providing the new refuse fleet pending various pilots and the introduction of a new operating model.
 - 4.5.4. (+£0.1m) shortfall in commercial waste income.
 - 4.5.5. (+£0.3m) loss of grant income from North London Waste Authority (NLWA) following price reductions for recyclable materials, and (+£0.2m) additional fleet/depot costs.
 - 4.5.6. (+£0.25m) non-delivery of the advertising concession contract saving as a result of existing contracts delaying implementation until after October 2015 and identification of suitable sites.
 - 4.5.7. Structural budget issues within the Public Protection division: (+£0.2m) relating to staff budgets and non-staffing budgets around IT/licensing costs; (+£0.15m) unachievable Houses in Multiple Occupation (HMO) licensing income; (+£0.15m) staff costs that were part funded by 'Smoke-free' grant that is no longer received; (+£0.1m) relating to deteriorating income streams on DVD/music rentals and hall lettings; and (+£0.1m) across various other income streams.

4.5.8. (+£0.2m) additional agency staff and legal cost pressures within Development Control, and (+£0.2m) underachievement of building control and planning income due to a decline in activity.

New Waste Services Charges 2016-17

4.6. In addition to the 2016-17 fees and charges approved by Executive on 4th February 2016, it is recommended that the new waste services charges in **Table 2** below are introduced with effect from 1st April 2016.

Table 2: New Waste Services Charges 2016-17

Product	Fee	Comment
Bin Washing	£14.00	One off cleanse
	£12.50	Quarterly contract
	£10.00	Monthly contract
Clinical Waste	£35.00	Up to 7 items
	£4.00	Per Item after the first 7 items
Graffiti Removal	£26.00	Initial visit and the first square metre
	£6.00	Per square metre after the first square metre

Housing and Adult Social Services (+£1.3m)

- **Adult Social Care (+£0.5m)**

4.7. Adult Social Care is currently forecasting a net overspend (+£0.5m) relating to the older people spot placement budget.

- **Housing General Fund (+£0.8m)**

4.8. The Housing General Fund continues to be impacted by increased demand for temporary accommodation (TA) and the increased cost of supplying it, exacerbated by ongoing changes to the housing benefit regulations and the changes to the welfare support system. This has resulted in a net financial pressure of (+£1.3m) in 2015-16 of which the majority is due to not being able to secure nightly booked accommodation at rates that are below or equal to the Local Housing Allowance. This is offset partly by staffing underspends across the department (-£0.5m).

Public Health (+£1.0m)

4.9. Public Health is funded via a ring-fenced grant of £25.4m for 2015-16. The Government have announced an in-year cut of (+£1.7m) to the Council's public health grant. This has been mitigated by (-£0.7m) underspends within the department, resulting in a forecast net overspend of (+£1.0m). This is a very significant Government cut made late in the financial year and means that there will be no public health reserves to mitigate against future budget pressures.

Corporate Items (-£2.9m)

4.10. The Council continues to follow a successful Treasury Management Strategy of shorter-term borrowing at low interest rates. The current forecast is that this will save the General Fund (-£4.0m) in interest charges over the 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.

- 4.11. As part of the transfer of public health responsibilities to local authorities in 2012-13, a corporate provision was set aside for legacy payments that the Council may incur. It is now considered unlikely that the Council will be billed for these payments, meaning that on balance the (-£0.9m) provision can be released in full. In the event that the Council is billed for these payments, this would be a cost pressure for Public Health.
- 4.12. Additional unbudgeted grant income (-£0.7m) has been received to compensate for the impact of Government policy on our retained business rates income in 2015-16 (e.g. the continued doubling of small business rates relief and the retail relief scheme).
- 4.13. These savings are offset by:
 - 4.13.1. Improvement works to Finsbury Library, including to accommodate the Old Street Area Housing Office (+£1.2m).
 - 4.13.2. Corporate savings of (+£0.5m) being applied to the structural overspend in Environment and Regeneration arising due to the Government shelving plans to introduce locally set licensing fees. This is a net-nil impact overall as the Environment and Regeneration Department overspend is reduced, in respect of this applied funding, by the same amount.
 - 4.13.3. (+£0.2m) relating to a settled claim against 3 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 repairs of £350k. The Council have fought this and negotiated down from an initial claim of £350k to a settled claim of £190k.
 - 4.13.4. (+£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).

Contingency Reserve

- 4.14. There is a one-off corporate contingency reserve of £3.5m to provide some resilience against any short-term budget pressures arising from savings risks or changes in Government policy. This will be used to offset any overall General Fund overspend at the end of the financial year.

5. HOUSING REVENUE ACCOUNT

- 5.1. The HRA is forecast to be balanced in 2015-16. The variances are as follows:
 - 5.1.1. Non-recurring impact of repairs re-integration (+£0.8m).
 - 5.1.2. Other net HRA non-recurring pressures including improvements to open spaces and CCTV and heating refunds in respect of 2014-15 (+£1.1m).
 - 5.1.3. Transfer to HRA reserves (+£1.3m)

- 5.1.4. *The above net one-off pressures of (+£3.2m) are offset by the following net recurring underspends:*
- 5.1.5. Impact of welfare reforms (+£0.4m).
- 5.1.6. Additional commercial property income and reduced management costs (-£1.1m).
- 5.1.7. Higher than budgeted commission from Thames Water (-£0.3m).
- 5.1.8. Higher than budgeted Right to Buy administration grant income due to higher than anticipated Right to Buy sales (-£0.4m).
- 5.1.9. Increase parking income arising from the increase in charges for non-residents and the diesel levy (-£0.3m).
- 5.1.10. Understated budget on annual leaseholder service charges (-£1.5m).

6. CAPITAL PROGRAMME

- 6.1. It is forecast that £96.7m of capital expenditure will be delivered by the end of the year. This is set out by department in **Table 3** below and detailed at **Appendix 2**.

Table 3: 2015-16 Capital Programme by Department at Month 10

Department	2015-16 Capital Budget	2015-16 Forecast Expenditure	Forecast Re-profiling to/(from) Future Years
	(£m)	(£m)	(£m)
Children's Services	10.0	10.0	0
Environment and Regeneration	20.4	18.8	1.6
Housing and Adult Social Services	60.4	61.6	(1.2)
Finance and Resources	6.4	6.3	0.1
Total	97.2	96.7	0.5

Forecast Slippage

- 6.1. Under the Council's financial regulations, approval of slippage over £1m on an individual capital scheme is a function of the Executive. Slippage is reported to Executive for approval at months 4, 8 and 12.

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 2015-16 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:

Tony Watts
Head of Financial Planning

Martin Houston
Strategic Financial Advisor

Signed by



Executive Member for Finance and
Performance

23 February 2016

Date

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Appendix 1 - Revenue Budget Monitoring 2015-16 Month 10

GENERAL FUND					
Department / Service Area	Original Budget	Current Budget	Forecast Outturn	Variance Month 10	Variance Month 9
	£'000	£'000	£'000	£'000	£'000
FINANCE AND RESOURCES					
Corporate Director of Finance and Resources	(62)	1,099	1,099	0	0
Digital Services and Transformation	562	(2,112)	(2,112)	0	0
Financial Management	(7,532)	(2,484)	(2,484)	0	0
Financial Operations	6,911	3,960	3,960	0	0
Internal Audit	588	616	616	0	0
Total	467	1,079	1,079	0	0
CHIEF EXECUTIVE'S DEPARTMENT					
Chief Executive	(16)	0	(25)	(25)	0
Governance and Human Resources	1,140	303	30	(273)	(226)
Strategy and Community Partnerships	5,478	6,395	6,395	0	0
Total	6,602	6,698	6,400	(298)	(226)
CHILDREN'S SERVICES					
Learning and Schools	27,763	27,073	23,348	(3,725)	(3,770)
Partnerships and Support Services	9,292	11,754	11,034	(720)	(720)
Targeted and Specialist Children and Families	36,889	38,808	41,728	2,920	2,920
Total	73,944	77,635	76,110	(1,525)	(1,570)
ENVIRONMENT AND REGENERATION					
Directorate	(1,387)	(1,135)	(1,135)	0	0
Planning and Development	2,484	2,309	2,670	361	459
Public Protection	9,685	11,189	11,872	683	607
Public Realm	19,882	29,450	31,350	1,900	1,688
Total	30,664	41,813	44,757	2,944	2,754
HOUSING & ADULT SOCIAL SERVICES					
Temporary Accommodation (Homelessness Direct)	1,391	1,391	2,666	1,275	1,275
Housing Needs (Homelessness In-Direct)	2,000	2,000	1,669	(331)	(331)
Housing Benefit	880	880	880	0	0
Housing Strategy and Development	231	231	106	(125)	(125)
Housing Administration	2,291	1,944	1,934	(10)	(10)
Housing General Fund Total	6,793	6,446	7,255	809	809
Adult Social Care	30,917	30,057	30,039	(18)	(18)
Integrated Community Services	13,554	13,537	13,418	(119)	(119)
Strategy & Commissioning	30,355	30,393	30,993	600	600
Adult Social Services Total	74,826	73,987	74,450	463	463
HASS Total	81,619	80,433	81,705	1,272	1,272

Appendix 1 - Revenue Budget Monitoring 2015-16 Month 10

Department / Service Area	Original Budget	Current Budget	Forecast Outturn	Variance Month 10	Variance Month 9
	£'000	£'000	£'000	£'000	£'000
PUBLIC HEALTH					
NHS Health Checks	371	371	355	(16)	(16)
Obesity and Physical Activity	1,009	1,009	1,029	20	(16)
Other Public Health	(20,739)	(20,557)	(19,573)	984	952
Sexual Health	8,273	8,392	8,537	145	149
Smoking and Tobacco	786	786	695	(91)	(70)
Substance Misuse	8,466	8,347	8,498	151	29
Children and Young People	1,834	1,834	1,705	(129)	(43)
Children 0-5 Public Health	0	0	(101)	(101)	(100)
	0	182	1,145	963	885
Less Projected Ring-Fenced Schools Related Underspend	0	0	3,035	3,035	3,035
GROSS DEPARTMENT TOTAL	193,296	207,840	214,231	6,391	6,150
CORPORATE ITEMS					
Corporate and Democratic Core / Non Distributed Costs	16,675	15,130	15,130	0	0
Other Corporate Items	4,104	2,912	3,172	260	260
Corporate Financing Account	(16,129)	(20,863)	(24,863)	(4,000)	(3,700)
Levies	22,247	22,247	22,247	0	0
Transfer to/(from) Reserves	14,293	7,890	7,890	0	0
Specific Grants	(16,103)	(16,773)	(16,773)	0	0
Core Government Funding / Council Tax	(218,651)	(218,651)	(218,651)	0	0
No Recourse to Public Funds	268	268	1,068	800	800
Corporate Items Total	(193,296)	(207,840)	(210,780)	(2,940)	(2,640)
TOTAL NET OF CORPORATE ITEMS	0	0	3,451	3,451	3,510

Appendix 1 - Revenue Budget Monitoring 2015-16 Month 10

HOUSING REVENUE ACCOUNT(HRA)						
Department / Service Area	Original Budget	Current Budget	Latest Actual	Forecast Outturn	Variance Month 10	Variance Month 9
	£'000	£'000	£'000	£'000	£'000	£'000
Dwelling Rents	(162,778)	(162,778)	(135,917)	(163,078)	(300)	(300)
Non Dwelling Rents	(1,708)	(1,708)	(2,347)	(2,608)	(900)	(800)
Heating Charges	(2,357)	(2,357)	(1,667)	(2,017)	340	340
Leaseholders Charges	(9,348)	(9,348)	(7,790)	(10,848)	(1,500)	0
Other Charges for Services and Facilities	(3,870)	(3,870)	(2,333)	(4,775)	(905)	(775)
PFI Credits	(22,855)	(22,855)	(17,141)	(22,855)	0	0
Interest Receivable	(2,044)	(575)	0	(575)	0	0
Contribution from General Fund	(852)	(852)	0	(852)	0	0
Gross Income	(205,812)	(204,343)	(167,195)	(207,608)	(3,265)	(1,535)
Repairs and Maintenance	29,748	29,748	26,691	30,548	800	1,235
Revenue Contribution to Capital	10,359	0	0	1,840	1,840	930
General Management	48,803	47,327	27,864	47,917	590	170
PFI Payments	40,114	40,114	37,790	39,964	(150)	(700)
Special Services	15,530	17,006	10,892	17,006	0	(100)
Rents, Rates, Taxes and Other Charges	739	739	720	739	0	0
Capital Financing Costs	56,769	47,807	0	47,807	0	0
Bad Debt Provisions	750	750	0	750	0	0
HRA Contingency	3,000	3,000	0	1,900	(1,100)	0
Transfer to HRA Reserves	0	17,852	0	19,137	1,285	0
Gross Expenditure	205,812	204,343	103,957	207,608	3,265	1,535
Net (Surplus) / Deficit	0	0	(63,238)	0	0	0

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Appendix 2: Capital Monitoring 2015-16 Month 10

	2015-16 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							
Dowery Street Pupil Referral Unit	3.3	(2.8)	0.5	0.5	0.0	0.2	40%
Early Years Two Year Old Places	1.0	0.1	1.1	1.1	0.0	0.8	70%
Mechanical Schemes	0.0	0.5	0.5	0.5	0.0	0.3	64%
Moreland Primary School	6.1	(1.8)	4.3	4.3	0.0	2.4	56%
Newington Green Primary School Refurbishment	0.3	0.3	0.6	0.6	0.0	0.5	91%
Other Schools	0.0	0.6	0.6	0.6	0.0	0.0	0%
Primary Bulge Classes	0.2	0.3	0.5	0.5	0.0	0.5	98%
Primary Capital Scheme	0.0	0.5	0.5	0.5	0.0	0.3	66%
Sacred Heart Primary School Extension Grant	1.3	0.0	1.3	1.3	0.0	1.3	100%
The Bridge Free School	3.7	(3.7)	0.0	0.0	0.0	0.0	0%
Windows Scheme	0.3	(0.1)	0.2	0.2	0.0	0.2	80%
Total Children's Services	16.1	(6.1)	10.0	10.0	0.0	6.4	64%
ENVIRONMENT AND REGENERATION							
Other Environment and Regeneration	0.0	0.7	0.7	0.5	(0.2)	0.0	0%
Boiler Replacement Programme	0.0	0.0	0.0	0.0	(0.0)	0.0	100%
Combined Heat and Power	3.4	(1.7)	1.7	1.7	(0.0)	0.8	46%
Disabled Facilities	0.6	0.4	1.0	1.0	0.0	0.7	74%
Energy Saving Council Buildings	1.9	(0.5)	1.4	1.3	(0.1)	0.6	43%
Greenspace	0.8	0.5	1.3	1.2	(0.1)	0.8	61%
Highways	1.4	0.9	2.3	2.3	0.0	2.4	105%
Home Energy Efficiency	0.0	0.0	0.0	0.0	(0.0)	0.0	0%
Ironmonger Row Baths	0.0	0.2	0.2	0.2	(0.0)	0.2	91%
Leisure	3.4	(0.3)	3.0	3.1	0.0	2.5	81%
Libraries	0.0	0.0	0.0	0.0	(0.0)	0.0	15%
Other Energy Efficiency	2.2	(2.2)	(0.0)	0.0	0.0	0.0	0%
Planning and Development	2.1	(1.7)	0.5	0.3	(0.1)	0.2	43%
Private Sector Housing	1.5	(0.7)	0.8	0.8	(0.0)	0.0	3%
Special Projects	0.0	0.7	0.7	0.1	(0.6)	0.0	5%
Traffic and Engineering	3.6	0.9	4.5	4.6	0.1	1.8	41%
Vehicles	8.5	(6.1)	2.4	1.8	(0.6)	2.3	96%
Total Environment and Regeneration	29.4	(9.0)	20.4	18.8	(1.6)	12.4	61%
HOUSING AND ADULT SOCIAL SERVICES							
HOUSING							
Housing Improvements	40.3	(6.3)	34.0	34.0	(0.0)	24.1	71%
New Build	40.8	(15.1)	25.7	27.5	1.8	20.2	78%
Total Housing	81.1	(21.4)	59.7	61.5	1.8	44.3	74%
ADULT SOCIAL SERVICES							
Adaptations	2.3	(2.3)	(0.0)	0.0	0.0	0.1	-185%
Care Services	1.0	(0.3)	0.7	0.1	(0.6)	0.1	10%
Total Adult Social Services	3.3	(2.6)	0.7	0.1	(0.6)	0.1	21%
Total Housing and Adult Social Services	84.5	(24.0)	60.4	61.6	1.2	44.4	74%
FINANCE AND RESOURCES							
Finance	0.0	0.1	0.1	0.0	0.0	0.0	0%
Corporate	0.0	0.0	0.0	0.0	0.0	0.0	0%
Digital Transformation	1.5	4.8	6.3	6.3	0.0	5.8	93%
Total Finance and Resources	1.5	4.9	6.4	6.3	0.0	5.8	91%
TOTAL CAPITAL PROGRAMME	131.5	(34.3)	97.2	96.7	(0.6)	69.1	71%

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Chief Executive's Department
Town Hall
Upper Street
London
N1 2UD

Report of: Leader of the Council

Meeting: Executive	Date: 10 March 2016	Ward(s)
		All
Delete as appropriate		Non-exempt

Subject: Response to the report of the Policy and Performance Scrutiny Committee in relation to the BEST Team

1 Synopsis

1.1 In March 2015 the Policy and Performance Review Committee initiated a short Scrutiny Review of the work of the BEST team. The Committee produced its final report and recommendations in September 2015. This paper sets out the Executive's response.

2 Recommendations

- 2.1 To agree the responses to the Scrutiny Review as set out in section 4 of this report and note progress to date.
- 2.2 To agree that officers report back on progress to the Policy and Performance Scrutiny Committee in one year's time.

3 Background

- 3.1 The aim of the review was to examine concerns about the service offered by the BEST team and to ensure that the new Islington Learning, Skills and Employment service improved the offer to residents.
- 3.2 A report was prepared for the Scrutiny Review Committee in March 2015 providing data, equalities impact and key areas of work delivered by BEST.
- 3.3 In addition, a number of presentations were received by the committee from:
- Two witnesses who had been assisted by the BEST team.
 - Two council officers – Lela Kogbara (Assistant Chief Executive, Strategy and Partnerships and Nicky Freeling, Business Engagement and Employment Support Manager)
 - Two local community based partners who use the services to support their clients (Ken Kanu, Help on Your Doorstep and Sheri Lawal, Choices)
- 3.4 The conclusion of the scrutiny review and its full list of recommendations are attached as appendix 1. The recommendations were broadly grouped into three key areas:

Young People: improve the support for young people and increase apprenticeships and training opportunities.

Adults: more and better quality work experience for adults to build their skills and improve their employment opportunities.

Promotion of a personalised approach to support for unemployed residents: build on the work of the iWork service and develop a strong outreach and communications strategy, including systems for resident feedback.

4 Response to the Recommendations

- 4.1 Recommendation 1. *That the Council's apprenticeship programme is revised to improve the offer to young people and to include 2 year offers to 16 year olds.*

A new Youth Employment Team (YET) has been established which is developing a gold standard quality framework for all apprenticeships in Islington. In addition, YET is piloting a traineeship programme that leads into apprenticeships, which will create a 2 year offer for 16 year old school leavers. The YET is working closely with Children's Services to promote apprenticeships in schools.

- 4.2 Recommendation 2. *That all Council apprenticeship opportunities are designed to offer a real pathway into sustainable employment.*

The YET is encouraging more line managers to look at higher level apprenticeships at level 3 and 4 and is working with line managers to ensure that job descriptions offer the opportunity to gain a wide breadth of experience. This provides young people with a variety of entry points. The YET are working across services to synchronise more apprenticeship opportunities within the academic year to make them more “youth friendly” and a stronger component of the vocational offer to young people.

- 4.3 Recommendation 3. *That the new youth employment team works with local employers using the Council’s apprenticeship programme as a model of good practice.*

This is the second phase of the YET gold standard framework roll out. Some local employers have already started to align their recruitment with the academic timetable and make their processes more youth friendly.

- 4.4 Recommendation 4. *That a campaign targets local employers to offer part time employment opportunities -‘Saturday’ jobs- for young people from the age of 14 upwards, to enable them to gain the work ethic, receive earnings and learn soft skills. This campaign should also target groups of young people most at risk of becoming NEET or engaging in illegal earnings.*

Reaction from employers to the launch of the Saturday Jobs Campaign has been overwhelmingly positive. The project is at a pilot phase, with 11 jobs secured to date since December 2015 and with an initial focus on the Pupil Referral Unit, Alternative Provision, and a few selected schools.

- 4.5 Recommendation 5: *That a work experience programme known as GET SET FOR WORK (GSFW) is developed for residents to gain skills and confidence, with a view to developing these residents ability to move into sustained employment.*

The GET SET FOR WORK Programme ran internally during 2015 and is continuing. Targeted clients are unemployed adults who have been out of work for over a year or who have a disability. Placements are based on meaningful roles in areas of high recruitment or difficult to recruit to roles, and there are targets set for progression post placement.

- 4.6 Recommendation 6: *As the council’s programme develops, council officers should promote the scheme with local businesses to encourage similar work experience schemes with other large employers.*

Now that the GSFW methodology has been established, all employer engagement officers are being trained to offer the scheme and information for employers has been prepared. Targets have been set for the next financial year 2016/7.

- 4.7 *Recommendation 7: Council contractors should also be strongly encouraged to offer these opportunities, together with local VCS organisations, in receipt of council funding.*

Opportunities will be developed in the course of 2016. The service will work closely with council procurement services to encourage employment of apprentices and include the offering of apprenticeships when evaluating tenders and quotes against social value criteria.

- 4.8 *This offer should reach those who need it, and the service should establish a network of employment practitioners and key strategic partners, to ensure that good practice is shared and that there is equal access of services to residents wherever they live. The VCS hubs will be encouraged to involve and support smaller groups in their areas, forming employment clusters.*

A cross borough network of employment practitioners (EPN) has been established, with an agreed programme of workforce development and quality assessment. An employment cluster has been launched in EC1 and new partnerships in Archway and Finsbury Park are underway.

- 4.9 *Recommendation 9: Focus groups should be organised to ensure residents are able to feedback about services offered.*

Focus groups are being organised twice a year; - the next groups will be February 2016.

- 4.10 *Recommendation 10: Councillors should act as 'mystery shoppers' and champions of employment services, assessing the quality of provision at the point of entry. This will assist in maintaining and monitoring quality.*

There will be a qualitative and quantitative evaluation of the employment programme which will be shared with members of the Policy and Performance Scrutiny Committee. This will include a watching brief on the impact of work on residents with long term health conditions and disabilities.

- 4.11 *Recommendation 11: Officers should monitor the take up of services using efficient data capture systems, and share information with partners to ensure that rigorous evaluation and analysis of services and the impact can be assessed.*

The current Management Information system is currently being upgraded and the Employment Intelligence Manager is developing data sharing protocols with key partners to ensure accurate impact assessment through the Strategic Employment Partnership.

- 4.12 *Recommendation 12: A strong communications strategy to be developed, working in conjunction with the council's communications team and ward partnerships, to ensure*

that good case studies and information are disseminated, which will help to influence job seekers and encourage employers to follow good practice.

A communications plan has been developed to deliver this and some early activity has included an iWork bus shelter campaign during December and a number of case studies and articles in Islington Life. There will be further roll out in the coming year. We will ensure that key achievements of the service and the impact on child poverty and health outcomes are captured and reported.

5 Implications

5.1 Financial Implications

Proposals are cognisant of likely future resources and will keep within the constraints and opportunities offered.

5.2 Legal Implications

Any potential future interventions outlined in this paper, in particular those pertaining to design of apprenticeships or creation of unpaid work experience or data sharing will require compliance with relevant legislation. Consultation with Legal Services has been carried out as part of the development of the proposed interventions.

5.3 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 data submitted to the scrutiny committee in March 2015 showed that the BEST team had strengths in supporting young people aged 16- 24 and those from BAME communities. However figures relating to those with disabilities, the longer term unemployed (1 year +) and lone parents, showed that the service was less effective in meeting the needs of these groups.

A Resident Impact Assessment (RIA) was carried out in January 2016. *Please see attached at appendix 2.* The RIA suggests that the equalities impact of the proposal will be most significant in relation to young residents aged 16- 24, residents aged 45 and older, lone parents and on people from BAME communities. The new service is having a significantly greater impact on the long term unemployed, and on lone parents, than the BEST service did. This is demonstrated in data captured and scrutinised and is part of a stronger performance management framework of the new service.

However, there remains an equalities risk in relation to residents living with long term health conditions and disabilities. Currently only 8 percent of clients are defining themselves as disabled. We are aware that residents living with a chronic health condition may not perceive this to be an actual disability.

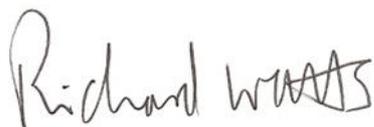
To resolve this, we are revising the registration form used to capture client data and this should be complete by March 2016, so that data for the financial year 2016/17 is more reliable.

The RIA shows that a number of clients are vulnerable in terms of age or disability, and that safeguarding might apply. The service has strong safeguarding policies in place to address any potential safeguarding risks.

No potential Human Rights breaches have been identified.

Final report clearance:

Signed by:



Leader of the Council

Date:

1 March 2016

Report author:
Tel:
Email:

Nicky Freeling
020 7527 6771
nicky.freeling@islington.gov.uk

Resident Impact Assessment

Title of policy, procedure, function, service activity or financial decision:

Service Area: Islington Learning, Skills and Employment.

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

2. Resident Profile

Who is going to be impacted by this change i.e. residents/service users/tenants? Please complete data for your service users. If your data does not fit into the categories in this table, please copy and paste your own table in the space below. Please refer to **section 3.3** of the guidance for more information.

		Borough profile	Service User profile = 553 (Outcomes achieved 2014-15)
		Total: 206,285	Total:
Gender	Female	51%	64%
	Male	49%	33%
	No Data	0%	3%
Age	Under 16	32,825	0
	16-24	29,418	179
	25-44	87,177	291
	45-64	38,669	68
	65+	18,036	0
Disability	Disabled	16%	8%
	Non-disabled	84%	85%
	No Data	0%	7%
Sexual orientation	LGBT	No data	0%
	Heterosexual/straight	No data	29%
	No Data	No data	71%
Race	BME	52%	64%

	White	48%	28%
	No Data	0%	8%
Religion or belief	Christian	40%	12%
	Muslim	10%	4%
	Buddhist	0%	1%
	Hindu	0%	0%
	Other	4.5%	1%
	No religion	30%	5%
	Religion not stated	17%	77%

3. Equality impacts

With reference to the [guidance](#), please describe what are the equality and socio-economic impacts for residents and what are the opportunities to challenge prejudice or promote understanding?

The RIA suggests that the equalities impact of the proposal will be most significant in relation to young residents aged 16- 24, residents aged 45 and older, lone parents and on people from BAME communities. The new service is having a significantly greater impact on the long term unemployed, and on lone parents, than the BEST service did. This is demonstrated in data captured and scrutinised and is part of a stronger performance management framework of the new service. This is an opportunity to have a positive impact on these clients.

The proposed improvements will not have a negative effect on relationships between communities. In fact the work proposed in local neighbourhoods through Employment clusters, and the work which brings practitioners from different groups from across the borough together to share good practice, should support greater community cohesion, as it focuses on bringing a wide range of community partners to work together

The proposed improvement will have a positive impact on reducing disadvantage.

4. Safeguarding and Human Rights impacts

a) Safeguarding risks and Human Rights breaches

Please describe any safeguarding risks for children or vulnerable adults AND any potential human rights breaches that may occur as a result of the proposal? Please refer to **section 4.8** of the [guidance](#) for more information.

The RIA shows that a number of clients are vulnerable in terms of age or disability, and that safeguarding might apply. The proposals do not increase the risks to children or vulnerable adults. The service has strong safeguarding policies in place to address any potential safeguarding risks and these policies have been recently reviewed.

No potential Human Rights breaches have been identified.

If potential safeguarding and human rights risks are identified then **please contact equalities@islington.gov.uk to discuss further:**

5. Action

How will you respond to the impacts that you have identified in sections 3 and 4, or address any gaps in data or information?

For more information on identifying actions that will limit the negative impact of the policy for protected groups see the [guidance](#).

Action	Responsible person or team	Deadline
We will improve data collection to assess the impact on all groups. Specifically we will take a more nuanced approach to capturing long term health conditions, which currently are not being captured as we only ask clients if they have a disability	Nicky Freeling	April 2016

Please send the completed RIA to equalities@islington.gov.uk and also make it publicly available online along with the relevant policy or service change.

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

Staff member completing this form:

Signed: _____Nicky
Freeling _____

Date: 15/02/2016

Head of Service or higher:

Signed: __Ellen
Ryan _____

Date: [Click here to enter a date.](#)

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Report of: Executive Member for Environment and Transport

Executive	Date: 10 March 2016	Ward(s): All
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SUBJECT: Islington Energy

1. Synopsis

- 1.1 This report proposes the setting up of a partnership between the Council and OVO Energy to promote gas and electricity sales to residents through Islington branded energy tariffs. The proposed brand (possibly 'Islington Energy') will be developed to identify the service with the Council and be promoted and marketed through all available channels.

2. Recommendation

- 2.1 To agree to enter into a strategic partnership agreement with OVO Energy for the marketing of gas and electricity to local residents.

3. Background

- 3.1 The UK has experienced significant year-on-year price rises for domestic energy over the past decade. Since 2006, average year on year rises have reached 15% with a compound rise of 71% in average dual fuel bills, rising from £760 in 2006 to £1,320 in 2013.

At the same time, energy reduction programmes have reduced domestic energy consumption by 9.1% for electricity and 6.8% for gas. Retail customers are therefore paying more for less.

- 3.2 In October 2014 the Environment and Regeneration Scrutiny Committee commenced a scrutiny which has now reported with recommendations that include:
- **That consideration be given to working with an intermediary to provide a scheme for Islington residents with energy tariffs set by the Council.**
 - **That work take place to consider how the number of smart meters could be increased.**
- 3.3 In June 2015, the Office of Gas and Electricity Markets (OFGEM) produced a report titled 'Treatment of white label providers in the domestic retail market' (www.ofgem.gov.uk/publications-and-updates/treatment-white-label-providers-domestic-retail-market) which changed the regulations around

branded energy companies. This opened up the market and made it easier to use brands such as 'Islington Council' to promote the sales of gas and electricity.

3.4 Nationally in 2015, around 3.5 million energy accounts holders have changed supplier with 113,780 electricity accounts switching to small suppliers in Nov 2015 alone.

3.5 On average, those that change energy supplier have their bills reduced by £200 per year with 20% saving over £300.

It is also considered likely that Council branded tariffs would be particularly attractive to elderly and more vulnerable residents, as well as those who use pre-payment meters. The latter are known to be less likely to change energy company and so typically pay more than average. It is also likely that some of the cost reduction will go to reduce under heating in vulnerable properties, but the remainder will be available to residents to improve their own economic wellbeing.

3.6 Islington has above average pre-payment meter usage at 21% across the borough. Research shows that on housing estates the rate of pre-payment meter usage can be in the region of 40-50%. These pre-payment meter users are likely to see significant savings by changing to Islington tariffs.

3.7 The proposed partnership fits well with our fuel poverty agenda. Residents who may otherwise be reluctant to change energy supplier will be offered the chance to make savings on their energy bills and reduce the levels of fuel poverty that they face.

3.8 The Council has examined the market and approached several suppliers and based its conclusions on their responses. After much consideration, the Council has decided to work with OVO Energy.

3.9 OVO are unique amongst the non 'big six' branded energy providers in that;

- They offer the Warm Home Discount
- Have won awards for their customer service
- Have experience of delivering this service with other local government organisations
- Can start quickly and allow us to expand in the future
- Have a priority service register for vulnerable residents
- Can provide the Council with ECO funding towards insulation and other programmes

3.10 OVO match or exceed the big six and other branded energy providers in that;

- They have a good offer for Prepayment Meter (PPM) customers
- Install smart meters for PPM customers for free
- Have online and offline top-up methods for PPM users
- UK based customer service team
- Provide branded websites and bills etc.
- Provide dedicated branded phone numbers

Partnership Details

3.11 The proposed minimum target for the scheme is 3% of Islington households switching to the Islington brand in the first year. This translates to approximately 3,000 households in year one.

If the above target is met, the economic benefit to the borough (primarily to elderly and more vulnerable residents) would be in the region of £600k.

Targets for subsequent years will be set on a rolling basis based on the previous performance.

3.12 OVO have committed to pay for the set-up costs of the scheme, as well as all the marketing costs and any operational costs incurred by the Council.

3.13 The partnership will last for 3 years with the opportunity for a 2 year extension.

3.14 As part of the partnership, the Council will:

- Appoint a day-to-day manager of the scheme, responsible for co-ordinating and delivering

marketing activities and stakeholder engagement.

- Designate a senior level staff member for overseeing the scheme who has the authority to approve marketing materials etc
- Designate a high profile champion within the council (i.e. Chief Executive / Leader / portfolio holder) for activities such as adding quotes to press releases, signing 'direct mail' letters that are sent to residents, and being interviewed
- Release a minimum of 6 press releases during each year of the scheme
- Promote the brand prominently through existing Council assets, including the website, social media etc.

3.15 As part of the partnership, OVO will:

- Invest in and deliver 'white labelled' tariffs to an agreed launch date
- Provide energy to the customers, including provision of all customer-facing services, to the same high standards provided to OVO's direct customers
- Invest in and deliver marketing of the tariffs to achieve the agreed targets
- Report on sales and customer services levels to the Council
- Have transparent pricing and will notify customers in good time of any price changes, highlighting when there is a cheaper or better value tariff that the customer can switch to

3.16 The Council will be ethical in its marketing and activity used to generate interest and promote switching which will include:

- Direct mail campaigns, with letters signed by the scheme's high profile champion
- Telesales
- A resident engagement 'face to face energy saving' scheme
- Promotion in Council publications (e.g. IslingtonLife, Your Home etc.)
- Local press adverts and articles
- Council web, social and email promotion (e.g www.islington.gov.uk @IslingtonBC, Facebook, Residents E-bulletin)
- Leisure Centre screen advertising and electronic estate noticeboards
- Large format posters in the bus shelters and the Council's Customer Centre
- Comparison sites
- Advertising on rent statements and communications from Councillors
- Frontline staff briefings
- Intranet advertising

3.17 The name and branding of the energy tariff will be key to the success and any future expansion of the scheme. Therefore the name will be closely linked to Islington, but also be able in principle to be used outside of the borough at a future date. This will be similar to the partnership between OVO and Cheshire East called Fairer Power (www.fairerpower.co.uk).

The Council's marketing team are working with OVO on suitable suggestions.

3.18 The Council will own all intellectual property rights on the partnership name and its subsequent use.

Risks

3.19 Reputation is a key risk. Energy prices go up and go down, and it cannot be certain that the Islington branded offer will always remain one of the most competitive. There will also be residents who get into debt, and that debt will need to be recovered.

3.20 OVO have won many awards, including USwitch Supplier of the Year for 2014 and 2015 and coming 1st in 11 out of the 12 categories. (www.uswitch.com/gas-electricity/campaigns/uswitch-energy-awards-2015/)

However, OVO have expanded rapidly and the Council will monitor the situation to ensure that OVO continue to give excellent customer satisfaction to residents and customers of the Islington brand.

- 3.21 As with any company, OVO may at some point cease trading for any variety of reasons. In such circumstances, OFGEM has rules to make sure that households are transferred to a different supplier.

4 Implications

Financial implications:

- 4.1 The proposed partnership with OVO will operate at zero cost to the Council, with OVO funding initial set-up costs and all marketing activity. Any operational costs incurred by the Council will also be paid for by OVO.

Legal implications:

- 4.3 The proposed relationship between the Council and OVO is in the nature of a 'sale of service arrangement' with the Council being paid a fee by OVO for each household that switches to 'Islington Energy'. This relationship will be established in a service contract between the Council and OVO.
- 4.4 It is expected that the revenue derived by the Council under the service agreement will be no more than the costs incurred in providing the service to OVO, with the benefit being realised by residents taking advantage of the energy tariff. Therefore the Council may rely on the general power of competence to enter into partnership with OVO as proposed in the report (Localism Act 2011, s1(1) and (2)). The Council may charge for the services that it provides OVO under the provisions set out in s1(4)(b) of the Localism Act 2011.
- 4.5 White label energy providers are regulated by OFGEM. Such regulations apply to OVO as the licence holder. They have no implications for the Council.
- 4.6 The Council's Financial Regulation 5.13 sets out the following requirements:
The Corporate Director or Assistant Chief Executive of any department or division that is entering into contractual arrangements to work for a third party or external body shall be responsible for ensuring that:
- appropriate insurance arrangements are made
 - all potential risks are identified and actions to mitigate these risks put in place
 - wherever possible, payment is received in advance of the delivery of the service
 - such contracts do not impact adversely upon the services provided by the Council
 - proper contractual documentation is maintained
 - proper accounting and reporting arrangements exist.

- 4.7 Potential State aid:

The agreement with OVO will not provide for any direct payment to OVO by the Council nor a profit guarantee, both of which would be likely to give rise to State aid.

However, under the terms of the proposed agreement, the Council will perform some marketing and promotion which may incur a minimal cost to the council and a potential cost saving to OVO. These activities are expected to be of only nominal value and the Council should be able to rely on the €200,000 "de minimis" threshold below which a private enterprise can receive aid aggregated from all public bodies over a three-year period without triggering State aid.

The Council will require OVO to undertake to monitor the State aid received by it from all sources to ensure that the de minimis threshold is not met during the first three years of the partnership.

Public Contracts Regulations 2015:

The proposed arrangements with OVO do not fall within the scope of the Public Contracts Regulations 2015 as the Council will not be receiving or purchasing services or supplies from OVO and therefore a competitive procurement exercise is not required to be undertaken.

Environmental implications

- 4.8 There are no foreseen major environmental implications for this service. Because of OVO's use of renewables as part of the mix, the proposals in this report will likely have positive environmental impacts in increasing the amount of low carbon energy used and reducing the amount of fossil fuels, thereby reducing the carbon footprint of the borough. The minor impacts are likely to be from producing marketing materials, office usage, and include energy and resource use, and waste generation. The Council has measures in place to ensure that energy usage is minimised and that waste is reduced and recycled as much as practically possible.

Residents Impact Assessment

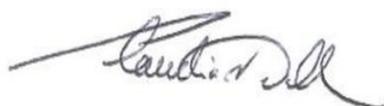
- 4.9 The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (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 RIA has been undertaken and concluded that outcomes will be positive for all residents, and especially so for more vulnerable groups. There are also no additional equalities or safeguarding implications that are not in place already given the current work that the Energy Advice Team undertake.

5. Reasons for the recommendation / decision:

- 5.1 The service outlined in this report is a Council priority insofar as lowering residents' energy bills will help them cope with the cost of living and allow for warmer homes helping to reduce the impacts of cold damp homes and improving health and quality of life.

Signed by:



Date: 2 March 2016

Executive Member for Environment and Transport

Appendices - none

Report Author: Andrew Ford
Tel: 020 7527 2022
Email: andrew.ford@islington.gov.uk

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Report of: The Corporate Director for Childrens Services

Executive Committee	Date: 10 March 2016	Ward(s): ALL
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SUBJECT: Review of Services for Disabled Children at Lough Road Centre

1. Synopsis

- 1.1 This report details the work undertaken to review the services at Lough Road. It proposes some changes in order to ensure that these services continue to offer value for money and to redirect the achieved savings into an improved preventative offer for children whose parents struggle to manage severe challenging behaviour as a result of a child's disability.
- 1.2 In this context value for money means the quality of the service itself, the extent to which it is able to meet the intended outcomes for children and their families and the overall cost of the service when benchmarked against similar services elsewhere.
- 1.3 The proposals presented in this report have been produced in partnership with parents who currently use these services and key managers from across Children's Social Care, Pupil Services, health commissioners and Whittington Health as well as Islington's Special Needs Schools. Children and Young People were also consulted during this process.

2. Recommendations

- 2.1 That Islington Council retains the use of Lough Road as a central hub for children with disabilities and their families from where a number of key services will continue to be delivered.
- 2.2 That Islington Council agrees to end the use of Lough Road as an overnight short break service and instead offer parents who need this type of service access to the provider market for specialist placements so that they will have choice over which kind of residential respite service might best meet the needs of their child in future.

3. Background

History of Lough Road and the evidenced need for change

- 3.1 Lough Road Centre has been operating as an overnight residential short breaks (respite care) provision for children with disabilities and continues to operate as a registered children's home for that purpose.
- 3.2 Due to a number of both legislative changes as well as operational changes to the way services are delivered for children with disabilities in Islington the need for children to use overnight respite care in a residential setting has reduced over time. The 3 main reasons for this are:
- a. The Implementation of the Governments Initiative and associated funding streams; Aiming High for Disabled Children (2007)ⁱ. This has resulted in a much more comprehensive offer of community based short breaks provision and the ability for families to create tailored support packages through the use of personal budgets.
 - b. The success of Islington's family based short breaks fostering scheme. Islington Council now has approximately 10 foster families available locally to offer overnight stays for parents who need a break in caring for their child or young person. Historically many of the children who now use this scheme would have been referred to Lough Road. It has been Islington's strategy to reduce the use of residential care for children where they can be offered a family based environment and this has been successful but therefore has reduced the number of children requiring a service from Lough Road.
 - c. The implementation of personalised budgets, which has seen many parents choose to opt out of directly commissioned council services and commission their own services, often recruiting their own support workers and utilising their own family networks to ensure they are able to have a break in caring.
- 3.3 A review of the current service offer at Lough Road was undertaken between December 2013 and May 2015. The review report was then consulted on between July and September 2015. The report can be read at **Appendix A**. The scope of the review was wider than just Lough Road but helps to provide a wider context of the current social care provision for children with disabilities and where gaps were identified or improvements were required in other areas.
- 3.4 In summary, the review evidenced that to keep the centre operating in the current model was not financially sustainable with the unit costs having risen significantly above that of similar services provided elsewhere by other agencies, including some similar services already commissioned by the Council.
- 3.5 The review also highlighted a significant gap in the Council's ability to support parents of children with diagnosed learning difficulties and/or autism, who are struggling to manage very severe and challenging behaviour at home in order to promote family resilience and thus prevent family breakdown. To be able to identify and support parents who are struggling early and put the right support programmes in place can significantly reduce the risk of family breakdown and children coming into care.
- 3.6 The specialist needs of the children and the required specialist residential care and/or education provision in the UK to meet those needs, means that where this cohort of children do end up coming into care they are most often placed at long distances away from home in either residential schools or children's homes.
- 3.7 Many of the children are non-verbal or have severe communication difficulties, some have complex physical care needs and all these factors make them particularly vulnerable when they

are taken out of their family environment, their school and their local community and moved far away into institutional settings.

- 3.8 The cost of an intensive parenting support intervention is far less than the cost of a child with this level of need coming into care. This is evidenced through our experience of delivering a previous invest to save initiative using an intensive intervention with young people with conduct disorders (Adolescent Multi-Agency Support Service), where the weekly cost of an intensive parenting support intervention is £500 per week compared to a weekly residential placement cost of £3000 to £4500 per week.
- 3.9 Therefore any money that could be saved by remodelling the provision of services at Lough Road should be redirected into providing more preventative services to avoid more high cost residential services in the longer term, particularly in light of the rising numbers of children diagnosed with autism.

Consultation and Involvement with services users and key partner agencies

- 3.10 The consultation process with stakeholders, parents and children and young people between July and October 2015 gave lead officers greater insight into the possible impact of the closure of Lough Road. As a result of this the initial proposal to close the centre was halted. A series of stakeholder workshops were held which included parents, which agreed the proposal now brought before the Executive Committee for approval.
- 3.11 A further 2 consultations were held for all parents using Lough Road and for parents not using Lough Road but who are also likely to benefit from the wider offer elements of the new proposal. There is broad consensus on the proposal now put before the Executive. **Appendix B** shows the list of who has been consulted with and engaged with to date.

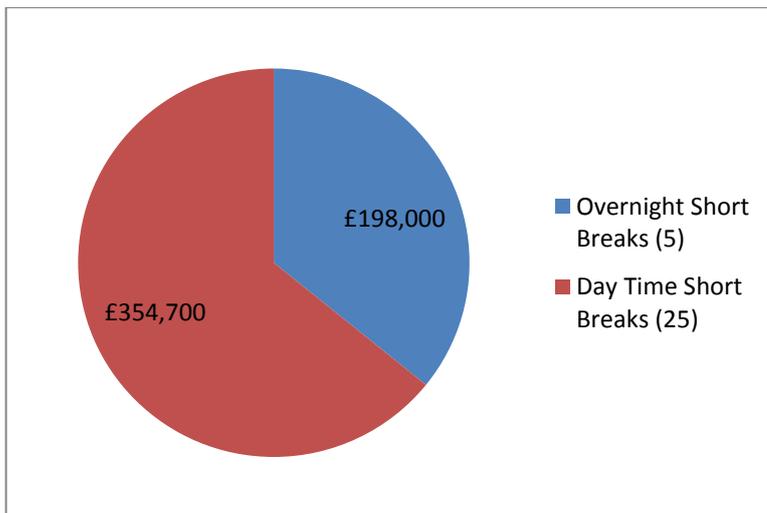
The proposal for Change and the Benefits

- 3.12 The proposal is to retain the building at Lough Road specifically for services to children with disabilities and their families for the following services:
- a) An improved statutory case management offer. This is to address the review finding that social care were not ensuring that families in receipt of social care support have their plans regularly reviewed to make sure that services continue to meet the intended outcomes for children and continue to offer value for money.
 - b) A base for a new intensive outreach support service. This will be aimed at parents who are struggling to manage the behaviour of their child at home and where there is an identified risk of family breakdown or it can be predicted that this is likely to happen in the future if an intensive service offer is not made available now.
 - c) Provision of specialist short break day time services. This will be for children and young people who genuinely are not able to access other council commissioned provision. For this small cohort of children and young people that service will work towards moving children and young people being able to access the wider range of community based services on offer or where they are assessed as not able to do so, support them in the longer term.
- 3.13 In order to release the funding to deliver a) and b) above, it is proposed to end the overnight short break service and redeliver overnight short break services for children who need a residential service in future via the providers that are already set up to do this for many other London boroughs in the private and voluntary sector.
- 3.14 The needs analysis undertaken indicates that there are likely to be approximately 5 young people at any one time requiring this type of service. This figure is unlikely to rise in the next 5 years, in part because in 2017 Islington will see the implementation of the residential arm of the Independent Learning Space (Residential School) federated with The Bridge Special School. A few of the young people who might historically have required residential overnight stays in a children's home and have used Lough Road, would quite likely become pupils using the residential school in future. A significant number of the young people who have used Lough

Road for overnight respite have been and continue to be pupils from The Bridge School and some are already in the Independent Learning Space as day pupils.

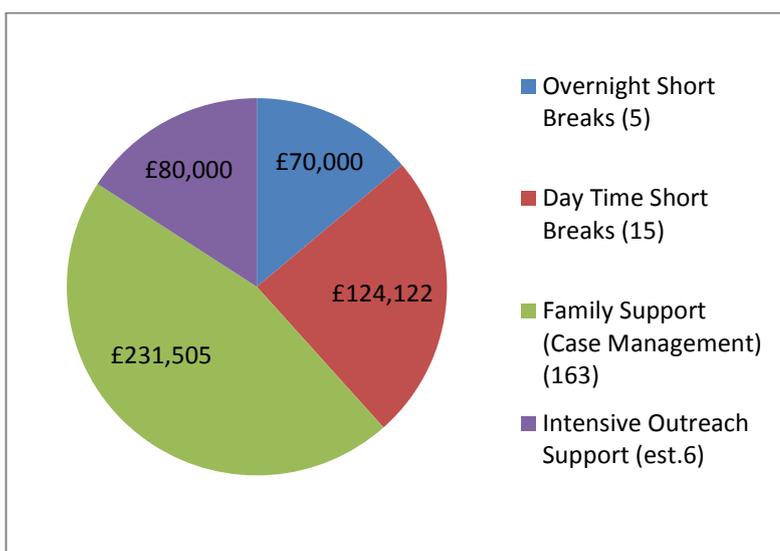
- 3.15 From a financial perspective the benefits are illustrated in the charts below. This shows the current breakdown of spend and how this would change if the proposal is agreed.
- 3.16 The aim is to remodel the services so that the money invested in these services will offer improved value for money.
- 3.17 What is most significant is the extent to which the new service elements will contribute towards the Council's ability to offer a more robust and earlier intervention to prevent problems escalating so that high cost services are avoided and so the Council should see a reduction in the need for high cost residential respite and/or permanent residential care services in the longer term.

Analysis of Lough Road spend in 2015-16



The numbers in brackets in the charts denote the numbers of children who would benefit at any one time.

Projected analysis of spend for Lough Road in 2016-17



Timescales and Transitional Arrangements

- 3.18 In order to deliver the proposed remodelled service, the overnight short break service will need to cease as soon as the remaining 1 or 2 young people can be moved into alternative provision. Staff have been working on identifying contingency placements already with their parents and so they would aim to achieve this by the end of April 2016.
- 3.19 As part of the consultation workshops staff have agreed a transitional arrangements process for families with the parent representatives currently using Lough Road Centre. This was presented to the wider parent user base who also agreed to this. The transitional arrangements document can be read at **Appendix C**.

Alternative Options Considered

- 3.20 It is evidenced through the detailed review that to continue to operate services as they are currently is not financially sustainable with such a low number of young people requiring a residential overnight short break service. A maximum of 5 young people at any time requiring overnight short breaks is anticipated, there are currently 2 young people using the service for this purpose. As the review evidenced, attempts made to look at ways to increase demand by way of opening the resource up to other boroughs were unsuccessful. Therefore the unit cost of a child staying at Lough Road for an overnight stay (approx. £1200) is likely to remain almost 3x that of the average sector cost (£450 per night) if 5 young people use it at any one time per annum.
- 3.21 None of the local authorities in Central/North London operate a single borough provision like this with the exception of Haringey who have a much larger population and therefore a much higher demand level. They are looking at remodelling their service but will be retaining an overnight service and may in time offer us the opportunity to purchase into that provision which the Council would certainly want to explore given that it is very local for our families. The other authorities have a history of using the independent sector to provide these kinds of specialist respite placements and Islington would be offering our families the same range of provision to choose from.
- 3.22 By taking the overnight short break service out of Lough Road, Children's Social Care can redirect funding to invest in meeting the service gaps that were identified in the review. This will create more robust offer of intensive support around managing challenging behaviour at home and improve compliance with statutory social work support to children and families in terms of monitoring and reviewing outcomes. It would also enable us to offer more lead professionals for those families who need more help either due to the complexity of the services supporting their family or because they themselves might be quite vulnerable and/or isolated. It will also allow for a small amount of funding to commission confidential counselling support for parents (with or without other family members) at times of crisis where access is acute and universal services are not able to respond quickly enough.
- 3.23 There will be staffing implications as a result of these changes for those currently employed at Lough Road and in the Disabled Children's Team. This is because they will need to end the provision of overnight short breaks, continue with a programme for day time short breaks and increase capacity for family support work (case management).
- 3.24 The existing team at Lough Road has already reduced significantly in number and the service has avoided replacing vacant posts with permanent staff in order to avoid redundancies as much as possible. We will be aiming to design a staffing model which would seek to minimise the need for any staff redundancies given that there will be knowledge and expertise in existing posts that will be transferable to any new posts.
- 3.25 The intensive outreach service will be subject to an initial pilot phase where in partnership with Whittington Health (CAMHS) and other key partners, staff will be designing and then trialling an intervention model and this service will be led by CAMHS.

4. Implications

Financial implications:

- 4.1 The above proposals and new way of working deliver a revenue budget saving of £47k (deliverable in 2016/17) Unit costs will be reduced significantly, principally, in the provision of overnights short breaks in the unit and the 're-direction' of this service to providers already in operation.
- It is also recognised that changes to service delivery does offer an 'invest to save' opportunity as investing in preventative services (sect 3.9) could lead to further efficiency savings in the future

Legal Implications:

- 4.2 The council has a specific duty in respect of disabled children under Paragraph 6(1)(c) of Schedule 2 of the Children Act 1989: *"to assist individuals who provide care for such children to continue to do so, or to do so more effectively, by giving them breaks from caring."* This is part of the council's general duty to children in need and their families under section 17(1) of the Children Act 1989. The specific duty is expanded upon in the Breaks for Carers of Disabled Children Regulations 2011/707.

The short breaks duty requires provision of a range of short breaks which give disabled children the same opportunities to play and socialise that other children experience, while allowing their parents to provide care more effectively through having a break from caring.

The council also has relevant duties under:

- Section 2 of the Chronically Sick and Disabled Persons Act 1970, which creates an individual right to short break services for some disabled children;
- Section 27 of the Children and Families Act 2014 (to consider the extent to which the social care and educational provision is sufficient to meet the needs of children and young people in its area);
- Article 8 of the European Convention of Human Rights, under which the provision of short breaks for children is a key way of meeting the council's duty to respect the family and private lives of disabled children and their family members.
- Article 3 of the United Nations Convention on the Rights of the Child (which requires the best interests of children, including disabled children, to be 'a primary consideration' in all decisions taken affecting them);
- The Equality Act 2010, both in terms of the duty to make reasonable adjustments for disabled persons (s. 20-22) and under the Public Sector Equality Duty (s.149 – see RIA section below); and
- The general requirements of administrative law (i.e. consultation, fairness, rationality, relevant considerations, analysis of alternatives).

Resident Impact Assessment:

- 4.3 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 full Resident Impact Assessment was undertaken on 10.12.2015 and parents were consulted on this. This can be read at **Appendix D**.

The RIA identified that the current service at Lough Road is correctly identifying and meeting the needs of a cohort of 23 children and their families, who are evidenced as being particularly vulnerable, primarily associated with the following factors:

- The nature of the disability of the child/ren has a significant impact on their parent/s day to day family functioning and they could not manage without additional social care services being put in place. Approximately 60% of the children live in a single parent household which increases this pressure on those parents even more as they are not able to share the day to day pressure when the child/ren are at home.
- Approximately 50% of the parents do not speak English as a first language and need help in navigating appropriate services for their disabled child.
- Approximately 60% of the families are reliant on welfare benefits as their sole source of income, making them more reliant on services provided via the Local Authority.

The RIA concluded that the proposed change in function for Lough Road would not adversely affect the families as the same services will remain available to them where they continue to need this but delivered differently.

The RIA did identify the need to monitor the impact of changing the service delivery for residential overnight short breaks on a continued basis (to ensure sufficient provision for those young people who need a residential service) and a forum to do this has already been set up which will meet quarterly.

The RIA also identified that through changing the delivery model more funding can be targeted to more families of disabled children, to provide other services which were identified as gaps in service provision. These two new elements would support the Council's aim in identifying and supporting families earlier and preventing needs escalating which could result in family breakdown and children and young people having to be supported in high cost care placements.

1. An improved case management (family support) service offer to an additional 163 children and their families.
2. An intensive behaviour support programme for a small group of children whose parents need significant support to help them manage very challenging behaviour at home which are often associated with a diagnosed learning disability and/or autism. This would support approximately 24 additional children per year.

5. Reasons for the recommendations / decisions:

- 5.1 The way the services are delivered at Lough Road currently, does not offer good value for money. By remodelling the services and ending overnight short breaks, the Council will be able to deliver the same services to children at a lower cost and extend the provision to fill identified gaps, including the delivery a more robust family support approach, which will include a new intensive outreach support service.
- 5.2 This will ensure that families get the help they need in a way that is proportionate to their needs, builds family resilience and reduces the risk of family breakdown and therefore aims to reduce the spend on high cost specialist foster and residential services.

Signed by:



Executive Member for Children's Services

Date 18/02/2016

Appendices

Appendix A – Service Review – Short Breaks and Targeted and Specialist Provider Services for children with severe and complex disabilities (23.07.2015).

Appendix B – List of Stakeholders

Appendix C – Proposed Transitional Arrangements for current children using Lough Road

Appendix D – Resident Impact Assessment

Report Author: Ida Cohen
Tel: 0207 527 4295
Email: ida.cohen@islington.gov.uk

ⁱ Aiming High for Disabled Children:
<http://webarchive.nationalarchives.gov.uk/20130401151715/http://education.gov.uk/publications/eorderingdownload/pu213.pdf>

Service Review

Short Breaks and Targeted and Specialist Provider Services for children with Severe and Complex Disabilities

1. Introduction and Context

This review was commissioned by Children's Services in December 2013. The review has focused on the statutory social care services provided to children with severe and complex disabilities as well as the resources that are provided to those children and examined whether they are offering value for money. This report summarises the findings and the work undertaken and what we intend to do going forward.

We will be carrying out stakeholder consultations during July, August and September 2015. If you have any questions or comments about this report or the planned consultation processes, please write to Nikki Ralph via email: nikki.ralph@islington.gov.uk. The consultation period will close on **18/09/2015**.

All consultation feedback received in relation to this report will be presented to Islington Council's Executive Committee in November 2015 for a final decision in respect of the proposals relating to Lough Road and the associated re-organisation proposals that are subject to formal HR procedures.

2. Key Findings and Actions

2.1 Assessing, planning and reviewing the needs of children with severe and complex needs

What we looked at

We looked at the current documents used to support the assessment, planning and review processes. We talked to managers and some of the staff in the Disabled Children's Team and the Early Support and Personalisation Team, who are involved in these processes and use the current tools and we looked at the quality and the timeliness of these processes for families.

What we found

We found that there were too many documents being used that seemed to duplicate each other and some of the documents are not legally required and are resulting in too much delay to

securing services for families. It also meant that social workers were spending far too much time assessing when they could be spending more time out in the community working with the families they support and ensuring that the services we provide are making a difference.

For example the social care assessment had a lot of information in it that then also featured in the Support Plan. The conflicting designs of these two documents meant that social workers were spending too much time moving information from one format to another. The Supported Assessment Questionnaire also required information to enable us to work out levels of financial support a family may need but again this was asking for existing information to be recaptured in a different format. One of the reasons this had happened was that the social care assessment were not recording enough information about the impact of the child's disability on family members and Child in Need plans were not being used to accurately capture the links between needs, outcomes and levels of services required.

We found that once support services had been put in place we were not reviewing robustly enough whether or not those services were actually making a difference to the child and his or her family and that many support packages had not been reviewed for over a year. We found that where reviews of support plans were taking place and changes were being proposed or had been made this was not always based on an updated assessment of need by a qualified social work practitioner where arguably there had been a significant change in circumstances resulting in the need for a change in the support plan.

What we have done so far

We discussed our findings with the social work managers and committed ourselves to rationalising the amount of paperwork to ensure that we reduced the time social workers spend doing assessments, increased the time they have available to spend with the families they need to support directly and to improve the timeliness of reviews to make sure that what we provide is making a positive impact.

We have phased out the use of the Support Plan and now capture information from the Supported Assessment Questionnaire as part of the Child and Family Assessment itself and only use the Child In Need plan as the basis for agreeing with families what the outcomes need to be for which service provision is required which may then require funding under section 17 (e.g. by way of personalised budgets). The redesign work for this has been completed and the new process is now in place. Targets for the timeliness of assessments and the production of plans and associated social care budgets have been agreed.

The approval and reviews of plans that include elements of financial support to meet social care needs are now presented at the newly established Education, Health and Care Needs Panel (this commenced in January 2015). At this panel Health, Education and Social Care senior commissioning representatives are responsible for ensuring that services we provide are making a real difference to families and that they represent value for money. They will also monitor to ensure that families are getting access to services they may also be entitled to in other universal

services where additional funding may already be provided to meet some of their needs (e.g. in schools).

What we are going to do next

We will be ensuring that reviews happen regularly, for most families this will be once or twice a year, the plan itself should determine how often reviews should take place as it will depend on things like how complex the plan is and how many services are involved in supporting the family and the nature of them. We want to rationalise the number of plans where possible and explore options for social care services to children in need to be written directly on to the Education Health and Care Plan and not have to subject families to multiple reviews about different plans. We have already started to have discussions with our special schools to agree a possible process for this.

If children are subject of a child protection plan or a care plan (for looked after children), reviews will be in line with those plans.

It is clear that in order to deliver the required level of CIN reviews per year or EHCP reviews where CIN services are incorporated, we need to ensure all reviews whether led by social care directly or via an EHCP review at a school have ultimate oversight and sign off by a suitably qualified and experienced social work manager.

To that effect we have proposed some structural changes to what is currently the Early Support and Personalisation Team by creating a 'Disabled Children's Family Support Team', with clearer separation of duties between case management and procurement/brokerage. The personalisation function will operate as a separate team supporting both DCT and the Disabled Children's Family Support Team where support plans need services set up or where families require provision by way of a personal budget.

The Disabled Children's Family Support Team will also link to or directly manage a new service function which is referred to later in this report. In summary this will be a time-limited and intensive home based parenting support service to help parents to manage the challenging behaviour of some children and young people who display severe challenging behaviours. This service needs to be specified and consideration given as to whether this should then be provided in-house or secured via an open tendering process.

Some of the children in this new service will be case managed by a social worker in DCT where there are concerns in relation to parenting capacity and/or safeguarding and the management of risk in the home. Therefore this service has to have robust social work management oversight and workers will be asked to contribute towards our statutory Child and Family assessments where an assessment is in progress.

2.2 Provision of financial support to children with severe and complex needs

What we looked at

We looked at the way in which we assess the needs of children and the support they need at home and the support their parents may need and how we then work out what kind of financial support they should be provided with.

What we found

We found that many children and families were receiving really comprehensive packages of financial support, either through direct payments or personalised budgets. We have a resource allocation system that helps us to work out an indicative budget which families can use to develop their support plan. However we have decided that this system needs to be reviewed in order to ensure the following potential problems or risks we identified are minimised.

- There needed to be closer alignment between the way Children and Adult's Social Care assess need and agree support levels and funding, so that the transition from children to adult services is as seamless as possible for families. For example we heard about some children where the level of financial support changed significantly when they moved to adult social care (both up and down) but the reasons why was not always clear for families. We have already started discussions with Adult Social Care.
- That we needed to ensure that services funded in universal settings, e.g. schools or children's centres and through our Local Offer are considered before any request for social care funding. This is to ensure that social care funding for children with exceptional needs remains targeted at those children who need it most and that services already funded are delivering what they are funded to deliver.
- That the services we provided did not always clearly link to an identified outcome so that we couldn't effectively review whether or not a service was actually making a positive difference and so that parents could understand how we have come to decide what money should be provided for what purpose, which is something they often complained about not understanding.
- That the particular circumstances of a family needed to be taken into account to allow for the fact that 2 families with a child with the same level of need might not need the same amount of support services. For example one family might be a mother who is a single parent with little or no support network locally, the other might be a 2 parent family with lots of family members in the local area. We need to make sure financial support packages take into account individual family circumstances.
- That we do not create services that are duplicated in other places, which if we combined into one place or commissioned through a single provider might cost us less. For example the provision of after school or holiday time activities currently happens in a variety of places and there is a need to review our commissioning arrangements in this area.

- That we identify if there are gaps in services. For example we have learnt through examining a number of children's current packages that there is a real need for home based parent focused training and support to manage the behaviour of children with autism at different stages of development (e.g. when first diagnosed, when becoming a teenager).

What we have done so far

We are having discussions with Adult Social Care to look at how we could align our resource allocation systems better in the future. We have examined approximately 40 children's budgets in detail in order to understand how we may want to commission some of our services differently in the future. We have a new Education Health and Care Needs Panel for children with severe and complex needs and so that the three agencies along with adult social care, can ensure that the finite financial support we have is targeting the right children and families at the right time, in the right ways and that it is making a difference.

Social Care plans presented to the panel should now be informed by the assessment and drawn up in partnership with families, evidencing clearly which people, services or things like equipment are going to meet which outcomes and to what level of intensity and it is this which will be examined by the Panel as it is asked to make funding decisions.

What we are proposing to do next

We are working with adult social care to look at ways to align better the way we make decisions about social care funding for families and will be issuing new practice guidance for staff in July 2015 to start to align practice whilst we then move on to review the resource allocation systems that we use to support financial decision making, again in partnership with adult social care.

2.3 Delivery of Short Breaks to children with Severe and Complex Needs

What we looked at

We looked at the way in which we commission short break services, these are short break services during the day as well as short break services that are overnight. These services are commissioned via Education and Social Care.

What we found

Day Provision

We found a really good offer of short breaks provision for Islington children and families. However we found that there was some duplication in what was being commissioned for out of

school day time activities but also some areas where families would benefit from some new ways of commissioning services that would potentially cost less.

Examples were groups of children with similar profile needs having activities to promote peer friendships using existing mainstream or specialist community based services (e.g. leisure services). For example if parents of teenagers who are also friends (as many attend the same special schools), could be given the opportunity to pool their budgets together (rather than each parent paying for their child to go somewhere individually where they then meet up) we could provide it as one service to them as a group, which should result in a cost saving e.g. on transport costs, level of supervision (e.g. if they do not all need 1:1 supervision).

We also found that lots of families needed to go through a social work assessment in order to access day time short break services which we believed was not necessary and so we want to look at whether we could make the access to some services easier for families for example through early help assessments and then linked into a child's Education Health and Care Plan if they have one in place.

Outreach Support

We found that apart from the outreach support that Lough Road were able to undertake on an ad-hoc basis where families were experiencing significant difficulties in managing challenging behaviour at home, this kind of service was not really working early enough with parents. The request to Lough Road was often made by the time children had reached adolescence and parents were really desperate and/or where social workers needed additional monitoring at home to understand to what extent the problems were to do with the needs of the young person and/or linked to possible concerns around parenting capacity and safeguarding. This was identified as a service gap in terms of the Local Authorities' ability to provide a service that could respond quickly and intensively to support parents and potentially also assist in informing social care assessments.

Overnight Provision

There are foster families who can provide overnight short breaks (family based short breaks) and we have Lough Road Centre (LRC) which offers overnight residential care short breaks.

The family based short breaks (FBSB) scheme has been developing and growing over the last few years to provide an increasing number of short breaks. In contrast, Lough Road has seen a significant reduction in the use of residential care short breaks (RCSB). In part this is due to the provision of family based short breaks but it is also due to the different ways parents are now able to choose their own ways of ensuring they have a break and they might choose to manage this within their own family network by paying a relative some money towards the cost of caring for their child through their personalised budget and this could be during the day or overnight.

A number of government reports and outcomes of inquiries about children's residential care, evidence that institutionalised care brings with it increased risks to children. An example relevant to children with severe disabilities is being exposed to multiple care givers. These particular children are extremely physically and emotionally dependent on their care givers. With multiple care givers this can render them more likely to suffer harm, for example with errors in meeting complex medical needs or the challenges involved in maintaining an individualised approach to the management of challenging behaviour.

It is already Islington's policy for looked after children that a decision to place a child in residential care should only happen where there is clear evidence that their needs cannot be met in a family setting and this principle must also apply to disabled children. If we cannot identify a suitable foster carer from Islington's approved pool of carers we would first seek to find a foster carer from suitably trained and approved providers in the independent sector.

The Government's Aiming High for Disabled Children's Initiative (2007)ⁱ resulted in increased funding for community based short breaks and this has had a really positive impact on families who have much more opportunities to have breaks in caring whilst their disabled child or young person is provided with activities to support them to access services in the community and/or to promote specific identified outcomes (e.g. independent living skills).

A needs analysis undertaken of the children at Lough Road who use it for overnight stays suggested that if we could find families with homes suitably adapted for children with severe physical disabilities and some families where there could be 2 carers at key times, all the children who are using it now who have complex physical health care needs (e.g. are physically disabled) could access that scheme. This seems obvious if one considers that all these children live with their own families when they are not at Lough Road in a family home environment. However the reality is that not many foster families have suitably adapted accommodation especially in an inner city area like Islington and so some children might need to either use a family that lives further away or continue to access residential provision.

There is a group of children who use Lough Road because they need a lot of support to manage very challenging behaviour, the vast majority are children diagnosed with profound autism. At the time we examined the young people in this cohort using Lough Road with this profile it was clear that they needed a residential service and for many the short breaks fostering service had not existed when they were referred to Lough Road.

However, when thinking about the future of children who will come to need these types of services we believe we can do things differently for some of these children. For younger children with profound autism, if we could introduce them to a foster family earlier in their life and slowly integrate some of their support being met there by promoting the relationship between the family and a foster carer as a short breaks day provision, we could then have the option to move that on to becoming overnight stays later on and we might then achieve a further reduction in the number of children who need to be looked after in a residential setting.

All this points to the likelihood of a reducing population of children who need to be in a residential setting and the need for an increase in family based short breaks, providing the families either have a house that is suitably adapted for things like wheelchairs and hoists or they are able to manage the ranges of challenging behaviours that children present with. It would be important to ensure that clinical support was easily available to carers, e.g. nursing support and/or Speech and Language Therapy.

What we have done so far

We have analysed the needs of children using LRC whether for day time or overnight short breaks or outreach support by meeting with managers from Lough Road and the Personalisation Team who support the setting up of personalised budgets. We have identified alternative possible resource options for every child to inform us more about how we might best provide services for them in the future. This has given us a picture about how to make the best use of existing resources as well as where there are gaps in resources that we should look to address in future. For example the support and training to parents in managing the behaviour of children with severe autism at home.

We have also identified a need for occasional counselling support to parents who may need somewhere confidential at different times of their children's lives to talk about the impact that having a child with disabilities is having on them. Many of the parents are single parents and quite a few parents have more children than just the disabled child to care for and the competing pressures and difficulties can feel quite overwhelming at times.

What we are proposing to do next

In light of the findings and plans in relation to Lough Road (see section 2.4) we will need to talk to parents of children using Lough Road to consider what other resources they might want to use in the future if Lough Road ceases to exist. This needs to happen as part of the formal proposal to now close this provision and all parents will be written to and have the opportunity to meet as a group as well as individually.

Our needs analysis and the outcome of our consultation with parents, will mean that we can use this information to also talk to existing providers (e.g. National Autistic Society and our Special Needs Schools) who may be able to offer more services to our children but we may also want to develop some new services in response to what parents suggest and the gaps we have already identified.

We also want to consult further with parents about the idea of an intensive home based parenting support service for children with autism, and we would like to involve them in the design and the commissioning of this kind of service.

2.4 Services for children at Lough Road Centre

What we looked at

We looked at the current provision of services at Lough Road Centre (LRC) in terms of the needs of the children who use LRC but also in terms of how LRC delivers the service and the cost of delivery. The needs information about the children was captured in section 2.3 above.

What we found

It is important to recognise that LRC has recently undergone a significant change in operations in response to the fact that the quality of care for children using it for overnight stays or who were living there permanently was being adversely affected for 2 primary reasons, this was also identified by an Ofsted Inspection in 2013.

1. Children who lived there permanently were sharing their home with children who were only there occasionally, vast numbers of children were using their home as a day care provision and sometimes children came in an emergency. This was not offering the children living there permanently the kind of environment that offered them a calm, stable and peaceful home environment.
2. Children using LRC can be broadly categorised in two primary need groups, those children whose primary need is to have their complex health needs managed (CHN) and those children whose primary need is to have their emotional and behavioural difficulties managed (EBD). The two needs are vastly different and mixing these children in LRC at the same time brings with it an element of risk to their safety and welfare. For example a severely autistic teenager who can lash out unexpectedly at others would be a serious risk to a child who is physically disabled and cannot remove themselves quickly enough out of the vicinity of that teenager.

As a result, the decision was made in December 2013 that once the last children left LRC for whom LRC was their permanent home, it would no longer be used as a long term home and that the 2 different needs groups would be catered for separately within LRC in future.

This meant that LRC had to re-organise how it delivered its services and parents were involved in discussions about the options for them when this change was made in April 2014.

However, the fact that LRC has a significantly reduced number of children using it for overnight stays and has made some operational changes to reduce the cost of running the service still means that the unit cost to providing this service to Islington's children is significantly above the average sector cost for this kind of service. In June 2014, with 12 children using Lough Road for overnight stays, one overnight stay at LRC cost £666.23 per night compared to the average private sector cost of £420 per night. The simple reason for this is that there is not sufficient need for overnight stays for Islington children alone to fill up the resource. If you add up all the children's bed nights that were used, LRC were only just about using 1 of the 6 beds available per year. The lower the occupancy the higher the unit cost.

Since June 2014 the numbers of children have reduced even more and we now only have 5 children using Lough Road for overnight stays (a further 50% reduction in less than a year) and 3 of those are young people who will transition over into adult services by November 2015, so that by November 2015 there will only be 2 young people using the overnight short breaks service. One of those young people is likely to move on very shortly to a more specialist residential provision and that would leave only 1 young person using LRC for overnight short breaks.

We do not anticipate any significant rise in the number of overnight stays that will be needed in residential settings in the future and estimate that for the next 5 years this will not rise above 120 nights per year in total.

The only way to reduce unit cost for a residential provision is to ensure that occupancy levels are high. This is not possible as the need is not there and as illustrated already, if anything we would anticipate our future need to be less or the same not higher with more children being able to use family based short breaks and not using residential care services.

Residential care has high fixed costs as it is difficult to use sessional or agency staff and respond flexibly to periods of high or low demand. There is a risk to the quality of care of the children if you have a flexible workforce model and the cost of investing in staff is high due to the specialist training they need e.g. physical handling, medication, some children require gastro (tube) feeding and the management of extremely challenging behaviour, there would be a significant cost in regularly training new sessional and agency workers. Therefore it is not possible to reduce the unit cost of residential provision at Lough Road to be in line with the average market sector based on current predicted needs levels.

A further staffing complication is the mixture of respite and day provision on offer, as this makes it even harder to reduce staffing costs as staff and managers are not just providing shift support to children using it for overnight short breaks and so potentially the resource is busy 24/7 requiring corresponding levels of management oversight and administration support.

When calculations were made in June 2014, the overnight short breaks service the annual cost for LRC was £198k per annum versus £125k using the private sector average cost for the number of children using it at that time. Based on the revised estimated level of need of 120 nights per annum that would now reduce even further to £51k (a cost saving of 147k per annum on the overnight provision).

The overall budget for LRC 2015/16 is £552,700. In November there will only be 2 children left using the overnight short break service, but the cost will still be £198k to provide the service this year, regardless of the number of children using it. Therefore if £198k is spent on children using it this year for overnight provision, the day time provision is costing £354,700 for 8545 staffing hours per annum, which is an hourly unit cost of £41.50. This is also significantly above average sector average and not reflecting what parents are being charged currently from their personalised budget which is £19.87 per hour. Therefore to retain the day provision would mean significantly increasing the hourly charge rate for LRC with the result that parents are likely to choose to purchase their services elsewhere.

What we have done so far

We have analysed the needs of all the children using LRC whether for day time or overnight short breaks or outreach support by meeting with managers from Lough Road and the Personalisation Team. We have identified alternative possible resource options for every child to inform us more about how we might best provide services for them in the future should the provision of services end or be changed in any way, this is without having consulted parents yet which would happen as part of the proposal to close this provision.

The only feasible way to retain LRC locally for overnight short breaks for our families and improve value for money would have been to secure a partnership arrangement with other Local Authorities who may wish to jointly commission a resource. Contact was made with our neighbouring borough commissioners and unfortunately the levels of need across the partnership is too low, particularly when Haringey, who have the biggest volume of demand, already have in-house provision and meets a much higher volume of need than Islington does. Haringey have no current plan to decommission their service.

We asked our colleagues in Housing and Adult Social Care to explore whether or not there might be a need for supported accommodation for young people transitioning into independent living. They conducted a needs analysis and reported that there would be insufficient need to require this type of resource.

We have consulted with the North London Children's Efficiency Programme (NLCEP) to explore what other need groups we could use this provision for as we know there is a real shortage of residential provision for non-disabled looked after children, and have identified that there is a need for a site to deliver what has already been signed up to by the 5 Borough Directors (Camden, Enfield, Haringey, Hackney and Islington) for its Government sponsored Innovation Projectⁱⁱ to create a short term residential provision for adolescents. £357k has been awarded to develop a service to become operational in Spring 2016.

Proposal for Consultation

Based on the findings of the review of Lough Road, the proposal is for services for disabled children to be ended at this site but for the site to be redeveloped as a short term (12 weeks) intensive/therapeutic residential service for adolescents who come into care across the 5 boroughs of the NLCEP with a focus on rehabilitation with their family or a foster family but avoiding the need for longer term residential care. These are adolescents who present with significant behavioural difficulties that are not disability related, e.g. behaviour that typically stems from difficulties associated with parent-child attachment problems, experiences of childhood trauma and/or abuse. Many young people will have no mental health diagnosis and some might be diagnosed with conduct disorder behaviour.

The budget provision for Lough Road will continue to be used for disabled children in order to:

- a) Commission overnight short breaks in residential care via the independent sector or if possible with other Local Authorities who still have such provision in place and where they are able to offer this to us.
- b) Commission short break day provision for the current children using Lough Road in ways that will be informed through consultation with the parents and children affected by this proposal, we want to use this opportunity to identify any further service gaps that we could use some of the money to fund.
- c) Commission a new intensive behaviour support / intervention service for parents managing children and young people with disabilities who display severe and challenging behaviour.
- d) Commission counselling support for parents and/or families who need space to talk about the impact of disability on them personally and/or their family and find ways to build and sustain family resilience.

There will be some savings to the cost of these services as a result of these proposed changes which will assist in funding the council's overall savings pressures whilst ensuring that the social care support needs of disabled children continue to be met in line with our statutory duty and preserving services such as our early support and proposed intensive behaviour support service to deliver effective early identification and support to families when difficulties start to emerge.

The proposal to end services for children with disabilities at Lough Road is subject to a formal consultation process including staff who work at Lough Road, families who use Lough Road and agencies who work in partnership with the services provided at Lough Road, e.g. The Disabled Children's Team, Special Needs Schools and Health Services. This consultation process will conclude in September and a final decision will be made by the Council's Executive Committee in November 2015. If the proposal is agreed then services are likely to cease as of 31/12/2015.



Ida Cohen
Service Manager, Commissioning and Business Support
Children's Services
June 2015

ⁱ Aiming High for Disabled Children:
<http://webarchive.nationalarchives.gov.uk/20130401151715/http://education.gov.uk/publications/eorderingdownload/pu213.pdf>

ⁱⁱ DfE Innovation Project Grants:
<http://springconsortium.com/projects-being-funded/>

Appendix B – Stakeholder Consultation List (Lough Road)

Who was consulted	Role or Organisation	How
Parents who currently use Lough Road, supported by Centre 404	Parents / Centre 404	<ul style="list-style-type: none"> • 2 Consultation Meetings in September 2015 • Visits by the Operational Manager for Disabled Children (social care) to all the parents to discuss the proposal and consider the implications. • 5 Workshops where representatives attended to assist in agreeing a new service model (November and December 2015) • 1 Feedback meeting for all Lough Road parents in December 2015. • Written representations received via a group the parents established called the Lough Road Action Group as well as from some parents individually.
Children and Young people who use Lough Road	Children and Young People	<ul style="list-style-type: none"> • Via parental feedback • Via a specific piece of work commissioned where a group of children were individually consulted about their views about the service.
Head Teachers of Islington’s Special Needs Schools	Richard Cloudesley, Samuel Rhodes and The Bridge	<ul style="list-style-type: none"> • Email feedback or face to face meeting. • Representation at the Workshops where representatives attended to assist in agreeing a new service model (November and December)
Head of Pupil Services and Strategy and Commissioning Manager	Islington Council Staff (education)	<ul style="list-style-type: none"> • Face to Face meetings • Representation at the Workshops where representatives attended to assist in agreeing a new service model (November and December)
Head of Commissioning and Head of Children’s Commissioning	Islington Clinical Commissioning Group	<ul style="list-style-type: none"> • Face to Face meetings and written feedback received.
Lough Road Staff	Islington Council Staff (social care)	<ul style="list-style-type: none"> • Staff meeting feedback • Representation at the Workshops where representatives attended to assist in agreeing a new service model (November and December) • Face to Face meetings with managers
Practice Leads across adult and	Islington Council Staff (children and	<ul style="list-style-type: none"> • Face to Face meetings, and written feedback • Representation at the Workshops where representatives attended to assist in agreeing a

Appendix B – Stakeholder Consultation List (Lough Road)

children’s social care	adults social care)	new service model (November and December)
Head of Paediatric Therapy and Specialist School Nursing and Clinical Psychologist CAMHS lead	Whittington Health	<ul style="list-style-type: none"> • Email feedback or face to face meeting. • Representation at the Workshops where representatives attended to assist in agreeing a new service model (November and December)
Director Operations Childrens ICSU and Community Matron	Whittington Health	<ul style="list-style-type: none"> • Face to Face Meeting and written feedback.

Transitional arrangements for children using Lough Road Centre post Executive Decision in March 2016.

The table below shows what will happen if the Executive agree to the proposal for the future service delivery at Lough Road.

When the Executive makes its decision in March 2016, the services will not change overnight, we will have quite a lot more work to do to do the detailed design on how these will work and which staff will do what for example. This means that services for your child or young person will change gradually after March but we would anticipate the new model to be in place by July 2016. The overnight short breaks service has to end first because that enables the home to cease its registration as a children's home and allows us to free up the money to deliver the rest of the services we have identified.

Service my child currently uses	What will happen
Overnight short break service at Lough Road	Your social worker will work with you to find an alternative provision that will meet your child's needs. We have a range of potential residential providers identified already and you will be able to visit these before choosing the one for your child.
Lough Road based day time short breaks after school, at weekends or at holiday times	<p>We will agree a date with you for a review meeting, which will identify which services at Lough Road are still needed and explore the alternative options for those that are not. We will then agree a realistic transition timetable with you to work towards your child using any other services we identified. We will invite all those who work with you and/or your child already, e.g. school, CAMHS, Lough Road staff.</p> <p>At this review we will also make sure you are allocated a named worker if you do not currently have a social worker so that there is one person helping you to implement the changes we agree with you.</p>

This document was consulted on with Lough Road parent representatives on 10 December 2015 and was presented to the wider Lough Road parent group on 14 December 2015 and agreed by those who attended.

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Resident Impact Assessment

Title of policy, procedure, function, service activity or financial decision:

Proposal for the future delivery of services from Lough Road (Centre for Disabled Children).

Service Area: Children's Services

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

To improve outcomes for disabled children in Islington who require social care support services.

2. Resident Profile

Who is going to be impacted by this change i.e. residents/service users/tenants? Please complete data for your service users. If your data does not fit into the categories in this table, please copy and paste your own table in the space below. Please refer to **section 3.3** of the guidance for more information.

Cohort	Islington children with a statement or an Education Health and Care Plan (SEN/EHCP) to meet special educational needs	Islington parents of children who receive social care support services due to a child having a disability.
Number and Age Range	928 (age 3-19)	250 (age 0-18)

The two cohorts above are not an exact match for data comparison but the closest that can be achieved as some children with SEN/EHCP statements may be looked after and these are not included in the parent count. Equally some parents might have a disabled child but the nature of their disability does not meet the criteria for an SEN/EHCP. Based on the above calculation, approximately 27% of children with an SEN/EHCP will be in receipt of some social care support services.

23 children (9.2% of children who receive social care support due to a disability) currently use the services provided by Lough Road.

3. Equality impacts¹

With reference to the [guidance](#), please describe what are the equality and socio-economic impacts for residents and what are the opportunities to challenge prejudice or promote understanding?

Relevant Equalities Dimensions

Ethnicity

The variance in terms of race when comparing the Lough Road population with the wider Islington child population showed a significantly lower presence of white british children (17.4% vs 32.6%). This is however consistent when comparing Lough Road children to all disabled children receiving social care services where the figure is 17.6%.

English as a second language for parents

English is a second language for the parents of approximately 50% of the children using Lough Road.

Children living in single parent households

Approximately 60% of the children using Lough Road live in a single parent household.

Families reliant on welfare benefits

Whilst this data is not routinely collected, it is estimated based on the knowledge of the current children using Lough Road that 60% of the families are wholly reliant on welfare benefits, with the remaining 40% being parents who work and some of those might also receive some benefits to supplement their income.

Analysis

Lough Road has a high number of parents who have English as a second language and who need more help around communicating with other agencies and in understanding and navigating the complex network of agencies (e.g. health, social care and education) involved in the care of their disabled child. The nature and complexity of the disabilities that the children at Lough Road present with are extremely demanding for their parents on a day to day basis. Most if not all families are in receipt of Disability Living Allowance and most at the higher rate for care and/or mobility.

Lough Road also has a high proportion of children from black and minority ethnic groups who live in a single parent household, and where the parent has little or no support network. There are a number of single parents (most often mothers) where the other parent is either living abroad and/or has disengaged from supporting their family.

¹ Actual numbers have not been published as they are very low and could potentially identify individual families.

This leaves those parents quite isolated and vulnerable and in more need of support. Many also have more than one child to care for and so the challenge of managing a very disabled child as well as other children can become very overwhelming.

The children who use Lough Road have very severe and complex disabilities and are therefore heavily reliant on their parents for their day to day care arrangements. Many parents are therefore in turn heavily reliant on short break services to provide them with a much needed break in caring which if discontinued would most likely result in family breakdown.

The children are therefore also heavily reliant on others helping to care for them and support them and to have those services well co-ordinated, a task which for many parents is very difficult to manage and for which they need help. In summary these families are some of Islington's most vulnerable families.

It is perhaps not surprising therefore that quite a number of parents who were consulted about the proposals described times when they had experienced symptoms of ill mental health, e.g. depression, anxiety and it was identified that more needed to be done to provide them with counselling support at times of crisis.

The above explains why there is lower number of white British children using Lough Road. Their families are more like to be better supported locally through well established family and friends networks. Their parents are more likely to be able to navigate services independently and select services and make other arrangements by which to get the support they need for their families. This would therefore suggest that Children's Social Care Services are correctly supporting more families who are from non white British origin and this is mirrored in the cohort of families using Lough Road.

The reconfiguration of the services at Lough Road in relation to meeting the identified needs of these families and their children, will impact as set out in the table below.

Service Element	Pre-implementation	Post-implementation
Case Management	163 out of 250 children and their parents do not have their support needs regularly reviewed and have no named lead professional. The resultant risks are in relation to needs no longer being sufficiently met as well as support packages not being appropriate. This means the relationship between outcomes for the child, the services and the costs are lost which means it is not possible to tell if the services provided are meeting the intended outcomes for the child.	All 250 children and their parents will have a named Lead Professional who will offer a level of service which is proportionate to the child and family's needs but will meet basic statutory duties with the requirement of at least one annual support review. No adverse impact
Day Time Short Breaks	23 children are currently using Lough Road for after school, weekend and holiday daytime short breaks. Some of these children genuinely cannot access other suitable short break provision	The admission criteria for daytime Short Breaks Services at Lough Road will be focused on a child's ability to access other provision and they will either work towards that goal with children OR an

	<p>due to the nature of their disability, shortage of alternative weekend provision as well as a shortage of an appropriate child care offer for working parents who have severely disabled children. The hourly unit cost is almost twice that of any other similar commissioned service and the council is subsidising every hour at £20 therefore use should be tightly controlled and based on assessed need.</p>	<p>assessment will evidence that this is not possible and they will continue to use it. This means more children have the potential for accessing services at Lough Road and the unit cost per hour, which will be high as many children require 1:1 or even higher staffing levels can be justified as it will only be for those children with the most severe and complex needs. No adverse impact.</p>
<p>Intensive Behaviour Outreach Support</p>	<p>Lough Road have provided this where there has been capacity to do so. The offer has therefore been sporadic and has not been well embedded into the range of services Islington offers to parents who need help in managing a child's challenging behaviour at home and out in the community.</p>	<p>This will be a properly defined service offer which can deliver a community based intensive intervention for an agreed number of families per annum. This kind of service response is known to be instrumental in avoiding family breakdown and thus mitigating the cost of a child coming into care or the cost of support packages rising year on year as parents struggle more and more and need more and more help at home or breaks in caring. No adverse impact.</p>
<p>Overnight Residential Short Breaks (a.k.a respite care)</p>	<p>Lough Road is registered as a Children's Home so that some children can sleep here from time to time so that their parents have a break in caring. It is estimated that up to 5 young people at any one time require a residentially based service like this. The numbers of children needing this service is so low that to continue to operate the scheme for Islington means important other service gaps cannot be addressed as too much money is tied up into running this resource.</p>	<p>Islington children who require this kind of service will have residential services commissioned from the range of private sector providers. The impact is that these services may not be in Islington but funding for transport will be included where needed. Islington will continue to use the Overnight Short Breaks Steering Group (recently established) to continue to monitor the impact and alert senior officers should difficulties emerge. No adverse impact anticipated.</p>
<p>Counselling for parents and families</p>	<p>Not available through Children's Social Care Services.</p>	<p>We would have some money set aside to fund counselling sessions for families for whom existing services are not available or for example would take too long to access and the need was acute.</p>

- Is the proposal likely to have a negative impact on equality of opportunity for people with protected characteristics? Are there any opportunities for advancing equality of opportunity for people with protected characteristics?

The families using the services currently will continue to be able to use the services and it is not expected that the profile of the families will change. Social Care Services for disabled children will continue to support a high proportion of BME families, many of whom have English as a second language. Many families will continue to be single parent families and many families will continue to be heavily reliant on Council funded services for support as they are reliant on welfare benefits.

However, more Islington disabled children and their families can potentially make use of the widened offer of services at Lough Road and an improved overall case management offer to better ensure services continue to meet outcomes and are offering value for money. The improved oversight of the needs of the families means we can adjust our support levels appropriately and parents will have a named professional to contact in an emergency or if there is a change in circumstances which requires us to respond.

The work of the different service elements will be far more outcome focused and seek to ensure that children will have access to services that match their level of need and where the cost is justified (the more complex the need the higher the cost).

The aim of the intensive behaviour outreach service is to reduce the overall risk of family breakdown by intervening early with children who are presenting with challenging behaviours at home and where other parent focused interventions (e.g. specialist parenting programmes) have not been sufficient.

The small group of children needing occasional overnight residential short breaks may have to travel further. Children normally only go for an overnight stay once or twice a month and we do not anticipate any significant adverse impact. Family friends and relatives also do not always live in the same borough for disabled children who do not need to access council commissioned services because they are supported in their own family network. There is a real need to improve early planning with parents who we can predict may need respite care services so that referrals can be made in a timely way and we avoid needing these services in an emergency. Ensuring all families have an annual support review will address this.

- Is the proposal likely to have a negative impact on good relations between communities with protected characteristics and the rest of the population in Islington? Are there any opportunities for fostering good relations?

The specification of the different elements of service delivery has been co-produced with parents using Lough Road through a series of workshops. We have also consulted and involved key professionals from Whittington Health, Pupil Services and the Special Needs Schools.

There is no adverse impact from the reconfiguration of Lough Road services on the immediate neighbours, the centre will still be working with disabled children and their families and relationships currently are understood to be very good.

- Is the proposal a strategic decision where inequalities associated with socio-economic disadvantage can be reduced?

One of the issues identified during the consultation workshops was a lack of appropriate child care provision for parents of children with severe disabilities. Parents of non-disabled children can choose from a range of places by which to secure child care between school time and when a parents comes in from work or for holiday times. We are planning to address this with relevant partners, so that more parents of disabled children could take up employment opportunities and are not disadvantaged through a lack of provision.

4. Safeguarding and Human Rights impacts

a) Safeguarding risks and Human Rights breaches

Please describe any safeguarding risks for children or vulnerable adults AND any potential human rights breaches that may occur as a result of the proposal? Please refer to **section 4.8** of the [guidance](#) for more information.

No adverse impacts have been identified. Social care services have a duty to promote and safeguard the welfare of children in need and their families and the 250 children in the cohort subject to this RIA fall into that category. As such social care services will continue to assess their needs and ensure they are in receipt of appropriate services and arguably in a far more robust way than it has been able to hitherto by redirecting the funding for Lough Road to deliver the same services differently with some at a lower cost and thereby ensuring all families have access to a named professional who can continue to monitor and oversee that services are working effectively together to ensure we have good outcomes for children and families.

If potential safeguarding and human rights risks are identified then please contact equalities@islington.gov.uk to discuss further:

5. Action

How will you respond to the impacts that you have identified in sections 3 and 4, or address any gaps in data or information?

For more information on identifying actions that will limit the negative impact of the policy for protected groups see the [guidance](#).

Action	Responsible person or team	Deadline
1. Overnight Short Breaks Steering Group to continue to monitor the range of provision available for overnight breaks for parents.	Social Care lead commissioner, reporting to SEND Joint Commissioning subgroup.	Already Implemented

2. Lough Road Centre Management Board to be established to monitor the overall performance of the different services (cost/quality and outcomes) and consider any equality impacts (positive and negative). The forum to include parent reps as well as representation from Whittington Health, Pupil Services, Early Years and Special Schools.	Social Care lead commissioner, reporting to SEND Joint Commissioning subgroup.	Ongoing (to commence from start of new service delivery model)
3. Parents to have access to timely and helpful information about services they may need now as well as in future and to be supported in considering those services as part of the annual review process, so that timely referrals are made for specific services as well as in meeting the Transition Duty under the Care Act through effective pathways to Adult Social Care Services.	Operational Manager for Children in Need / Disabled Children	July 2016

NB this RIA was taken for consultation and sign off from parents who are users of Lough Road Centre on 10.12.2015.

Please send the completed RIA to equalities@islington.gov.uk and also make it publicly available online along with the relevant policy or service change.

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

Staff member completing this form: Ida Cohen

Signed:



Date: 18/01/2016

Head of Service or higher: Cathy Blair

Signed:



Date: 18/01/2016

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

Meeting of:	Date	Wards
Executive	10 March 2016	All

Delete as appropriate	Exempt	Non-exempt

SUBJECT: Secondary School Expansion – Public Consultation

1. Synopsis

- 1.1 Islington has recently undertaken a place planning review which has identified a need for additional places in our secondary schools. This reflects the increase in year six pupils that will now feed into the secondary sector.
- 1.2 We have identified the need to expand places from 2018 and that the primary requirement is for additional boy's places. Following discussions with all of our secondary schools four schools have agreed to expand; three by one form of entry and one by 12 pupils.
- 1.3 Consultation on the proposed expansions ran from the 20th November 2015 to the 10th January 2016. Demand for school places relate to all wards as there is only one planning area for secondary schools within Islington, and many pupils travel across the borough to go to their chosen school.
- 1.4 As part of our strategy to increase school places we are committed to working with existing good or outstanding schools, as we know their track record for achievement, understand the pattern of parental preferences and know that this represents good value for money in terms of both capital and revenue budgets. We will continue to monitor the quality and sufficiency of school places

Following discussions four schools have agreed in principle to expansions:

School		Increase in PAN	OFSTED judgement	Year of Change
Central Foundation	Boys	30	Outstanding	2018
Highbury Grove	Mixed	30	Outstanding	2018
Arts and Media	Mixed	30	Good	2017 (temp) 2018 (perm)
St Mary Magdalene	Mixed	12	Good	2017

- 1.5 In order for the council to fulfil its statutory obligation to provide enough school places in the borough,

this report recommends that the four Secondary schools are approved for expansion. Any increase in the PAN (Planned admission numbers) will be concluded in line with the Schools Admission Code

2. Recommendations

- 2.1 It is recommended that the Executive agree to permanently expand Arts and Media School Islington, formally IAMS, Central Foundation, Highbury Grove and St Mary Magdalene from September 2018. Arts and Media School Islington and St Mary Magdalene would temporarily expand from September 2017.
- 2.2 To further review the mix between boys and girls places in other schools in the borough as recommended from the consultation responses. This will include the possibility of exploring the option of changing one of our single sex girls school to becoming co-educational.
- 2.3 To note the responses to the public consultation in Appendix A.
- 2.4 To note that the construction of a new sixth form building for Highbury Grove and expansion proposals for Central Foundation will be subject to separate planning applications. The increases at Arts and Media and St Mary Magdalene do not require planning permission.

3. Background

- 3.1 Rolls in our secondary schools have risen slightly during the last two years. Most of our schools are full in year seven and the place planning report indicates that without expansion we will only have one percent surplus capacity in 2017/18.
- 3.2 Under Section 14 (1) of the Education Act 1996, Local Authorities have a statutory duty to provide sufficient school places. As part of our place planning requirements we are required to demonstrate to the Education Funding Agency (EFA) Department for Education (DfE) that we have sufficient places planned for the future. If we cannot demonstrate that we have sufficient places the EFA could propose to open a new Free school to accommodate the projected pupils
- 3.3 Basic Need Grant funding from the DFE of £3.8m has been allocated to fund growth in secondary numbers for 2018. We are anticipating additional funding for beyond 2018; however we will not be notified by the EFA until April 2016. We have also requested funding from section 106 and CIL contributions. This report does not ask for any decisions to be made about the redevelopment work; however it does ask the Executive to note that that the nominal allocation for Highbury Grove is £2.7m and Central Foundation £1.1m. There are no capital works required for St Mary Magdalene and for Arts and Media School Islington minimal adjustments will need to be made which can be funded from the Local Authorities schools maintenance grant.
- 3.4 All schools within the proposal are currently rated Good or Outstanding by OFSTED. Monitoring arrangements have been put in place to receive assurance that anticipated outcomes for 2016 and beyond will be at or above the national average and/or show a significant increase on 2015 results.
- 3.5 The expansions will be incremental and increase at one intake year at a time. We are secure that this will not have an adverse effect on other schools in the borough.

4 Implications

4.1 Financial Implications

The revenue funding for increased costs in expanded schools is contained within the Dedicated Schools Grant (DSG). DSG funding is received from the Education Funding Agency on a per pupil basis. Funding is then transferred to schools via the Islington Schools Funding Formula. Larger schools are generally more financially viable than smaller schools due to economies of scale.

So far Basic Need funding of £3.8m has been allocated by the EFA for secondary expansions for 2017/18. Further allocations are anticipated in 2018/19 but will not be announced until April 2016. Funding has also been sought from S106 and the Community Infrastructure Levy to contribute towards the costs of these projects.

The costs of expanding provision at Arts and Media School Islington will be met from EFA funding allocations for school maintenance. No capital costs of expanding provision at St Mary Magdalene are expected.

4.2 Legal Implications

The council has a duty to provide and maintain sufficient schools for the provision of secondary education in its area (Education Act 1996, section 14). In the fulfilment of this duty, the council is able to propose changes to maintained schools.

In order to expand schools, as outlined above, the council must carry out a public consultation in line with the Education and Inspections Act 2006 (section 19(1)), the School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2013 and the statutory guidance: School Organisation (Maintained Schools), which was issued in January 2014.

There is a right of appeal to the Schools Adjudicator against a decision to make alterations, for the following bodies:

- The local Church of England diocese; and
- The local Roman Catholic diocese.

Any appeal must be made within 4 weeks of the decision being made.

In order to expand the school, a public consultation must be carried out in line with Section 19 (1) of the Education and Inspections Act 2006 and the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013/3110. A public consultation was carried out between 20th November 2015 and 10th January 2016 and the responses are included in Appendix A. Figure 1 sets out the stages of the statutory process for expanding a maintained school

Figure 1 – The statutory process for making significant changes to schools.¹

Stage 1	Publication	Statutory proposal published – 1 day.
Stage 2	Representation (formal consultation)	Must be 4 weeks, as prescribed in regulations.
Stage 3	Decision	The decision-maker (usually the LA) must decide proposals within 2 months of the end of the representation period or decision defaults to Schools Adjudicator (OSA). Any appeal to the adjudicator must be made within 4 weeks of the decision.
Stage 4	Implementation	No prescribed timescale, but must be as specified in the published statutory notice, subject to any modifications agreed by the decision-maker.

Where a local authority carries out a consultation of this nature, it has a statutory duty to consult any body or person which the local authority thinks is appropriate, as well as the local Church of England diocese; or the local Roman Catholic diocese; or the relevant faith group in relation to the school where the proposal involves or is likely to affect a school which has a religious character. As a result we have consulted a wide range of stakeholders, including all other schools in the borough, the local

¹ Statutory Guidance: School Organisation (Maintained Schools), Guidance for proposers and decision makers (January 2014), 9.

Church of England and Roman Catholic dioceses, other local authorities, parents of children at the school and local residents. A full list of stakeholders and the methodology of the consultation is included in Appendix A.

The consultation was publicised on the council's website. Direct contact was also made with numerous stakeholders. Stakeholders and the public were invited to provide supporting comments, objections or any other comments to the council and an online questionnaire was created which allowed residents to submit their feedback online.

The consultation received 7 responses supporting the expansion, and one which was unsure. responses are detailed in Appendix A. A supporting statement from the Headteachers of three of the schools and two Chairs of the Governing bodies was received in a separate communication. The London Boroughs of Haringey and Camden acknowledged the proposal and had no objections. The London Authority of Hackney supported our proposal.

4.3 Environmental Implications

There are no additional environmental implications in increasing the rolls.

4.4 Resident Impact Assessment

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

4.4.2 A Resident Impact Assessment was completed on 19th January and the summary is included below.

4.4.3 Subject to continuing review, the proposals are unlikely to have a significant, negative impact on any particular group or protected characteristic. There is the potential for the fostering of good relations between different ethnicities. There is the possibility that increasing the school rolls will increase the diversity of the schools with more ethnicities being represented and with a more even spread between ethnicities. Based on the current intake there is a diversity of ethnicity across the schools. The numbers of children with English as an additional language ranges from 33% to 48% in the schools that we are proposing to expand. The RIA has an action for Children's services to monitor the ethnicities of pupils at the school after the schools have increased to their new capacities in 2022, to consider whether any ethnic group is disproportionately represented and if so whether there are any consequences arising from this and whether any action should be taken.

4.4.4 No safeguarding risks or human rights breaches have been identified by the RIA.

4.4.5 Any physical changes to the school estate will involve consultation on the building development, where appropriate. The additional pupils will be accommodated in a suitable environment conducive to an exceptional educational experience.

5 Conclusion and reasons for recommendations

5.1 The numbers of pupils in our secondary schools are rising in line with our place planning projections and have risen steadily over time and current projections continue this trend. Without these expansions there is a concern that there may not be sufficient places for secondary aged pupils in the borough.

5.2 The public consultation received support for the proposed expansion.

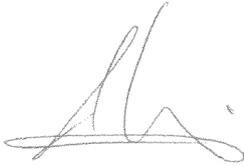
Appendices

Appendix A –Statutory Consultation for the expansion of Secondary school Places.

Appendix B – Responses: Statutory Consultation for the expansion of Secondary school Places.

Final report clearance:

Signed by:

A handwritten signature in black ink, appearing to be 'Tracy Williams', written over a horizontal line.

Executive Member for Children and Families

Date 18/02/2016

Report Author: Tracy Williams, commissioning manager School Services, Children's Services
Tel: 0207 527 5730
Email: Tracy.williams@islington.gov.uk

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Have
your say

Consultation on the proposal to increase secondary school pupil places

Consultation period: 20 November 2015 to 10 January 2016

We are consulting on our plans to increase the number of pupil places at Arts & Media School Islington, Central Foundation Boys' School, Highbury Grove School, & St Mary Magdalene Academy.

We want to know your views.

What is this consultation about?

We are consulting on the proposal to expand some of our secondary schools to provide additional places. These are required to meet our statutory duty to provide sufficient school places. The consultation will run from the 20th November 2015 to the 10th January 2016.

We are committed to ensuring high quality provision in the borough. We are seeking to secure additional places in schools where parents have indicated a strong first preference and where we are sure that the leadership and management, including governance, has the capacity to support the expansion and continue to improve quality and standards. All of the proposed expansions have been endorsed by our School Improvement Teams and other support services.

The proposal also reflects the Council's policy to ensure sufficient supply of school places by expanding existing good and outstanding schools and the need to create more boys places. We are therefore only looking to expand mixed or boys only schools.

We have agreement from Council Members for the proposals in the consultation and are confident that the increases in numbers in the schools indicated will not have a detrimental effect on other schools in the borough.

Following agreement from Schools Forum and discussions with all secondary colleagues we wrote to all of our secondary schools in the summer term asking for expressions of interest in expansion and we are pleased that four schools have responded to this request.

The Local authority is now seeking the views of residents, schools and other interested parties.

Current capacity and demand

We have 10 secondary schools in Islington comprising of three Voluntary Aided schools, one of which is a girls school and two of which are boys schools. We have two mixed Academy schools, five community schools, of which one is a girls school and four are mixed schools. Historically two of our boys only schools became mixed schools which could have resulted in an over-supply of girls places.

In 2016 we are expecting to see an increase in the demand for secondary school places. By 2024 the demand is expected to be 20% higher than it is in 2015.

Demand for Year 7 places has already started to rise. The Greater London Authority (GLA) projections indicate that we are likely to have more demand for places than are currently available by September 2018 and that there will begin to be pressure on places for September 2017 entry, with only 12 surplus predicted places available.

Table 1: Year 7 school rolls, projections and capacity

LBI Secondary					
	Academic Year	Y7 roll #s. & projections May '15	Pupil Admission Numbers (PAN)	surplus/deficit on May '15 Prj.	Surplus (%)
Actual Rolls	2011/12	1456	1635	179	11%
	2012/13	1477	1635	158	10%
	2013/14	1436	1635	199	12%
	2014/15	1480	1488	8	1%
Roll Projections	2015/16	1537	1635	98	6%
	2016/17	1545	1635	90	6%
	2017/18	1623	1635	12	1%
	2018/19	1709	1635	-74	-5%
	2019/20	1760	1635	-125	-8%
	2020/21	1808	1635	-173	-11%
	2021/22	1878	1635	-243	-15%

As all secondary schools in Islington are rated good or outstanding by Ofsted and all schools in the borough were above the floor standard for attainment at age 16 in 2015. Islington secondary schools will continue to increase in popularity.

Roll projections 2015 -2030

The table below shows the data from the 2015 October census. It is worth noting that the Secondary pupil projections from the 2014 place planning report were 7408 and actual numbers 7401, which gives us confidence in the planning projections.

Table 2 School data October 2015

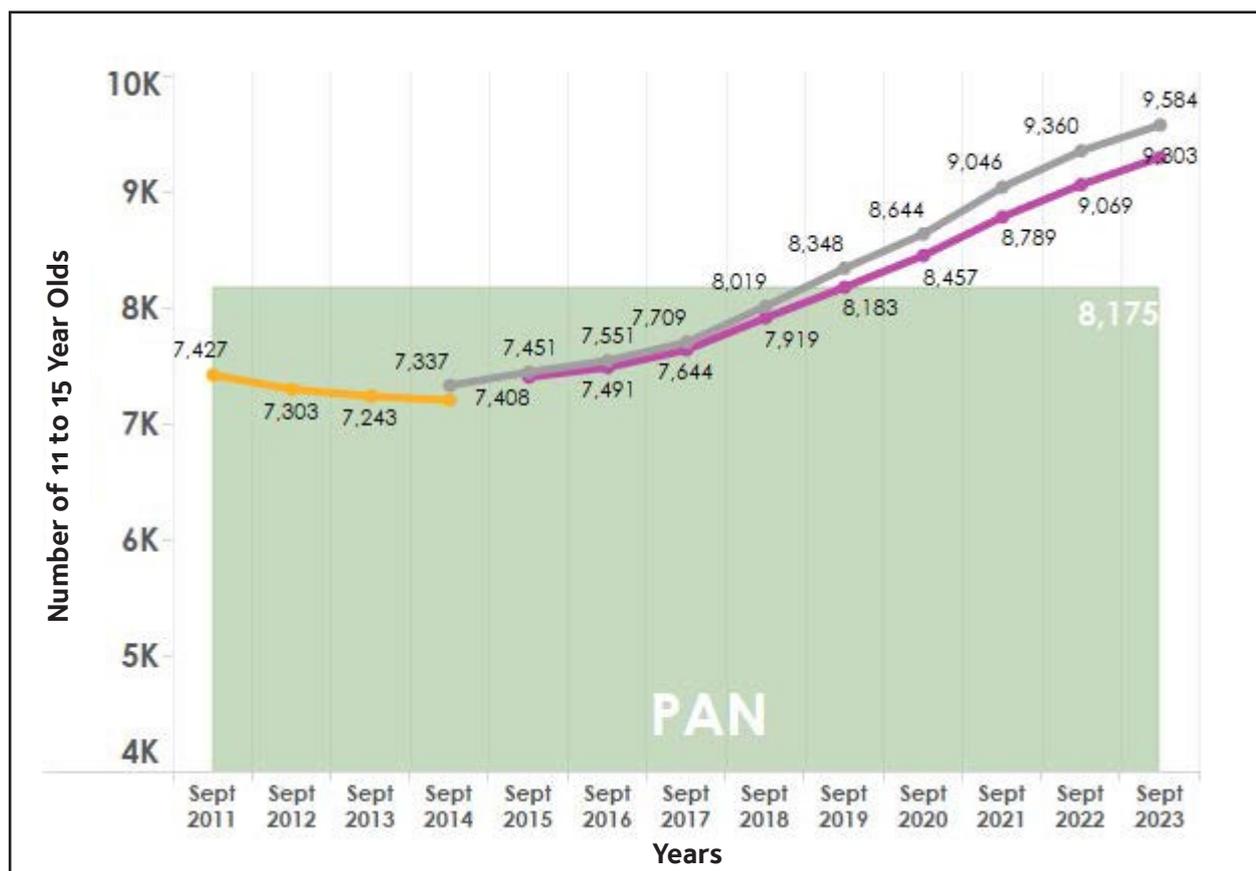
October 2015 Census data		Year Groups				
		7	8	9	10	11
4614	Central Foundation	150	151	145	148	144
6906	City of London Academy Islington	130	122	109	109	124
4324	Elizabeth Garrett Anderson	176	177	177	176	140
4307	Highbury Fields	133	138	125	122	135
4108	Highbury Grove	210	206	210	206	209
4112	Holloway	168	168	166	169	158
4325	Islington Arts & Media	122	111	99	111	148
4704	Mount Carmel	66	66	69	90	95
4651	St Aloysius	177	178	176	178	170
6905	St Mary Magdalene's (Sec)	178	172	168	173	153
Sec	Secondary Totals All Schools :	1510	1489	1444	1482	1476

Secondary School Roll Numbers and Projections

Over recent years secondary school rolls were reducing, although this is now set to reverse both locally and nationally, mainly due to increased numbers of reception pupils funnelling through, and so will be followed by a period of rapid growth as the expanded primary population makes the transition into secondary phase.

Three of the proposed expansions have received increased first preferences in the 2015 application process. The other school has seen an increase in numbers of pupils in year 7 of 10%.

Figure 1: Secondary roll numbers, future projections and capacity (Published Admission Numbers)



Source: May Census 2012-15, GLA full model projections and 2015 capacity (PANs)

The surplus places across year groups are approximately the same each year, the figures for our community schools are shown below. There are very few vacancies at the boys only schools and both Central Foundation and St Aloysius have been consistently full for many years. Highbury Grove has become increasingly popular over the last few years.

The table below summarises the current vacancies assuming the vacancies in mixed schools are split 50/50 between boys and girls places. These places can be offered to boys if necessary.

Vacancies - Gender	Year 7	Year 8	Year 9	Year 10	Year 11	Year 7-11
Boys	21.5	34	54.5	42.5	42.5	195
Girls	103.5	112	134.5	110.5	110	577
Boys	17%	23%	29%	27%	28%	25%
Girls	83%	77%	71%	73%	72%	75%

Demand in surrounding boroughs

We import 212 more secondary pupils to our schools from other boroughs than we export to other boroughs. This is based on the January 2014 data provided by London councils. There is also high demand on pupil places in the surrounding boroughs.

Most boroughs are anticipating large increases in secondary numbers from 2018, in line with current cohorts of primary pupils.

In Haringey, secondary schools have some limited capacity in years 8, 9, 10 and 11 to allow for new admissions, while year 7 is close to capacity. Harris Academy Tottenham opened in 2014 with 90 year 7 places rather than 180 but will increase its PAN to 180 from September 2016. In the longer term, based on current class sizes, there will need to be additional capacity created to meet the demand from larger cohorts that will transfer from the primary sector over the next five years. In Camden the UCL Academy secondary school opened in September 2012, with 180 Foundation (Year 7) and 125 Level 3 (sixth form) students. It will reach full capacity, around 1,150 students, by 2016.

Camden has a secondary school, Regent High, which currently has surplus capacity and an additional 2 FE in reserve should place pressure escalate, providing enough places in the system until around 2018/19, but will need to be expanded in 2019/20. There is also the UCL Academy in Camden which is expected to reach full capacity of 1,150 students in 2016.

Hackney secondary schools are mainly full and there is little or no surplus capacity, with fewer Hackney children going out of borough at secondary transfer than in the past. Hackney are consulting on opening a six form entry secondary school in Clapton and discussing other expansion options. In Hackney a new secondary free school, Hackney New school has opened but this does not seem to have had any impact on Islington admissions.

Proposal for consultation

The four schools who responded to our expression of interest in expansion are (including proposed increase):

 Highbury Grove School 8 Highbury Grove London N5 2EQ	 Arts & Media School Islington Turtle Road London N4 3LS	 Central Foundation Boys' School Cowper Street London EC2A 4SH	 St Mary Magdalene Academy Liverpool Road London N7 8PG
--	--	---	---

We would like to hear from you

We want to hear your views on our proposal to increase secondary school places at some mixed and boys only schools in Islington

Please note that there will be separate planning consultations for any structural changes required as a consequence of the increase in pupil numbers.

Anyone may support, comment on or object to the proposal by visiting our website and filling in the survey, or submitting their views on the response form.

We will read and consider all consultation responses we receive. At the end of the consultation we will write a report bringing together all responses we have received and our answers to them. The report will be available on request. All views will be taken into account.

Who will be consulted?

- ▶ Local residents
- ▶ Staff and school governors
- ▶ Local primary and secondary schools
- ▶ Other Local Authorities
- ▶ Parents of pupils currently at the schools concerned
- ▶ Parents of pupils who will be attending the schools in future

Responding to the consultation

If you would like to submit comments on the proposal, please visit www.islington.gov.uk/consultations or complete the response form on page 6.

If you have any queries please contact:

Email: linda.page@islington.gov.uk

Telephone: 020 7527 5484

Post: Islington Council, Laycock PDC, Laycock Street, London, N1 1TH

This stage of the consultation will close on Sunday 10 January 2016.

We will make information about this consultation available in other languages on request.

Consultation Response Form

Consultation proposal

We are consulting on our plans to increase the number of pupil places at Arts & Media School Islington, Central Foundation Boys' School, Highbury Grove School, & St Mary Magdalene Academy.

Your views are important, please do let us know what you think

1 Do you agree/disagree with the proposal

I agree

I disagree

I am not sure

2 Do you have any comments on the proposal?

Note: You can type your comments directly into the box if completing the form on a computer screen and provide as much information as you want as the box will expand with a scrolling bar. If you complete the form by hand, then please continue on another page if required.

3 Your details and interest (please tick appropriate boxes)

Name (BLOCK CAPITAL):

Local resident

Staff and school governors

Local primary/secondary school

Parent/carer of pupils who will be attending the schools

Parent/carer of pupils currently at the schools

Other local authority

School who has expressed an interest in the expansion proposal

Other - Please specify

Date:

4 Monitoring information

Monitoring equality information in our consultation process is important in our work to promote equality. The information you provide will help us to build on successful actions, identify the needs of those experiencing inequality and help us to decide where to target our resources. This information will not be used in a way which allows individuals to be identified. The categories we use are similar to those used in schools. We comply with the Data Protection Act 1998. We are aware of the sensitive nature of this information and assure you that it will not be used for any other purpose.

We would therefore ask you to help us by completing the following questions.

Gender

Male Female

Ethnicity - please specify

- White
- Black or Black British
- Mixed parentage
- Asian or Asian British
- Chinese, South East Asian, South East Asian British
- Other

Do you consider yourself to have a disability?

The definition of disability according to the legislation is: "A physical or mental impairment which has a substantial and long term effect on your ability to carry out normal day to day activities." Long term is taken as more than 12 months.

Yes No

Faith or belief - please specify

- Buddhist Christian Hindu
- Jewish Muslim Sikh
- Other Atheist/No belief I do not wish to say

5 How to submit your response form

Please return your completed form **by no later than 10 January 2016**, either:

- ▶ **Electronically:** If using Microsoft Outlook email application, please click the 'submit' button and follow the instructions on the screen. If using another email application (eg. Gmail, Yahoo, Hotmail), save a copy of the completed form on your computer and send it as an attachment to an email to linda.page@islington.gov.uk. A receipt confirmation will be sent to you within a few days.
- ▶ **By post:** Linda Page, Islington Council, Laycock PDC, Laycock Street, London, N1 1TH

Submit

Thank you for taking the time to complete this form. We appreciate your contribution.

Appendix B - Consultation on Expansion of Secondary Schools Pupils Places - Responses

From	Name	Interest	Do you agree/disagree?	Any comments	Date response received	Gender	Ethnicity	Disability	Faith
Diana Osagie		School who has expressed an interest in expansion proposal	I agree	It is important the secondary schools in Islington expand to meet the demand for places from KS2, for the stability of the secondary community, this is best achieved via expansion of existing schools and the creation of new ones.	04.12.15	Female	Black or Black British	No	Christian
Tracy Williams		Other - Local Authority	I agree			Off	Off	Off	Off
Marcus Read		Local primary/secondary school	I agree			Male	White	No	Atheist/No belief
James Dallas	James Dallas	Staff and school governor	I agree	At St John's Highbury Vale, we are keen to see opportunities for our pupils to go to high quality secondary schools in the local area which has historically been a problem, especially for boys. We are therefore particularly supportive of the expansion of St Mary Magdalene and Highbury Grove.	22/11/2015	Male	White	No	Christian
Nicole Haynes	Nicole Haynes	Staff and school governor	I agree	The Local Authority must ensure that the expansion for the selected schools does not have a detrimental effect on other schools in the borough who are currently under capacity. The document suggests that there is a far greater need for boys' places than girls, therefore supporting schools to become coeducational would also assist in evenly distributing the student population.	03.12.15	Female	Black or Black British	No	Christian
Josephine Dibb	JO DIBB	Local primary/secondary school	Not sure	I am concerned that 3 of the proposed schools are mixed and this could have an impact on the girls' schools carrying surplus places. Will be of particular concern should the schools choose to change their admissions criteria. A better option might have been to look at one of the girls' schools accepting a mixed intake. Two of the schools suggested have a poor academic performance. Is it right to increase the size of such schools?	14th December 2015	Female	White	No	Do not wish to say
Rob Hull	Rob Hull	Other - Governor Holloway School	I agree		21-Dec-15	Male	White	No	Christian
Julie Keylock		Other - Special School	I agree		30.11.15	Female	White	No	Atheist/No belief

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Report of: Executive Member for Finance and Performance
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Meeting of	Date	Ward(s)
Executive	10 March 2016	All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: Islington, Camden and Haringey ICT Shared Service

1 Synopsis

- 1.1 This report seeks approval for Haringey to join the Islington and Camden shared ICT service and for a joint committee of the three councils to commence from 1 October 2016.
- 1.2 In September 2015, Islington Council and Camden Council agreed to set up a shared ICT service governed by a joint committee from April 2016, reviewing its governance arrangements twelve months later. Haringey commissioned the Society of Information Technology Management (SOCITM) to carry out a high-level assessment of the ICT services in Haringey and to consider the possibility of Haringey joining the shared service set up by Islington and Camden.
- 1.3 Following the review, SOCITM found a clear alignment in the strategic direction of all three councils and in the outcomes required from their respective ICT functions to deliver change and support future savings plans within their organisations.

2 Recommendations

- 2.1 To agree to establish a shared ICT service between Islington, Camden and Haringey councils;
- 2.2 To agree that an executive joint committee be established with the London Boroughs of Islington, Camden and Haringey to oversee the shared service, with a review of governance arrangements performed within 12 months of its inception;
- 2.3 To note that the terms of reference for the Joint Committee may be agreed by the Leader.
- 2.4 To authorise the Assistant Director (Governance and HR) to enter into the Joint Committee agreement (as approved by the Leader) and any additional legal documentation necessary for the establishment of the shared ICT service. This does not extend to the establishment of any future commercial governance arrangement or operating models, which would require separate member approval;

- 2.5 To note that Islington's maximum contribution to the cost-of-change budget will remain at £2.5m. The same level of contribution will apply to all three councils, leading to a maximum total cost-of-change budget of £7.5 m to support the transition across the three boroughs;
- 2.6 To note that the minimum level of savings expected for Islington and for each of the other two councils is initially £2m per borough per annum, but that there is a clear intention to maximise the opportunity of the three-council shared service to deliver over time in excess of £6m pa savings;
- 2.7 To note that costs and savings for the core service offering will be shared on an equal basis between the three boroughs, subject to due diligence, and that any variation shall be agreed by the finance directors.

3 Background

- 3.1 In March 2015, Islington and Camden commissioned SOCITM to carry out a high-level assessment of the ICT services in both organisations and to consider the possibility of establishing a shared service. SOCITM found clear alignment both in the strategic direction of both councils and in the outcomes required from their respective ICT functions to deliver change and support future savings plans within their organisations.
- 3.2 Islington's Executive and Camden's Cabinet agreed in September 2015 to establish a shared ICT service. This would serve to create one integrated operating model with an existing combined net revenue budget of £29m and 313 Full Time Equivalents (FTE) working across both councils. It was anticipated that initial arrangements would be in place for April 2016, governed by a joint committee. Once fully operational, it was expected that this would deliver annual revenue savings of £4 million per annum in total, shared equally, with an overall reduction of 50 FTEs.
- 3.3 In considering the strategic direction of the shared service, there were three overarching objectives to the original high-level business case for Camden and Islington:
 - Delivering value for money and cashable financial savings;
 - Consolidating the expertise and best practice from both ICT services into one integrated and high-performing service, and;
 - Creating a public service structure that is resilient and is able to better withstand market conditions from both local government and beyond.
- 3.4 Since the decision in September 2015, work has progressed on developing the original shared ICT service proposed. A recent significant development, which impacts on the original approach, is the expression of interest from Haringey to join the shared service.

4 Haringey

- 4.1 In August 2015, Haringey made a decision to explore options to join the shared service set up by Camden and Islington. SOCITM were appointed to carry out an exercise to review the benefits and establish a possible business case for Haringey council joining. SOCITM have now recommended that Haringey look to join the shared service with Islington and Camden.
- 4.2 For Haringey, joining the shared service with Islington and Camden would help it with:
 - Delivering value for money and cashable financial savings;
 - Consolidating the expertise and best practice from both ICT services into one integrated and high-performing service;
 - Creating a public service structure that is resilient and is able to better withstand market conditions from both local government and beyond; and
 - Benefit from the transformational projects which have been already delivered in Islington and/or Camden.

5 The case for a three-council shared ICT service

5.1 While Haringey have a business case that supports joining the Islington and Camden ICT shared service, consideration needs to be given by Islington and Camden to the business case for a three-council shared ICT service, as opposed to continuing with the agreed two-council shared service.

5.2 In this regard, the SOCITM review for Haringey looked at not only the rationale for Haringey to join the shared service but also the business case to support a three-council shared service. The SOCITM review found a clear alignment in the strategic direction of all three councils regarding the outcomes required from the respective ICT functions to deliver change and support future savings plans within their organisations.

5.3 In summary, SOCITM found:

- **Commonality in corporate transformation objectives** that offer the opportunity to save money and accelerate delivery by doing things together and sharing investments, as set out in the digital strategies across the three councils. Opportunities include Customer Access and Workforce collaboration and mobile working.
- **Commonality in the use of key service applications** that offers opportunity to align applications support, improve supplier management and potentially consolidate applications in future to drive further savings and service improvements. With the three councils there will be more opportunities to align key applications, in some instances such as in planning and building control the three councils use the same application and, in other instances, two of the councils will use the same applications. The opportunity to take advantage of commonality in applications is greater with three councils involved.
- **A shared need to review future datacentre provision.** This offers a significant opportunity to take an integrated approach across the three councils and develop a consolidated datacentre approach that will save money, improve resilience and provide a platform to widen the partnership further or provide services to other public sector bodies. Across the three councils there are currently six data centre sites. Each council having their own main data centre plus a back-up provision. There is a clear case for rationalisation and consolidation. Also, there is a need to look at the strategic approach to datacentre provision. Islington and Camden as part of their shared service work commissioned a strategic review of datacentre provision which, being aware of the Haringey interest, took their provision into account. The councils are now well positioned to move forward in this area.
- **The Target Operating Model initially proposed for Camden and Islington could be retained and scaled up** to work across three councils.
- **An enriched and rewarding working environment.** The creation of a shared service would also provide staff with the opportunity to work in an integrated way across three large organisations. This would create a greater range of career and work development opportunities. It would also open up the potential, in the medium term, for local apprenticeships and links to educational establishments. It is hoped that this strategy would help to manage the current risks around recruitment and retention and ensure that the organisations benefit from a wider and deeper talent pool of staff.

5.4 In addition to the opportunities cited above, the review also identified a series of benefits that could be delivered in the short to medium term. These include:

- Accelerate the integration of support for systems and infrastructure (e.g. single helpdesk, shared networks) to deliver more immediate financial savings, improve knowledge sharing and reduce dependency on agency staff;
- The potential to accelerate the implementation of digital platforms that are being successfully used in one council, but not yet available in the others, to deliver savings and transformation.

5.5 Consideration has been given as to whether Islington and Camden should continue as planned and consider Haringey's involvement at a later date or whether Haringey should join the shared service now. On balance, the view is that Haringey should join now, for the following reasons:

- For Haringey, joining the shared service is a 'now or never' proposition. If unable to join the ICT shared service now, Haringey council will need to pursue an alternative course which would highly likely preclude them from joining Camden's and Islington's shared service at a later date.
- It is sensible for the councils to undergo this significant upheaval once, rather than repeatedly, so it makes sense to bring Haringey onboard from the outset. In particular, the design of the ICT shared service target operating model is quite different for a three-partner ICT shared service to what it would be for a two-partner one.
- Adding Haringey into the shared service further de-risks the merger in that a larger service will offer more resilience to external shocks.
- A three-way dynamic will diminish the risk of any mistaken perception that what is proposed is a takeover of one borough's IT service by another.

6 Risks of Haringey joining

6.1 SOCITM highlighted a range of significant differences and challenges ahead to deliver an integrated shared ICT service across the three boroughs, namely:

- A difference in structural approaches to the management of IT/Digital Services, which will need to be aligned to achieve the full benefits of a shared services.
- Cultural differences between the three Councils' IT Services which will need to be aligned (or replaced) through the development of a new shared culture conducive to the optimal operation of the new shared service.

6.2 One of the pieces of work undertaken since the September decision has been the development of a detailed risk register. This will be updated to reflect, if agreed, the risks for the three-council shared service.

7 Financial Business Case

7.1 SOCITM also updated their high-level financial analysis. Between Islington and Camden there is a combined net revenue budget of £29m with 313 Full Time Equivalents working (FTE). A three-borough approach would bring an additional revenue budget of £14m and a further 92 FTEs into scope, creating a combined budget of £43m and a workforce of 400 approx FTEs.

7.2 In addition to the workforce savings, the financial model assumes 11 per cent savings on non-staff costs through the removal of duplicated spend and the integration of contract and software licensing. This is based on the research of other shared ICT services. The experience from other ICT shared services is that they have over time delivered savings of close to 20 per cent. This is seen as a prudent estimate.

7.3 The finance directors of the three councils have looked at the financial case and believe not only that the proposed £6m savings is deliverable but with the larger scale providing more opportunities, over time the three council shared ICT service would look to deliver in excess of the £6m of savings pa. The cost of change contributions would remain at the same maximum level of £2.5m each, as previously agreed between Islington and Camden, but now providing greater capacity for the change at a total of £7.5m.

7.4 Consideration has been given to basis on which to apportion savings from the shared ICT service to the three councils. The agreed basis between Islington and Camden was a 50/50 split as the existing expenditure baselines were the same. While Haringey has a different mix of

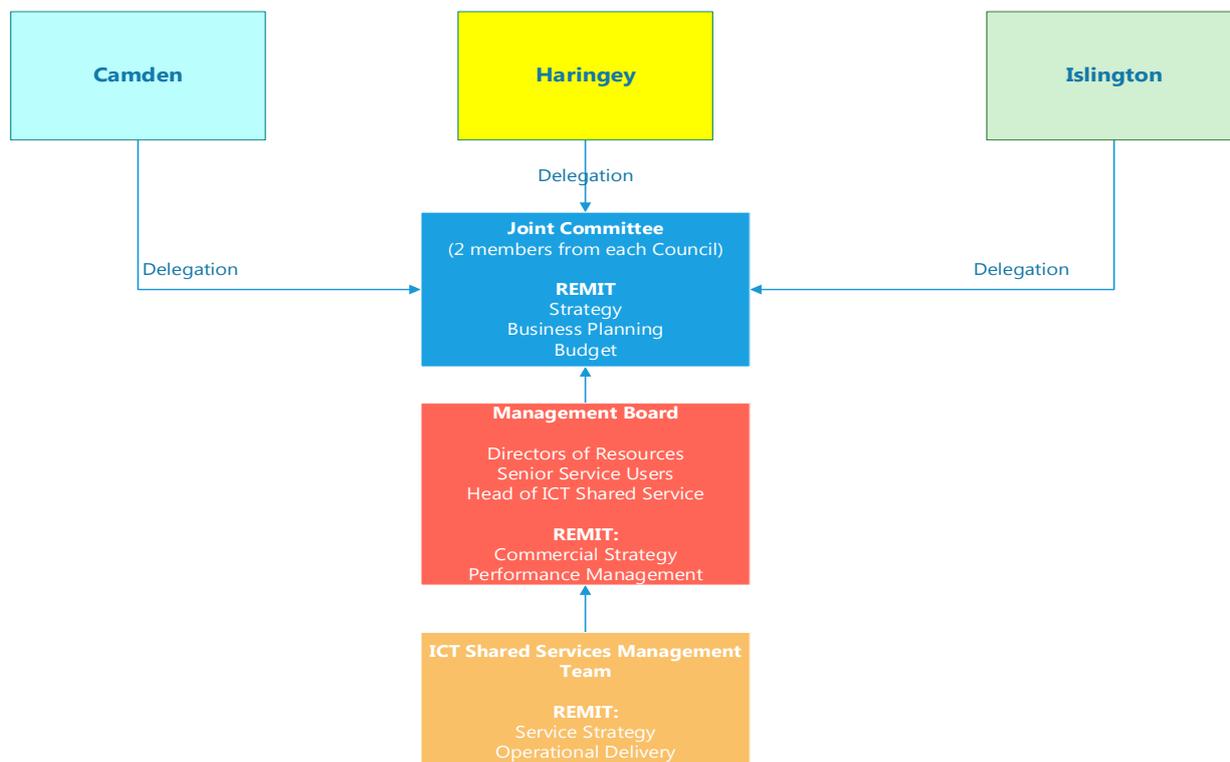
expenditure between in-house and outsourced provision, the total expenditure baseline is broadly of a similar level to both Islington's and Camden's. In determining the approach for the three council shared ICT service, fairness is a key consideration. This must be balanced against the need to avoid unnecessary complexity and bureaucracy. It is also felt that any arrangement should align with and not undermine the spirit of the proposed integrated service delivery model. Therefore, and subject to the conclusion of financial due diligence, it is proposed that savings will be shared equally by the three councils. The finance directors will keep this basis under regular review to ensure fairness.

- 7.5 Regarding investment expenditure there may well be occasions when each council will wish to invest in a local priority. Equally, there may well be times when one council is slightly more advanced than the other in a certain area of the business and in order to progress a joint undertaking, that council will require further investment. In these instances, it would be expected that the costs of any focused investment would fall directly on the council in question.

	Total
Summary	£000s
Total Annual Savings	6,000
Total Investment Cost	7,500
End State FTE Reduction	66
Annual Savings	
Staff Savings	3,400
Non staff savings	2,600
Total Annual Savings	6,000
Investments and One-Off Costs	
Project Team Cost (External)	3,000
Capital Investment	2,500
Severance Pay	2,000
Total Investment and One-off Costs	7,500

8 Governance

- 8.1 From the outset, it was recognised that the governance arrangements needed to be light touch and as streamlined as possible. In September 2015, it was agreed that a joint committee would be established to oversee the shared service with a longer term option to move towards a more commercial model.
- 8.2 Under the current proposals, the three-council shared ICT service would operate under a joint committee structure. In its follow-up work, the SOCITM review recommended that Haringey join under the joint committee arrangement. Their recommendation reflected the current position for Islington and Camden and a pragmatic decision around speed to operation.
- 8.3 The joint committee would consist of six members (2 from each council) and it would convene twice a year to provide democratic oversight, agree the overall strategy for the service and to receive six monthly progress reports on the performance of the service. The detailed terms of reference of the Joint Committee are being developed. Every member appointed to the joint committee would need to be a member of their respective Executive or Cabinet. The governance model proposed is set out in the diagram below.



8.4 It is proposed that further work will be carried out over 12 months to explore in more detail what governance model would best serve the long-term aspirations of the shared service.

9 Lead Employer

9.1 In any joint committee arrangement it is preferable for one council to be the 'Lead Employer'. As was previously the case agreed between Islington and Camden, the Lead Employer for the three-council shared ICT service will be Camden and it will lead on HR activities. As it is intended that existing employees will remain employed by their existing council, HR activities for those employees remain with that employer. Camden would also host the combined budget and provide governance support.

10 Impact on staff

10.1 While entering into a shared service produces uncertainty for staff, given the financial position the councils are in this is a position that many staff are in anyway across the three councils. The shared service, however, also provides an opportunity for staff. To date, in order to minimise any compulsory redundancies, Islington and Camden have in the main not looked to fill vacancies on a permanent basis.

10.2 The ICT teams from the three boroughs will be joined in a pool of staff to create the shared service resource pool. At the initiation of the shared service, existing staff will not be transferred to another employer, but will, as necessary, provide services to all three councils under a S113 agreement. This agreement will allow staff to provide services and work across both organisations and will be subject to staff consultation.

10.3 The integrated nature of the proposed operating model, combined with the longer-term option to operate under a more commercial framework, means that there is an ambition to move towards a harmonisation of employment terms and conditions over the next twelve months. In line with the employment practices, this will be subject to a staff consultation process. Any new posts will be recruited on Camden's terms and conditions.

11 Delivery of Quick Wins

11.1 The progress to date between Islington and Camden in creating an ICT shared service has identified a number of areas where there is the potential to deliver quick wins. There are three key projects that have been prioritised for early delivery. These are:

Datacentre Strategy and Consolidation

- As discussed previously, pursuing a strategic approach to datacentre provision can both allow medium term realignment and savings but also look to the optimal provision in the longer term. Reaching a conclusion on initial steps and the longer-term strategy should be concluded by the Autumn.

Sharing and Defining of Architecture

- Again, as discussed above, there is scope for application consolidation and the scoping work for this has already begun. In addition, integrating the network architecture at an early stage will enable many of the practical benefits of the shared service for ICT staff and users.

Review of ICT Supplier Contracts

- An initial review of Islington's and Camden's ICT contracts is underway. This will be expanded to include Haringey, should the councils all agree the proposed three council shared ICT service. An early review of contracts will look to identify opportunities to consolidate, renegotiate, procure jointly, share the same contract rates and more.

12 Timetable

12.1 Islington, Camden and Haringey are all currently considering the case for three-council shared IT service. It is expected that all three boroughs will have taken a decision by early April 2016. Assuming all three agree to go ahead, an indicative timetable is set out below:

March – April	Islington, Camden and Haringey – shared service decision
April	Commence recruitment of a joint head of the shared service
1 October 2016	Start of formal Shared Service Joint Committee
Ongoing	Progressing quick wins; development of the Target Operating Model

13 Financial Implications

13.1 These are included in the main body of the report.

14 Legal Implications

14.1 The Local Government Act 2000 empowers the Secretary of State to make regulations enabling a Cabinet / Executive of a local authority to arrange for the discharge of its functions by other means. The Local Authorities (Arrangement for the Discharge of Functions)(England) Regulations 1012/1019 apply. The regulations empower the Leader and Executive to make arrangements to discharge their Executive functions jointly with another local authority through a Joint Committee created for that purpose. The Regulations confirm that when the arrangements are between three local authorities and relate to Executive functions (which the IT function in a council is) then the arrangements are to be between the three Executives/Cabinets.

14.2 The appointment of the joint committee, number of members, and term of office and scope of the committee is to be fixed by the Cabinet/Executive and not the council. In addition the Cabinet/Executive (in agreement with Islington/Camden/Haringey) agree whether for example the Joint Committee can create a sub-committee(s) and / or delegate functions to an officer of one of the two Authorities. Every member to be appointed to the joint committee must by law be a member of their home Executive/Cabinet and the political balance rules do not apply. While Executive is being asked to agree the overall strategy and the creation of the Joint Committee, the Leader may, in consultation with the Executive Member for Finance and Performance, make the detailed further decisions which will

- To agree the final terms of reference of the joint committee;
- To appoint two members of the Executive/Cabinet to the Joint Committee to serve until the end of the municipal year; and
- To agree the contents of an underpinning joint committee agreement between the Councils.

15 Environmental Implications

15.1 This report does not have any direct environmental implications. In looking in detail at data centre provision options there may well be environmental considerations.

16 RESIDENT IMPACT ASSESSMENT

16.1 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.

16.2 Bringing the three ICT services together is expected to have positive outcomes for residents, as it will help to accelerate progress on resident-focussed ICT projects that will improve residents' interactions with the council. It will also allow the councils to work collaboratively to address digital inclusion issues and ensure that we support residents in their digital lives.

16.3 The changes will affect staff working for all three authorities and a full assessment of the staffing impact will be carried out as the transition plans are worked through.

17 Reasons for the recommendations / decision:

17.1 Haringey have expressed in interest in joining the Islington and Camden ICT shared service and the SOCTIM review supports the rationale for a three-council ICT shared service. In addition, the finance directors of the three councils are satisfied that the proposal is in the interests of their respective councils and the greater size should generate savings in addition to those previously envisaged. Given this, the joining of Haringey with Islington and Camden and creating a three-council ICT shared service is recommended.

Background Papers: none

Final report clearance

Signed by



23 February 2016

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Executive Member for Finance and Performance

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Date

Responsible Officer : Mike Curtis, Corporate Director of Finance and Resources
Report Author : Alan Layton, Service Director, Finance and Asset Management

Report of: Assistant Chief Executive, Governance and Human Resources

Meeting of	Date	Ward(s)
Executive	10 March 2016	N/A

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Subject: SUMMARY OF ACTION TAKEN BY OFFICERS

1. Synopsis

- 1.1 In accordance with the Constitution, officers, Corporate Directors and Assistant Chief Executives may take decisions on behalf of the Executive, subject to certain provisions. Paragraph 67.2 (f) of the Constitution requires that, where a matter has been determined as urgent and that call-in did not apply, this should be recorded in the minutes of the Executive meeting.
- 1.2 To comply with this requirement, the record of a decision made during February 2016 are detailed below.

2. Recommendation

- 2.1 To note the decisions detailed in Point 3.2 of this report.

3. Background

- 3.1 In accordance with paragraph 8.8 of Part 3 of the Constitution, the Chief Executive, Corporate Directors and Assistant Chief Executives are authorised to take decisions where the matter is urgent. If the decision concerns an executive function, the exercise of authority under that provision must be reported to the next available meeting of the Executive.
- 3.2 The following decision is notified to the Executive for information:
 - (a) Contract Award for the Dowrey Street redevelopment.

The report has been published on the Decisions page of the council's website.

4. Implications

4.1 Financial Implications

These are contained in the individual report.

4.2 Legal Implications

These are contained in the individual report.

4.3 Equalities Impact Assessment

These are contained in the individual report.

4.4 Environmental implications

These are contained in the individual report.

5. Conclusion and reason for recommendation

In accordance with the Constitution, urgent key decisions taken by a Corporate Director or Assistant Chief Executive, on which call-in has been waived, must be reported to the Executive.

Background papers: None

Signed by:



25 February 2016

Assistant Chief Executive, Governance and
Human Resources

Date

Report Author: Philippa Murphy
Tel: (020) 7527 3184
Email: Philippa.murphy@islington.gov.uk

Report of: Executive Member for Health and Wellbeing

Meeting of:	Date	Ward(s)
Executive	10 March 2016	Tollington\St Georges Ward

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SUBJECT: Procurement Strategy – Supported Living Accommodation – For Service Users with Learning Disabilities (Complex\Physical and Sensory Needs) Medium to High Needs

1. Synopsis

- 1.1 This report seeks pre-tender approval for the procurement strategy in respect of care and support contracts for service users at Anson Road and Tollington Way in accordance with Rule 2.5 of the Council’s Procurement Rules.
- 1.2 The contract is for the core contract provision of care and support for people with a learning disability who may display behaviour that challenges, have co-morbid conditions or present as complex both in support\care and physical\sensory disabilities. This type of support may be termed as medium to high care and support needs.

2. Recommendation

- 2.1 To approve the procurement strategy for care and support at Anson Road and Tollington Way as outlined in this report.

3. Background

3.1 Nature of the service

- 3.1.1 This care and support contract will provide care and support to 17 adults. These adults have a predominant learning disability but may in addition have multiple and complex needs. There is currently a care and support contract in place with Centre 404 which is due to finish in December 2016. The current accommodation is provided by One Housing with the service users located across 3 different addresses:

Location	Client Numbers	Need
Anson Road	8	High
Tollington a	4	Medium
Tollington d	5	High

- 3.1.2 These contracts need to be re-commissioned in order to ensure that the individuals are supported appropriately for their health, wellbeing and safety in the community. It will also ensure that they stay in borough and are close to their family support networks. In addition this contract will support individuals' choice, freedom and control - in line with both local and national learning disability drivers.
- 3.2 Estimated Value**
- 3.2.1 The contract will be funded through existing social care budgets on a core contract value. The estimated annual value of the contract is £1,001,919. The total value over the maximum 9 year term of the contract is £9,017,271 (including LLW). The previous spend on this service for the core contract value was £2,065,814 for the last 2 years.
- 3.2.2 The contract length should run over a 3 + 3 + 3 year period. This gives an extended time for a provider to embed the care and support but also the flexibility of two three-year extensions to account for any changes in direction by either local or national drivers\legislation.
- 3.2.3 The saving on this contract will be 3% (£92,962 over 3 years and £278,886 over 9 years) on the current contract costs. It would be difficult to decrease the budget further as there are cost pressures including comprehensive training, recruitment of staff and ensuring they are up to date with current practice. The reduction in budget should still ensure that there is effective delivery of the contract.
- 3.3 Timetable**
- 3.3.1 The current contract ends on the 31 December 2016. Tendering would start in Q1 2016, with an advertisement in Official Journal of the European Union (OJEU) and contracts awarded by 31 August 2016. Four months has been allowed for handover, service user\family notification\preparation and recruitment of staff with the 1 January 2017 being the start date of the new contract. TUPE liabilities may also need to be explored if a new service provider is appointed.
- 3.4 Options appraisal**
- 3.4.1 The preferred option is a competitive tender for the contract. We have looked at collaboration with neighbouring boroughs but it is unlikely any savings/efficiencies could be made due to the complex nature of the service users. One of the recommendations from the recent accommodation review was to ensure service users stay in borough. If we were to collaborate with a neighbouring borough this could mean that service users move out of their local area where their family networks are located.
- 3.5 Key Considerations**
- 3.5.1 Apprenticeships could be considered alongside other training methods in order to support workers into this work sector. We would encourage the service provider to recruit locally and make use of local employment resources such as colleges. The current service provider has undertaken a lot of work to successfully recruit new staff by engaging with local colleges and employment agencies.
- 3.5.2 The service users within the supported living schemes would also be encouraged to use local shops (although this would depend on their personal choice) as part of their care and support. This would provide economic benefits to the local area, as well as enriching the local community. The schemes will also access community facilities dependent on their care plan e.g. sports centre, day services etc. and how they choose to use their personal budgets. The service users will also benefit from living in their own community and being near to their families. This will avoid families having to travel long distances or to out of borough placements and the disruption this may cause them.
- 3.5.3 Contracts will be continuously monitored by the contracts officer, alongside the commissioners. This is to ensure that the contract is working effectively and the output\outcomes are achieved. The focus of the service will be quality as the core cost element has already been set.

3.6 **Evaluation**

3.6.1 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.

3.6.2 It is recommended that the split for award is 70% quality and 30% cost. This is because there is a maximum contract price set on the core contract and it is important that the quality is a focus of the service. Having 30% based on cost would still allow for some price based competition. There are associated risks if quality is not set at a high percentage. This can impact on the health and safety of staff, service users and the local community. Changes in behaviour can also mean substantial increases in costs which sit outside of the contract, such as spot purchase.

3.6.3 The four areas for evaluation will be:

Theme	Percentage
Service delivery model\achieving outcomes\personalisation <ul style="list-style-type: none"> • engagement of service users, their carers' and families • quality of care for individuals • links to the community • individual outcomes 	25%
Health and Safety of Service Users and Staff (including safeguarding people who use services from the risk of abuse\danger) <ul style="list-style-type: none"> • decreasing behaviour that challenges • keeping service users safe in the community • keeping staff safe • offending behaviour • missing persons • financial abuse 	25%
Staff Skills, Development and Supervision <ul style="list-style-type: none"> • appropriate training • continuous professional development • adequate supervision • developing staff • motivated workforce • low attrition rates\limited use of agency staff 	10%
Social Value <ul style="list-style-type: none"> • encourage recruitment of local workforce • apprenticeships\other training methods • use local services • interact with the local community • benefits to the local area 	10%

3.7 **Business Risks**

3.7.1 Non-award of contract is a risk if the contract value is not adequate in order for service providers to provide the service. Other risks exist around the permanent recruitment of staff to the schemes as there has previously been high use of agency staff, due to difficulties in recruiting. Some of this may be negated if a new service provider TUPE's staff from the old scheme, or if the contract is awarded to the current provider. Permanent staff are important to ensure there is continuity for the service users in the scheme, as disruption can cause changes in behaviour which might require additional staffing.

3.7.2 The business opportunities associated with this procurement are that by having an open tender process, it might encourage new service providers into the market place. Currently the local service provision for this type of care and support is dominated by a limited number of service providers. This has its own associated risks if these providers go into administration, or there are issues that affect both their reputation and safeguarding.

3.7.3 The current provider is a local organisation which is well supported by families\carers for its good quality care, so there is potential that families\carers may view a new provider coming in as negative and disruptive to their loved ones' care.

3.8 The Employment Relations Act 1999 (Blacklist) Regulations 2010

These 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.

3.8.1 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	Care and support contract in support living accommodation. See paragraph 3.1
2 Estimated value	The estimated value per year is £1,001,919. The agreement is proposed to run for a period of '3 years' with optional extensions of '3 years + 3 years'. See paragraph 3.2
3 Timetable	The timetable is outlined within this report. The estimated contract start date is 1 January 2017 See paragraph 3.3
4 Options appraisal for tender procedure including consideration of collaboration opportunities	Outcome of options appraisal are described within this report. See paragraph 3.4
5 Consideration of: Social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications	A requirement for the payment of LLW will be included as a condition of this contract if there is no cross border interest in the contract following OJEU notice or if cross border bidders do not expect to use employees for this contract who are established in another EU member state. TUPE will apply if the service provider changes. See paragraph 3.7
6 Evaluation criteria	The cost quality breakdown is: 70% quality 30% cost The award criteria breakdown is described in more detail in this report. See paragraph 3.6
7 Any business risks associated with entering the contract	There are some business risks but these are low and manageable. See paragraph 3.7
8 Any other relevant financial, legal	See paragraph 3.2

or other considerations.	
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4. Implications

4.1 Financial implications

4.1.1 Anson Road and Tollington Way provide supported accommodation for adults with learning disabilities. These schemes are funded from the Islington Learning Disabilities Partnership (ILDP) Pooled Budget in with Islington Clinical Commissioning Group.

4.1.2 The budget for these schemes is £1,033k and these services are fully funded from the ILDP Pooled Budget. The procurement strategy recommendations outlined in the report will reduce the annual contract value by 3% which will generate savings an annual saving of £31k, and £279k over the maximum 9 year life of the contract. These savings will contribute towards the department's Medium Term Financial Strategy (MTFS) savings plans.

4.2 Legal Implications

4.2.1 The Council has a duty to make arrangements for providing residential accommodation and care for persons who by reason of illness and disability are in need of care and attention which is not otherwise available to them (section 21 National Assistance Act 1948 (as amended). The Care Act 2014 also provides the council with duties and powers to meet the needs for care and support of eligible adults (sections 18 and 19). The Council has power to enter into contracts with providers of such services under section 1 of the Local Government (Contracts) Act 1997. The social care 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 £625,050.00.

4.2.2 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). There are no prescribed procurement processes under the light touch regime. Therefore the council may use its discretion as to how it conducts the procurement process provided that it: discharges its duty to comply with the Treaty principles of equal treatment, non-discrimination and fair competition; conducts the procurement in conformance with the information that it provides in the OJEU advert; and ensures that the time limits that it imposes on suppliers, such as for responding to adverts is reasonable and proportionate. Following the procurement a contract award notice is required to be published in OJEU.

The council's Procurement Rules 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 in OJEU 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

4.3.1 An environmental risk assessment has been undertaken and sent to the Energy Team. Minimal environmental impact was noted around staff usage of transport. To mitigate this risk the provider will be encouraged to promote the use of public transport or walking where possible.

4.4 Resident Impact Assessment

4.4.1 The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it

(section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

- 4.4.2 A resident impact assessment has been carried out with regards to this care and support provision. This service is an existing scheme and no resident impact risks were identified. This scheme conforms to legislation with regards to equality and diversity.

5. Reason for recommendations

- 5.1 That due to the time constraints for award of the contract, the medium to high needs of the client group and our legal responsibilities it is recommended that we go to tender for this service in line with the detail above.

Final report clearance:

Signed by:

Date: 17 February 2015



Executive Member for Health and Wellbeing

Report Author: Michelle Hill
Tel: 0207 527 7648
Email: Michelle.hill@islington.gov.uk