



Haverling

L O N D O N B O R O U G H

OVERVIEW & SCRUTINY BOARD AGENDA

7.30 pm

**Wednesday
6 February 2019**

**Council Chamber -
Town Hall**

Members 16: Quorum 6

COUNCILLORS:

**Conservative Group
(7)**

Ray Best
Philippa Crowder
Judith Holt
Robby Misir
John Mylod
Nisha Patel
Bob Perry

**Residents' Group
(2)**

Ray Morgon
Barry Mugglestone

**Upminster & Cranham
Residents' Group(2)**

Clarence Barrett
Gillian Ford

**Independent Residents'
Group
(2)**

Natasha Summers
Graham Williamson

**Labour Group
(1)**

Keith Darvill (Vice-Chair)

**North Haverling
Residents Group(1)**

Darren Wise (Chairman)

**For information about the meeting please contact:
Richard Cursons 01708 432430
richard.cursons@oneSource.co.uk**

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

OVERVIEW AND SCRUTINY BOARD

Under the Localism Act 2011 (s. 9F) each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements.

The Overview and Scrutiny Board acts as a vehicle by which the effectiveness of scrutiny is monitored and where work undertaken by themed sub-committees can be coordinated to avoid duplication and to ensure that areas of priority are being reviewed. The Board also scrutinises general management matters relating to the Council and further details are given in the terms of reference below. The Overview and Scrutiny Board has oversight of performance information submitted to the Council's executive and also leads on scrutiny of the Council budget and associated information. All requisitions or 'call-ins' of executive decisions are dealt with by the Board.

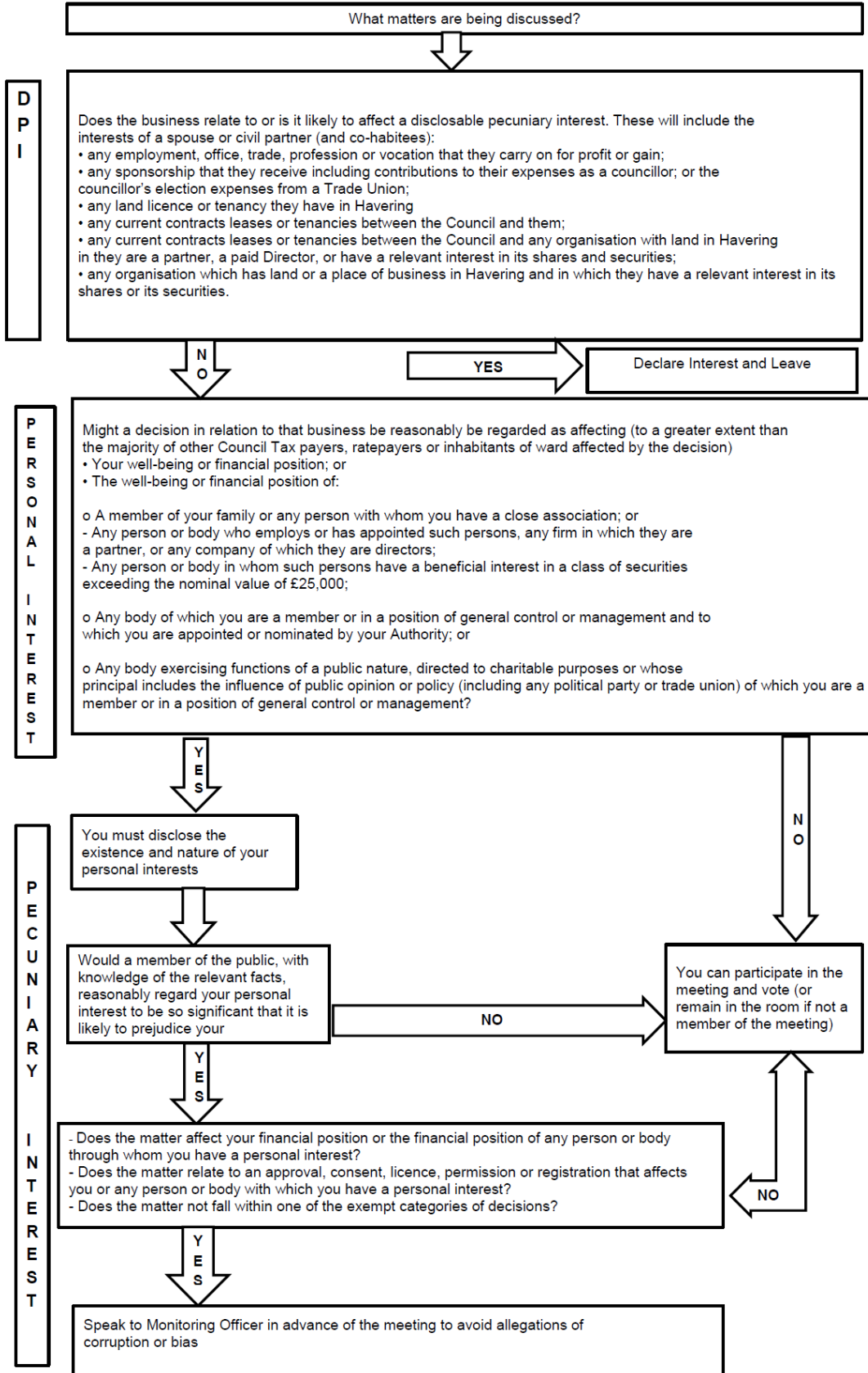
The Board is politically balanced and includes among its membership the Chairmen of the six themed Overview and Scrutiny Sub-Committees.

Terms of Reference:

The areas scrutinised by the Board are:

- Strategy and commissioning
- Partnerships with Business
- Customer access
- E-government and ICT
- Finance (although each committee is responsible for budget processes that affect its area of oversight)
- Human resources
- Asset Management
- Property resources
- Facilities Management
- Communications
- Democratic Services
- Social inclusion
- Councillor Call for Action
-

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

3 DISCLOSURE OF INTERESTS

Members are invited to disclose any interest in any of the items on the agenda at this point of the meeting.

Members may still disclose any interest in an item at any time prior to the consideration of the matter.

4 MINUTES (Pages 1 - 6)

To approve as a correct record the minutes of the meeting of the Board held on 28 November 2018 and to authorise the Chairman to sign them.

5 CALL-IN OF A CABINET DECISION - ADOPT LONDON EAST (Pages 7 - 114)

6 ESTABLISHMENT OF A TOPIC GROUP (Pages 115 - 116)

7 2019/20 BUDGET SETTING CYCLE (Pages 117 - 374)

8 CURRENT FINANCIAL MONITORING REPORT 2018/2019 (Pages 375 - 384)

Andrew Beesley
Head of Democratic Services

**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
28 November 2018 (7.30 - 9.25 pm)**

Present:

COUNCILLORS

Conservative Group	Ray Best, +John Crowder, Philippa Crowder, Judith Holt, Robby Misir, +Timothy Ryan and Michael White
Residents' Group	+Paul Middleton and +Gerry O'Sullivan
Upminster & Cranham Residents' Group	Gillian Ford and +Christopher Wilkinson
Independent Residents' Group	Natasha Summers and Graham Williamson
Labour Group	Keith Darvill (Vice-Chair)
North Havering Residents' Group	Darren Wise (Chairman)

Apologies were received for the absence of Councillors Clarence Barrett, Ray Morgon, Barry Mugglestone, John Mylod, Nisha Patel and Bob Perry.

+Substitute Members: Councillor Timothy Ryan (for Nisha Patel), Councillor John Crowder (for Bob Perry), Councillor Paul Middleton (for Ray Morgon), Councillor Gerry O'Sullivan (for Barry Mugglestone) and Councillor Christopher Wilkinson (for Clarence Barrett).

Unless shown indicated all decisions were taken with no votes against

The Chairman reminded Members of the action to be taken in an emergency.

12 DISCLOSURE OF INTERESTS

There were no disclosures of interest.

13 MINUTES

The minutes of the meeting held on 6 September 2018, 9 October 2018 and the 18 October 2018 were agreed as correct records and signed by the Chairman.

**14 CORPORATE PERFORMANCE REPORT 2018/19 - QUARTER 2
UPDATE**

The report before Members set out the Quarter 2 performance information as requested by the Overview and Scrutiny Sub-Committees.

In 2017/18, the Board decided to scrutinise a selection of more operational performance indicators, determined by the six Overview and Scrutiny Sub-Committees. These indicators had been carried forward into 2018/19 and the report provided an overview of how the Council was performing against them.

Appended to the report was the full Quarter 2 performance report. Members requested that the report be circulated in a timely manner to allow for sufficient time to scrutinise the data.

Concern was raised that the Sub-Committees had not had the opportunity to determine which performance indicators were to be presented to the Board. It was explained that the indicators selected for reporting to the Overview and Scrutiny Board were in the remit of the individual Sub-Committees and it was agreed that discussion be had with each Sub-Committee on which indicators should be reported to the Board and where the focus should be.

80 of the 88 Stage 1 complaints that missed target were from Housing Services. Members highlighted the need for an improvement in resources to ensure substantive responses were provided. The percentage of missed targets in this area was partly due to the loss of staff, however this should be resolved by a recent recruitment drive. Members requested that an officer be made available for those urgent cases which could result in a person becoming homeless.

Members challenged the data surrounding the response to calls by the police. It was explained that the police were unable to present data in the format requested due to their systems being unable to differentiate between the tri-boroughs.

RESOLVED: That

- i) The Sub-Committee reviewed the performance set out in the appendix and the corrective action that was being taken to improve this where necessary.
- ii) The individual Sub-Committees agree the performance indicators to be presented to the Board.

**15 UPDATE OF THE COUNCIL'S MEDIUM TERM FINANCIAL STRATEGY
(MTFS) AND BUDGET FOR 2019/20**

Members received a report which provided an update on the Medium Term Financial Strategy for the period 2019/20 to 2022/23 that would be developed to deliver the Council's objectives and priorities whilst

maintaining tight financial control and ensuring prudent levels of reserves and balances were maintained.

Since 2014/15, the Council had made £77m of savings and a further £14.6m savings were proposed in the 2019/20 budget. Children and Adult Services expenditure had been protected (£81m in 2012 to £83m in 2018); weekly refuse collection would be retained whilst other councils had moved to fortnightly; the proposal to dim street lights would not be progressed; and a significant road and pavement investment programme was proposed.

The Board discussed the capital programme, in particular road and pavement maintenance improvements and resident parking, and the implications of expanding the existing Controlled Parking Zones (CPZ) through a large-scale CPZ covering a 1km radius around commuter hubs, subject to consultation. £3.2m was being spent in 2018/19 on improving the borough's roads and pavements and an additional £10m per annum was to be added into the Highways investment programme in 2019/20 and 2020/21 funded from the additional traffic and parking income proposed in the Improving Traffic Flows Strategy. The Horizon system would determine the roads most in need of resurfacing, by using algorithms, and parking verges would be considered where suitable. A report on 'Keeping the Borough Moving' would be presented in the future.

It was proposed to reduce the 30 minute period of free parking to 20 minutes in local areas and remove free parking in Hornchurch Town Centre, Hornchurch Station Area, Upminster Town Centre and Elm Park, to provide fair and consistent parking charges across all the main shopping areas in Havering. Furthermore, the proposal was to reduce the number of pay and display parking machines in the borough, by replacing them with machines that took contactless payment only. Revenue raised from parking would be ring-fenced for highways and infrastructure.

The main areas of overspend in 2018/19 were Children's Services (£1.9m) and Housing (£0.7m), and the services were taking action to reduce the over spends in order to return a balanced position at year end. The Medium Term Financial Strategy included pressures in respect of projected ongoing increased demand in relation to Adults' and Children's demographics and the position would continue to be reviewed and if necessary, updated before the formal setting of the budget in February 2019.

Members discussed the benefits of the River Rom as part of the regeneration programme, in particular the creation of residential properties alongside the River, a percentage of which would be affordable housing and shared ownership, and the creation of green space inside the ring road and noted that this would be funded as part of the Joint Venture Programme.

RESOLVED:

That the Board **noted** the contents of the Cabinet report detailing the Council's Medium Term Financial Strategy.

16 **OVERVIEW AND SCRUTINY SUB COMMITTEE/TOPIC GROUP
UPDATES**

The report before Members invited Overview & Scrutiny Sub-Committee Chairmen to verbally update Board members on the current work of their Sub-Committees and associated topic groups.

Health Overview and Scrutiny Sub-Committee

Members were advised that the Sub-Committee had scrutinised the issue of gender pay at the Hospitals trust and held discussions with senior BHRUT officers on the subject. As part of a wider scrutiny of the current financial situation at the Trust, the Sub-Committee had scrutinised health tourism and how the Trust recovers the revenue.

The Sub-Committee had looked at the issue of GP recruitment; and Clinical Commissioning Group representatives had explained their plans to address this and other challenges. Five Havering GP practices had recently been rated as 'requiring improvement' and the Sub-Committee hoped to scrutinise this in more detail.

The Sub-Committee had received, in line with legal requirements, the annual report of Healthwatch Havering and a report on their work on local services for people with visual impairments.

At a regional level, the Joint Committee had scrutinised in detail proposals to change local cancer services and concentrate the delivery of chemotherapy at Queen's Hospital. The changes had been implemented by the Hospital's Trust and the Committee would continue to monitor the impact.

The Joint Committee had scrutinised the use and availability of Health Based Places of Safety for people with mental health needs and received input from commissioners and representatives of the Police and the London Ambulance Service.

Crime and Disorder Sub-Committee

The Sub-Committee had received performance information principally on police resourcing, response times and anti-social behaviour relating to traveller incursions. There was currently a shortage of police officers and a disproportionate number of non-deployable staff in Havering, however this was being addressed by a recruitment drive.

The Sub-Committee agreed the terms of reference for the Serious Group Violence and Knife Crime in Havering topic group.

Members had received an update on the Traveller Injunction by the Local Authority and the Policing of Traveller Incursions by the Metropolitan Police,

during which they were taken through the legislation that applied to traveller incursions. The Police Authority and the Local Authority were working closely together to ensure that the Court had the evidence needed to make an informed decision on whether to grant the Traveller Injunction.

The Sub-Committee had received a report which outlined hate crime in the borough. Havering was carrying out a number of wide-ranging community engagement events around Hate Crime with different communities. The level of Hate Crime in Havering compared to other boroughs was relatively low. Members were encouraged to talk to residents and provide them with reporting information.

Children's Overview and Scrutiny Sub-Committee

The Sub-Committee was currently considering items from the work programme, giving equal weight to Children Services and Learning & Achievement. The Chairman had offered members of the Sub-Committee the opportunity to contribute items to the work programme.

During the municipal year, the Sub-Committee had received reports on the Virtual School, Fostering and Innovation, Academically Abled Pupils, an outline of how Participation supported Young People in Havering; and an update on the Improvement Plan for Children's Social Care Service following the Ofsted Inspection in June 2018.

The Sub-Committee had received performance data for seven of the eight agreed indicators in quarter two and officers had been requested to arrange a review of performance indicators in the new year.

The Corporate Parenting Panel met in September 2018, during which Members received a report that outlined the responsibilities of the Adoption Permanence and Post Order Support Team.

A Corporate Parenting Panel Participation meeting was held in October 2018 and was attended by Members, young people and support officers.

The Board agreed that future sub-committee updates be circulated prior to future meetings of the Board.

Members requested that the terms of reference for the Operations of Complaints Procedure Topic Group be presented to the next meeting.

Chairman

Overview & Scrutiny Board

6 February 2019

REPORT

Subject Heading:

Call-in of a Cabinet Decision – Adopt London East

SLT Lead:

Kathryn Robinson – Assistant Director of Legal & Governance

Report Author and contact details:

Richard Cursons – Democratic Services Officer
richard.cursons@onesource.co.uk

Policy context:

A legislative framework for the regionalisation of adoption services came into existence on 16 March 2016 through the Education & Adoption Act 2016

Financial summary:

Havering’s overall financial contribution is £361,018 in year 1, reducing to £313,929 from year 2 onwards

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

In accordance with paragraph 17 of the Overview & Scrutiny Committee Rules, a requisition signed by two Members representing more than one Group (Councillors Keith Darvill and Graham Williamson) have called-in the Executive Decision dated 16 January 2019.

RECOMMENDATION

That the Board considers the requisition of the call-in of the Cabinet Decision and determines whether to uphold it.

REPORT DETAIL

As per Appendices

- Appendix A – Grounds for requisition
- Appendix B – Cabinet decision
- Appendix C – Cabinet report

-----Original Message-----

From: CouncillorKeith Darvill

Sent: 23 January 2019 23:52

To: Anthony Clements; Andrew Beesley

Cc: CouncillorGraham Williamson; CouncillorClarence Barrett; CouncillorRay Morgon

Subject: Call in Cabinet Decision 16/1/2019 - 'Adopt London East'

Dear Anthony and Andrew,

Further to the 'manuscript' version of the 'Call In' which I handed to you this evening at the Council Meeting I set out the wording in this email as follows:

"We the undersigned members of the Council "call in" the decision of Cabinet made on the 16th January 2019 entitled 'Adopt London East' for the following reasons:-

- 1) concerns about the extent and adequacy of the consultation with staff representatives;
- 2) clarity in relation to employment conditions of staff to be transferred;
- 3) clarity about the impact on staff impacted by the proposals.

Keith Darvill

Leader of the Labour Group

Graham Williamson

Independent Residents Group

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Cabinet decided as follows:

1. Adopt London East

Cabinet

1. Approved the business case at appendix A to this report to proceed with an East London Regional Adoption Agency led by the London Borough of Havering to commence by July 2019 agree the budget commitment set out in the body of the report;
2. Delegated authority for the implementation of the project to the Director for Children Services including but not limited to entering into partnering agreements, agreeing the final terms of any Inter-authority risk and partnership sharing agreement and agreeing and arranging TUPE of staff between the authorities.

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CABINET

Subject Heading:

Adopt London East Cabinet Report

Cabinet Member:

Councillor Robert Benham (Lead member)

SLT Lead:

Tim Aldridge, Director of Children's Services.

01708 434 030

tim.aldridge@havering.gov.uk

Report Author and contact details:

Robert South, Assistant Director Children's Social.

01708 434 412

robert.south@havering.gov.uk

Policy context:

A legislative framework for the regionalisation of adoption services came into existence on the 16 March 2016 through the Education and Adoption Act 2016

Financial summary:

Havering's overall financial contribution is: £361,018 in year 1, reducing to £313,929 from year 2 onwards.

Is this a Key Decision?

A key decision is required as there will be a significant impact on two or more wards in the Borough.

When should this matter be reviewed?

12th of December

Reviewing OSC:

Children and Learning

The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input checked="" type="checkbox"/>	
Places making Havering		<input type="checkbox"/>
Opportunities making Havering	<input type="checkbox"/>	
Connections making Havering	<input type="checkbox"/>	

SUMMARY

The purpose of the report is to propose a model for the future delivery of East London's Regional Adoption Agency.

It is proposed that the East London Regional Adoption Agency (RAA) is created through combining the adoption services for the four East London Boroughs of Havering, Tower Hamlets, Newham and Barking and Dagenham. These agencies wish to build on the success of their existing services to improve performance in meeting the needs of children who require permanence through adoption, by bringing together the best practice from each authority within the RAA. This proposal forms part of an overarching project to develop four RAAs across London. Each of the four RAA's will have a host/lead authority. Havering will be the lead authority for East London. All local authorities in England are statutorily required to join a regional adoption agency by April 2020.

Following the recent news regarding Waltham Forest's cabinet decision to join 'Ambitious for Adoption' an alternative Regional Adoption Agency, this report recommends a four local authority model. The remaining four local authorities are committed to establishing the model proposed in this report and full business case. The table below sets out the timescales for cabinet sign off in each of the constituent local authorities.

LA	Cabinet sign off
Havering	January 2019
Tower Hamlets	January 2019
LBBDD	February 2019
Newham	March 2019

In Havering, the average annual spend for adoption services over the last three years (plus a projected spend 2017/18) was £340,929.00 this includes £27k (net) that was spent on inter-agency fees – the cost of placing a Havering child with an adopter approved outside of the adoption agency.

Under the proposed formation of an East London RAA a contribution of £313,929 is required to fund future costs within the RAA.

Inter-agency fees will remain the responsibility of each Local Authority and will not form part of the budget for the RAA – a budget will be retained to cover inter-agency fees within each constituent Local Authority including Havering.

Each member of the RAA will need to provide a one-off contribution to the set-up costs of the RAA – these are costs that are not currently covered by individual adoption budgets including the Head of Service for the RAA, and the centralised business support function. The Havering contribution will be a one-off payment of £47,089, with the other three Local Authorities also making one-off contributions. As the host authority, Havering will receive an income of circa £200k in the first year to cover the cost of transition, a new head of service and hosting costs.

The business case to support this model enables each Local Authority partner to reduce the amount it spends on inter-agency fees, as the RAA recruits more of its own adopters, and places more of its children with its adopters. Alongside this reduction in expenditure, the model also projects an income that will be derived from other Local Authorities placing their children with East London Adopt carers, thus attracting a fee income to the RAA. This projected income will allow the transition costs to be tapered off to £0 in year 2 of the RAA going live. The combined effect of an inter-agency fee income (which will be retained by the East London Adopt RAA), and the reduction of inter-agency expenditure (the costs of which will be allocated proportionately, and budgetary responsibility retained by each of the constituent Local Authorities) enables the model to project a reduced overall cost of delivering adoption services over the next three years (see table below).

The table below sets out the proposed savings to Havering's adoption spend in the first three years of the model. These are based on reducing interagency costs in line with targets set out in the performance section of this report and full business case.

Haverin g	RAA Fund ing £	Transitio nal Payment £	Assume d Efficienc ies £	Inter agenc y Fees £	Inter agency Income £	Inter agency Total £	Total adoption spend £	% reducti on in spend
RAA Budget 16/17	313,929			138,974	(155,461)	(16,487)	297,442	
RAA Budget 17/18	313,929			162,212	(136,433)	25,779	339,708	
RAA Budget 18/19	313,929			93,000*	(128,567)*	(35,567)*	278,362*	
RAA Budget 19/20	313,929	47,089		31,000	(128,567)	(97,567)	263,451	5%
RAA Budget 20/21	313,929	47,089	(47,089)	0	(128,567)	(128,567)	185,362	33%
RAA Budget 21/22	313,929	47,089	(47,089)	0	(128,567)	(128,567)	185,362	33%

* This is the current forecast for both interagency fees paid and income for 2018/19.

The Income and Expenditure model is based on the following assumptions:

- Interagency Expenditure - where budgetary responsibility will be retained by each LA
- Interagency Income – this is expected to accrue from 2 income streams
 - I. The element of Interagency income derived from each LA’s current investment in adopters – for Havering this is currently projected at approximately £128k per annum
 - II. Interagency Income due to the Region from investment from the pool arrangements, to be retained by the East London RAA to:
 - Offset the additional transition / set up costs;
 - Fund new developments within the RAA
 - Supplement the RAA funding each year that the RAA hits its performance targets. The RAA funding commitment will reduce in line with the reduction in interagency fees brought about by improved performance.

Benefits of regionalisation in East London

Adoption services across all East London agencies are small and Individual Local Authorities struggle to provide the full range of adoption services. Detailed evaluation of adoption services has identified a number of challenges (see table below) all of which will benefit from a regional approach within East London.

The performance section of this report details target performance improvements in years 1 to 3. These have been developed using a cautious model of service delivery working towards best practice models.

The East London Adoption services already work together through the ELPAC consortium in order to ameliorate some of these challenges. Working in cooperation has provided many benefits and these existing working relationships will be built upon to ensure a smooth transition into one organisation

Challenge	Regional solution	Benefits
Against a background of intensive challenge from the voluntary sector adopter recruitment has not been maximised	Working in partnership with the Pan London Adopt London brand brings a dedicated service communications budget a large single brand and an ability to develop both London wide and East London specific campaigns	Improved adopter base for child matches maintaining their connection to the local area Savings against the Inter-agency fee budget
Some delays in assessment due to worker availability	One recruitment and assessment team will undertake all assessments, work will be allocated more effectively. Should demand for assessments increase	Increased number of adopters Adopters do not apply elsewhere

	Independent social workers may be used	Savings as above
Numbers of children with a placement order for adoption are relatively low across East London.	An East London regional adoption agency will provide a forum for effective working relationship with the East London courts	Increased number of children benefit from the stability offered through adoption In LA savings against the LAC budget
Some matches of harder to place children take longer than they should	A single family finding team working across East London and beyond will pool resources to work more effectively. Local relationships with children's social workers will be maintained through maintenance of a partial base in each Local Authority	Children benefit from the stability offered through adoption at the earliest opportunity In LA savings against the budget
The adoption support offer is underdeveloped. A small local adoption support service is unable to provide the range of services needed.	A single adoption support service will pool all resources and enable the service to develop a clear core offer to all adopters and maximise usage of the Adoption Support Fund	Adoptive families benefit from improved support. Outcomes improve Placement disruptions decline
Regional partnerships are under developed	A single agency operating in a coterminous region to key partner agencies will engage with agencies in development of innovative partnership working, clear referral pathways and co-working relationships	Adoptive families benefit from a clear shared offer Children are better supported in education and health services Maximisation of the partnership offer will impact positively on budgets
Courts delay and often block the progress of the adoption process	A single agency, operating under a single head of service, led by a partnership of local authorities will be far better placed to influence court decision making processes	Speedier processes and improved performance Enhanced regional reputation

No joined up commissioning	A single commissioning framework and quality assurance process across the region and potentially across London	Commissioned services are better aligned to the needs of children and young people Value for money and reduced overall spend on commissioned contracts
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Furthermore, becoming a member of one of the 4 local authority hosted models that make up the wider pan-London model will only serve to enhance all of the benefits listed above through collaborative working across.

Havering also intends to cultivate and build on existing partnerships and build new regional arrangements where possible to realise further benefits in its adoption services. For example, the ongoing relationships with Southend Borough Council and Essex as a region.

Financial Summary

East London RAA- Future Finance and Performance Overview - Havering

1) Overview of costs

- Havering will contribute **£313,929 per annum**
- There will also be a transitional payment of **£47,089 in year 1** to cover the extra costs (A new regional head of service and increased hosting costs) of the regional model, although this is currently projected to occur annually in the above table, the expectation is for this cost to be managed down as a result of improved working arrangements and efficiencies from co-location.
- Interagency budgets will not come into the model but the RAA will maintain a system of distributing costs equitably among the constituent LA's.

2) Principles

- The establishment of the new RAA is about improved performance across the region and the business case sets out an invest to save model. The extra transitional costs will be offset due to both a) the reduction in inter-agency placements (and corresponding fees, retained by constituent Local Authorities), and b) the retention of inter-agency placement income by the East London Adopt RAA. The business case projects that this should allow the transitional fee to be reduced to a nil contribution for all Local Authorities by year two of the RAA going live.

In addition to this, the financial model predicts savings of circa £45k per year from year 2 onwards.

Headline Risks

The table below sets out the key risks and mitigating actions associated with the formation of the East London RAA.

<u>Risk</u>	<u>Explanation</u>	<u>Mitigation(s) / Principle(s)</u>
Redundancy costs	There is a risk that all redundancy costs (post-implementation) fall to the host authority	<ul style="list-style-type: none"> • The RAA partnerships agree that all future redundancy costs are spilt equitably among the constituent local authorities • Any redundancy costs (pre-implementation) remain with the originating local authority
Current assets (adopters)	Each local authority will join an RAA with a pool of adopters recruited by that local authority. There is a risk that the income generated by those adopters becomes RAA income and is therefore being apportioned equally among the constituent local authorities	<ul style="list-style-type: none"> • Any income generated through assets (adopters) brought into the model will be able to be drawn down by the local authority that recruited them • Beyond implementation (or the date that joint recruitment commences) all adopters will be considered RAA assets. The income generated from these adopters will remain with the RAA and discussed by the partnership as to how the money is best used / apportioned
Paying Interagency fees	There is a risk that the RAA spend on interagency fees is apportioned equally across all local authorities. There could be a situation where a high % of the children come from a single borough but the costs are split equally.	<ul style="list-style-type: none"> • The RAA's will operate a sliding scale formula for how interagency costs are apportioned. • It will take into account the originating borough of the child • It will also take into account the previous year's spend on interagency placements • The partnership agreements will work these formulae up in consultation with local project boards and the executive
Unpredictable demand	Performance suggests that adoption demand is unpredictable.	<ul style="list-style-type: none"> • The RAA will have tolerances for capacity across the region and for each local authority based on

	<p>There is a risk that the current funding may not be enough if there is a spike in demand</p>	<p>a target unit cost per child placed</p> <ul style="list-style-type: none">• The partnership agreements will agree the process for how extra funding can be drawn down to cope with rising demand• Should the RAA's meet their performance targets, the associated savings could be used as a buffer• Income generated from RAA adopters could also be used as a buffer• While budgets have been set for the first three years, each RAA will operate a yearly budget review and setting exercise to ensure flexibility• The RAA's will aim to become demand led organisations by the end of year 3 at which point, future budgets will be based on unit costs and likely future demand
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RECOMMENDATIONS

That Cabinet

- approve the business case at appendix A to this report to proceed with an East London Regional Adoption Agency led by the London Borough of Havering to commence by July 2019 agree the budget commitment set out in the body of this report
- Delegate authority for the implementation of the project to the Director for Children Services including but not limited to entering into partnering agreements, agreeing the final terms of any Inter-authority risk and partnership sharing agreement and agreeing and arranging Tupe of staff between the authorities.

REPORT DETAIL

Contextual Background

In March 2016, the government announced changes to the delivery of adoption services setting a very clear direction that all local authorities' adoption services

must be delivered on a regionalised basis by 2020. The premise of regionalisation is to:

- Increase the number of children adopted
- Reduce the length of time children wait to be adopted
- Improve post-adoption support services to families who have adopted children from care
- Reduce the number of agencies that provide adoption services thereby improving efficiency and effectiveness.

The implementation of the new RAA for East London follows substantial project work from March 2018 where the decision was taken and agreed with the DfE to pursue four separate RAAs in London. It is proposed that Havering Council be appointed as the lead borough for the East London's Regional Adoption Agency which will be known as Adopt London East (ALE). Havering Council has been acting as lead authority in the discussion and planning to date. ALE will build upon the previous positive practice established within the East London consortium – East London Adoption and Permanence Consortium (ELPAC) which is already delivering services effectively across the East region.

The Principles

The principles which this business case has followed were agreed by the Adopt London Executive Board which was delegated by the Association of London Directors of Children's Services (ALDCS) to oversee the development of the four London Regional Adoption Agencies. These principles have been endorsed by the DfE:

1. Local authorities involved in Adopt London and each of the four RAAs are committed to collaborating adoption arrangements so that the best interests of children and their adoptive families are secured and kept at the forefront of decision-making.
2. Adopt London will provide an overarching framework for enabling effective coordination, coherence and partnership working across London.
3. Adopt London authorities, and the four RAAs will make sure that there is consistency of approach in relation to key strategic and operational decisions, e.g. about whether staff are transferred under TUPE arrangements. Project teams in the four RAAs and RAA governance arrangements should reflect the ambition to promote such consistency of approach.
4. There is a commitment to working effectively together with Voluntary Adoption Agencies (VAAs), making sure that their unique and important contribution is maximised and that VAAs are involved in the development of the RAAs and Adopt London.
5. The focus of work over the next 18 months will be on establishing the four RAAs; in phase two, developmental work on the Adopt London hub will progress. We will use the Adopt London Executive Board to operate a virtual Hub in the coming period, with a view to exploring options for joint commissioning across London, maintaining common design principles for the

spokes and exploring opportunities for further development of the Hub in phase 2.

Service delivery model, performance targets and budget

Adopt London East is committed to designing services capable of improving outcomes for children for whom the plan is adoption through:

- Placing more children quicker
- Placing more children in an early permanence placement
- Providing quality support to ensure fewer placement disruptions and happier families
- Improving timescales for adopter assessments
- Assessing adopters well; leading to good and speedy matches

The proposed service delivery model is based on a research evidence base of what works in Adoption and on initial consultation with adopters and key stakeholders.

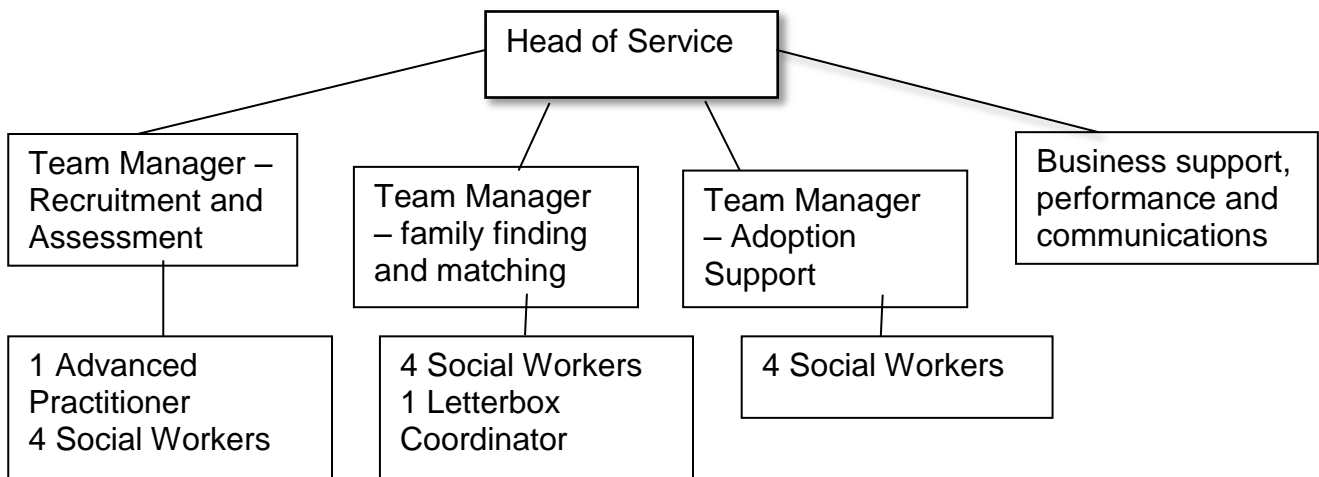
Proposed service delivery model

The service delivery model includes one head of service and three team managers who manage the three key thematic areas in Adoption; recruitment and assessment; family finding and matching and adoption support.

Team managers will manage teams who will have workers allocated to local areas but operate as a pan East London service. All workers will be expected to operate outside specific Local Authority boundaries according to need and to meet regularly as a team.

Performance expectations and accountabilities of the RAA, Local Authority, each team and each worker must be clear.

This outline structure will be subject to further modelling and may change in some aspects of detail through the next phase of development; thematic operational Task and Finish Groups. These groups will involve first line managers, adoption social workers and adopter representatives in co-production of the working model.



RAA performance targets

A detailed analysis of current performance has been undertaken. This has been reviewed against best practice nationally and in the region. This has informed the setting of SMART performance targets for ALE.

Target	Current	Year 1	Year 2	Year 3	Improved Outcomes
Adopter Recruitment	29	36	40	45	<ul style="list-style-type: none"> - Children placed within East London - Improved placement choice - Improved adopter confidence
Family Finding and Matching	57	60	65	70	<ul style="list-style-type: none"> - Children placed in East London - Increased number of children adopted - Improved placement choice - Improved matching through placement with adopters known to agency

Becoming the host authority

The proposal is that Havering become the lead authority for the East London Region, hosting the model. There are both a number of benefits and implications associated with becoming the lead. The benefits are listed below and the risk and implications are appended:

Benefits of becoming the host authority

- As the host authority, 200k has been allocated to fund back office function and this will effectively from an income stream for Havering from RAAs.
- Establishing and developing its' brand both within the region and across London Borough of Havering.

- Leading practice in permanence
- Increased respect across the East London region
- More influence over policy change
- More influence over key decision makers such as the courts

Implications

Appendix B sets out the risks and implications associated with both becoming the host authority and being a constituent member of the RAA. Inter-authority risk and partnership sharing agreement will ensure any risks are mitigated through an agreed process which is signed up to by all local authorities.

High level timeline

The project team are working to a detailed project plan to ensure all necessary processes and pathways are in place prior to go live. Below is a high level visual timeline for the implementation of this project

Adopt London East - Regionalisation Plan										
Month	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
Staff engagement event (1)										
Business case signed off by RAA board										
Cabinet meetings & decisions for all councils										
Staff task & finish groups										
Staff engagement event (2)										
Formal consultation with unions and staff										
Recruitment of permanent HoS										
Staff transfer procedure										
RAA go live										

REASONS AND OPTIONS

Reasons for the decision

In March 2016, the government announced changes to the delivery of adoption services setting a very clear direction that all local authorities' adoption services must be delivered on a regionalised basis by 2020. The premise of regionalisation is to:

- Increase the number of children adopted
- Reduce the length of time children wait to be adopted
- Improve post-adoption support services to families who have adopted children from care
- Reduce the number of agencies that provide adoption services thereby improving efficiency and effectiveness.

Other options considered

An options appraisal was undertaken in the initial stages of development of the Pan London model for regionalisation of adoption. This model was subsequently refined into four 'Adopt London' Regional adoption agencies with a central hub providing further opportunities for efficiencies of scale. The detailed modelling benefitted from experience in Yorkshire; an early adopter with a similar model:

The rationale for the pan London approach:

- A Pan London resource for London children and families
- 4 Regional agencies providing responsive services at a local level within a recognisable geographical area
- London boroughs who understand local need and challenges to host each agency
- Ability to recruit adopters to meet identified need within the local area
- Opportunities for further economies of scale through working Pan London
- Opportunities for further funding for innovation through Practice Improvement Funding

In order to further test the proposed model consideration has been given to joining a regional adoption agency with other local providers. The only local provider who may be available for consideration is the Coram led regional adoption agency in partnership with Redbridge and other Local Authorities. We made an informal approach to Coram to establish whether they have the capacity to consider Havering as a partner and source information on the delivery model and associated costs.

The local authority model has now been determined as the preferred option due to the following factors:

- Significant reputational risks of pulling out of the model, as the host authority at such a late stage

- Staff across all local authorities have been involved in the design of the new system for three months and there is a commitment from those staff to make this model work
- The likelihood that the DFE would want to claim back project development funds if the model of delivery were to change now
- Targets for performance improvements in the East London model will achieve better outcomes and larger scale efficiencies

IMPLICATIONS AND RISKS

Partnership and risk sharing agreements

The RAA will be governed by a partnership board made up of a number of key stakeholders. (See full business case for detail and appendix B - **Pan-London RAA Finance and Risk Sharing**)

- The partnership will work to an agreed risk and partnership sharing agreement that will cover all financial, HR and legal implications
- This agreement will be drawn up in consultation with all constituent local authorities and legal colleagues during the set-up phase of the project. Many of the risks are already known and are set out below and in appendix B, at a high level with some commentary relating to likely mitigating actions for a number of possible scenarios.

Financial implications and risks

The primary financial implication for Havering is a requirement to contribute its Adoption staffing resource budget to the partnership, to be mobilised as part of a Regional Adoption Agency (RAA) service for north East London. In addition, as the hosting authority, Havering can expect to receive some contribution to cover any incidental costs from the arrangements.

Further work will be undertaken to evaluate the proposed arrangements highlighted in the outline business case, including fully costing the proposal in determining the extent any benefits (or additional costs) could accrue. As mentioned in the main report, there is an expectation of improved performance and value for money plus the potential for savings over the medium term. There is also an indication that each partner will need to make an additional contribution of approximately £47k in the early years of the arrangement, the extent this will occur will also need to be verified as part of the evaluation. Although each partner will retain their direct provision budget, there is a risk that the shared budgets could be insufficient should demand for the service exceed expectations, this is a risk in itself for the Authority and can be mitigated to some extent by the risk share arrangement.

Any other material risks arising from the detailed financial evaluation will be communicated to the internal stakeholders and partner organisations, and may

require corrective action to support the ongoing viability and success of the partnership. The expectation is for the arrangement to be cost neutral (worst case scenario) for Havering as the hosting authority, especially as a result of the £200k transitional grant available to cover that function.

Legal implications and risks

The report seeks authority to make appropriate arrangements with Havering leading in adoption provision arrangements for four other RAAs which will include transfer of functions and officers to TUPE over to Havering for the delivery of the activity.

The Council's duties in respect of placing children for adoption, assessing and approving adopters and providing adoption support are set out in the Adoption and Children Act 2002 and supported by Adoption Agencies Regulations 2005 (as amended), and associated statutory guidance. The Children and Families Act 2014 introduced changes in relation to adoption, including new provisions regarding fostering for adoption, post adoption contact, and attempts to streamline the adoption recruitment and matching process. Education and Adoption Act 2016 (the "Act") requiring local authorities to join a regional adoption agency came into effect 16 March 2016. s15 of the Act provides the Secretary of State power to direct the transfer of adoption functions of a local authority to another local authority or adoption agency unless entered into voluntarily by local authorities. Local authorities are no longer required to maintain adoption services within their area.

s101 Local Government Act 1972, allows for authorities to arrange for the discharge of their functions by another authority.

Information sharing is permitted through Adoption and Care Planning (Miscellaneous Amendments) Regulations, March 2018, with amendments of the Family Court Practice Directions and the Disclosure of Adoption Information Regulations 2005 and the Care Planning and Placement (England) Regulations 2010.

Changes in provision of services with arranging a shared model should be considered in accordance with the public sector equalities duty under s149 Equalities Act 2010, which requires the Council when exercising its functions to have 'due regard' to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic. The report details a proportionate equality analysis.

Officers will seek to enter into arrangements by agreement between the RAAs and the Council covering budget commitments, indemnities, transfer of functions and terms and conditions of employment including pension arrangements, continuous service and potential redundancies.

Human Resources implications and risks

The HR comments in the business case set out the current position with regard to the applicability of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). In line with the minimum expectation of the DfE, staffs in scope of this new East London Regional Adoption Agency are expected to transfer into the host borough, Havering Council, under TUPE regulations.

It is envisaged that these proposals will initiate significant changes to the way Adoption services are delivered across the 4 boroughs and ultimately new ways of working.

The TUPE regulations impose limitations on the ability of the new employer and employee to agree a variation to the terms and conditions unless there is a genuine Economic, technical or organisational (ETO) reason:

- There needs to be a valid business reason for the change
- The ETO reason must 'entail changes to the workforce'. This means that changes to workforce numbers or job functions must be the objective of plan
- Changes to location of work are now covered as an ETO reason under TUPE. This means that TUPE-related relocations will not be treated as automatically unfair but should still be treated in line with the normal employment principles in terms of formal consultation.

Therefore, it is likely that as well as informing/consulting as part of the TUPE process, formal consultation will take place with staff and unions on the new structure, location and job descriptions triggering a change management process.

It is recognised that all local authorities are likely to follow a similar change management process. However, a proposed Change Management "Terms of Agreement" has been developed and aims to provide clarity and equity between the boroughs throughout the management of the change process. This agreement has been consulted upon with HR leads across the boroughs and will then be shared with the unions. Both the TUPE and restructuring consultation processes will be managed in line with the ACAS guidelines and will run concurrently.

Pensions

All local authorities, pension's provisions are provided under the Local Government Pensions Scheme. The actuary have confirmed that a bulk transfer is only applicable if 10 or more members are transferring from any one previous organisation.

Each local authority is unlikely to be transferring 10 or more members; therefore, the process for bulk transfers is not applicable. The process that will need to be followed is that of a normal transfer from a previous Local Government Pension Scheme i.e.:

- The members will be admitted to the London Borough of Havering pension scheme and will then be subject to 22% employer contribution rate (the employee rate is dependent upon their salary)

- The pension team will write to the previous authorities requesting transfer estimates, calculated in accordance with actuarial guidance issued by the Secretary of State
- Once the details are received, the pensions team will write to the members, highlighting the 'pros and cons' of transferring and ask them to make their decision.
- If members elect to transfer, the pension team will ask the previous authority to make the payment of the relevant transfer value.
- The transfer value, paid from the pension fund, should be enough to cover previous pension liabilities so there is no need for any budget from individual services for pension costs.

However, if any local authority exceeds the bulk transfer number of 10 members, then the process will need to be reviewed and could impact on timescales and costs. The above process will be factored into the formal consultation period.

Havering specific risks

Redundancy risks after go-live

There is a clear risk around the potential costs of redundancy falling to Havering (as the lead authority) after staff have been TUPE transferred into the model and onto Havering's terms and conditions. The mitigation for this will be the partnership and risk sharing agreement which will be formulated by the project board prior to go-live. The risk-sharing agreement will state that any costs of redundancy will be shared among the partner organisations, should the model fail.

Risks around not transferring Staff under TUPE

The DFE / national feedback suggest the following:

- The preferred method for the DFE is TUPE
- The feedback nationally about secondment arrangements is not positive

Members of the HR work stream have considered the DFE and national feedback set out the following points as the rationale for a TUPE process before going live with the new model:

- In reality, secondment is an interim arrangement which delays a true go live process and is not a means of securing a permanent change
- Due to the significant changes to the way Adoption services will be delivered across the 4 boroughs i.e. new ways of working, changes to job profiles and location, under TUPE regulations (ETO reasons) this allows the host borough to consult formally on these issues and make the necessary long term changes to enable the ELA to become a successful integrated agency.
- Long term secondments are likely to have TUPE implications There are a host of management issues that can stem from not having all staff managed

under the same management structure / processes and different working conditions

- Secondment arrangements can inhibit real culture change which is required for a newly configured service. There are potential funding issues if posts become vacant / are taken out during secondment arrangements. It may also create some recruitment and retention issues.
- It is much more difficult to create a new identity under seconded arrangements

Equalities implications and risks:

See appendix C

BACKGROUND PAPERS

None

Appendices:

Appendix A – ELRAA full business case

Appendix B – Pan-London finance and risk sharing principles

Appendix C – EIA and covering letter

Appendix D – Benefits of Regionalisation

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Adopt London East Regional Adoption Agency



BUSINESS CASE

Final VERSION 1.0

November 2018

Project information

Project name	Adopt London East : An East London regionalised adoption service
Project ID	
Project Sponsor	Tim Aldridge
Project Manager	James Boxer

Document revision history

Date	Version	Summary of changes	Revised by

Document approval

Date	Version	Approved by	Role of approver

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1. EXECUTIVE SUMMARY

It is proposed that a new East London Regional Adoption Agency (RAA) is created through combining the adoption services for the four East London Boroughs of Havering, Tower Hamlets, Newham and Barking and Dagenham. These agencies wish to build on the success of their existing services to improve performance in meeting the needs of children who require permanence through adoption, by bringing together the best practice from each authority within the RAA. This proposal forms part of an overarching project to develop four RAAs across London.

This document describes how establishing a single agency will allow the four authorities to provide a more cohesive, efficient and effective use of resources and development of practice to the benefit of children, adopters and others who gain from adoption services. It proposes that the London Borough of Havering will host the RAA, the cost of development to be funded by the Department for Education. This document also sets out how the RAA will work with its partners to deliver Adoption Services.

In March 2016, the government announced changes to the delivery of adoption services setting a very clear direction that all local authorities' adoption services must be delivered on a regionalised basis by 2020. This followed a range of national policy changes since 2012, including the 2015 'Regionalising Adoption' paper by the DfE that sought improvements in adoption performance. Following the general election in June 2017, the Minister of State for Children and Families reaffirmed commitment to this policy. In March 2018, the DfE commenced the legislation that allows them to direct a local authority into a RAA if there is no progress being made.

The premise of regionalisation is to:

- Increase the number of children adopted
- Reduce the length of time children wait to be adopted
- Improve post-adoption support services to families who have adopted children from care
- Reduce the number of agencies that provide adoption services thereby improving efficiency & effectiveness.

The implementation of the new RAA for East London follows substantial project work from March 2018 where the decision was taken and agreed with the DfE to pursue four separate RAAs in London, not a single RAA as had been discussed through 2016-17. The East London project has the benefit of being able to access previous learning from those RAAs across the country that are already live. Project Managers across London have also worked together to ensure as much consistency pan-London as possible whilst retaining an awareness and consideration of the specific demographics and other issues specific to their region and within their region.

The East London RAA will be known as Adopt London East (ALE) and will build upon the previous positive practice established within the East London consortium – East London Adoption and Permanence Consortium (ELPAC) which is already delivering services effectively across the East region.

Over the summer 2018, and prior to formal agreement of this business case in autumn 2018 further work has begun to develop a service delivery model and engage staff in c-production of the model which enable East London to move towards regionalisation in specific areas where it makes sense to do so. Over the summer more detailed planning work has also been underway to support the successful implementation of ALE. This work will continue with the four member boroughs through the winter with transition planning and implementation beginning as soon as the business case is formally agreed.

This business case is founded on a number of key assumptions:

- There is one host for the East London RAA and it is proposed this is Havering; however, it is expected that staff will be located across all four LA sites.

- There is one Head of Service and some functions, still to be determined, that may be centrally located. Any centrally located functions, likely senior management and back office will be located in Havering.
- Adoption practices and processes will be the same across all four local authority areas
- All agencies have the resources available to actively lead on and participate in agreed work streams and achieve the deliverables within agreed timescales set out in the plan;
- Adopt London East (ALE) will work in partnership with the child's social worker at the earliest possible point, at the discretion of each Agency Decision Maker but in most cases at the point of the Placement Order being granted
- Staff affected transfer to Havering's Terms and Conditions, including pension rights, holiday entitlements and sick pay policies. Staff will be transferred to the host authority under the Transfer of Undertakings (Protection of Employment) regulations (TUPE);
- Any applicable redundancy costs will be underwritten by the currently employing LAs as this will not be funded by the DfE or the host;
- Premises – ALE will be delivered from office bases in all four locality areas. This will ensure: continuity of provision as far as possible; close working relationships with children's social workers and easy access for local communities to a service within their community. A small number of workers undertaking central functions (mainly senior management and back office staff) will work from a central base in the Host authority. All RAA workers will also be expected to attend meetings within the central base in the host authority for some portion of the working week.
- All RAA workers will also be expected to work across all of the four local bases if the needs / demands of the service require it

The Principles

The principles which this business case has followed were agreed by the Adopt London Executive Board which was delegated by the Association of London Directors of Children's Services (ALDCS) to oversee the development of the four London Regional Adoption Agencies. These principles have been endorsed by the DfE:

1. Local authorities involved in Adopt London and each of the four RAAs are committed to collaborating adoption arrangements so that the best interests of children and their adoptive families are secured and kept at the forefront of decision-making.
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3. Adopt London authorities, and the four RAAs will make sure that there is consistency of approach in relation to key strategic and operational decisions, e.g. about whether staff are transferred under TUPE arrangements or seconded. Project teams in the four RAAs and RAA governance arrangements should reflect the ambition to promote such consistency of approach.
4. We are committed to working effectively together with Voluntary Adoption Agencies (VAAs), making sure that their unique and important contribution is maximised and that VAAs are involved in the development of the RAAs and Adopt London.
5. The focus of work over the next 18 months will be on establishing the four RAAs; in phase two, developmental work on the Adopt London hub will progress. We will use the Adopt London Executive Board to operate a virtual Hub in the coming period, with a view to exploring options for joint commissioning across London, maintaining common design principles for the spokes and exploring opportunities for further development of the Hub in phase 2.

Service delivery model, performance targets and budget

Adopt London East is committed to designing services capable of improving outcomes for children for whom the plan is adoption through:

- Placing more children more quickly
- Placing more children in an early permanence placement
- Providing quality support to ensure fewer placement disruptions and happier families
- Improving timescales for adopter assessments

- Assessing adopters well; leading to good and speedy matches

The proposed service delivery model is based on an evidence base of what works in Adoption and on initial consultation with adopters and key stakeholders. The detailed service design will be developed through co-production with staff and all key stakeholders as detailed in section 2.3. The rationale for the design principles is explored in more detail in section 3.3

Proposed service delivery model

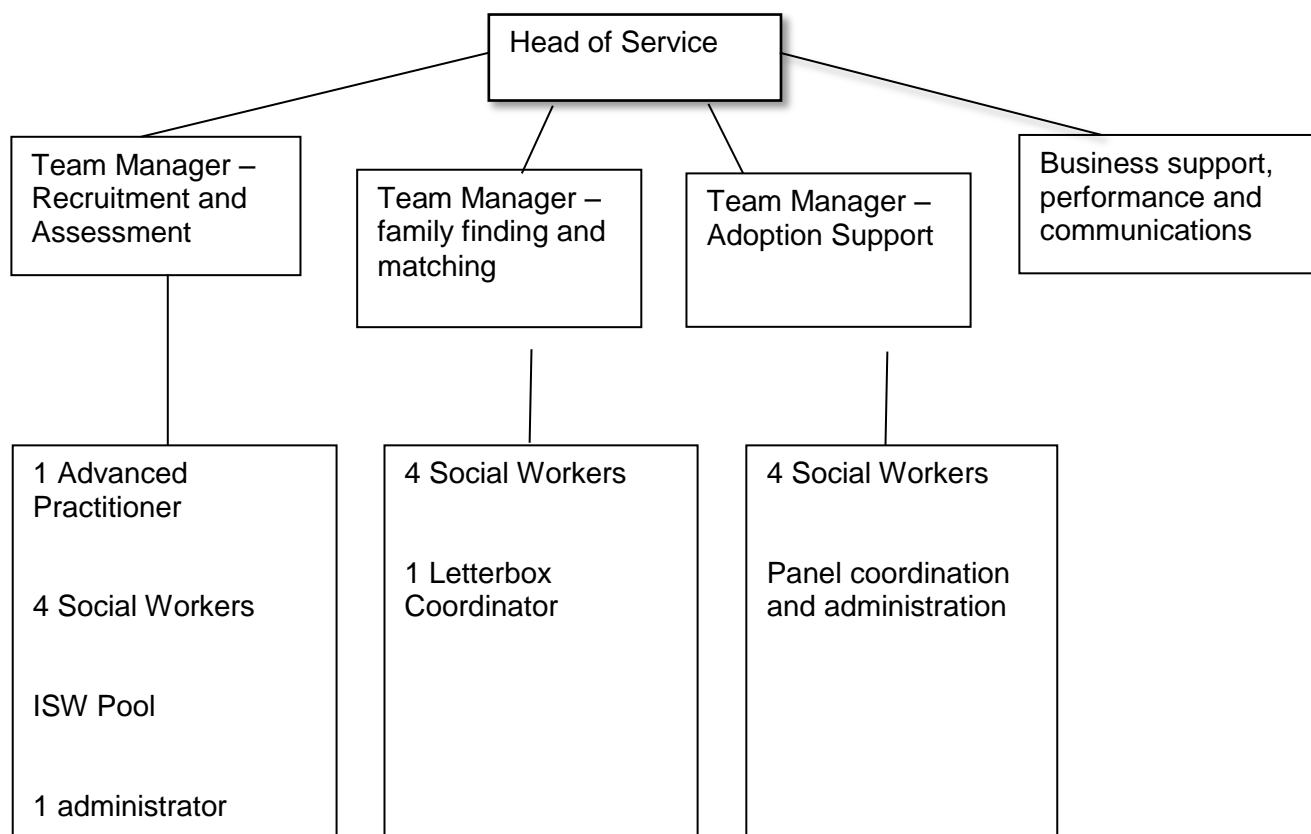
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The service delivery model includes one head of service and three team managers who manage the three key thematic areas in Adoption; recruitment and assessment; family finding and matching and adoption support.

Team managers will manage teams who will have workers allocated to local areas but operate as a pan East London service. All workers will be expected to operate outside specific Local Authority boundaries according to need and to meet regularly as a team.

Performance expectations and accountabilities of the RAA, Local Authority, each team and each worker must be clear.

This outline structure will be subject to further modelling and may change in some aspects of detail through the next phase of development; thematic operational Task and Finish Groups. These groups will involve first line managers, adoption social workers and adopter representatives in co-production of the working model.



RAA performance targets A detailed analysis of current performance has been undertaken (see section 2.4). This has been reviewed against best practice nationally and in the region. This has informed the setting of SMART performance targets for ALE. (See section 3.6)

Target	Current	Year 1	Year 2	Year 3	Improved Outcomes
Adopter recruitment	29	36	40	45	<ul style="list-style-type: none"> - Children placed within East London - Improved placement choice - Improved adopter confidence
Family finding and matching	57	60	65	70	<ul style="list-style-type: none"> - Children placed in East London - Increased number of children adopted - Improved placement choice - Improved matching through placement with adopters known to agency
Adopter support (no established numerical baseline)	Individual worker offer	Development of core offer Improved engagement with providers Improved use of grant funding			<ul style="list-style-type: none"> - Fewer adoption disruptions - Improved outcomes for adopted children - Improved adoptive family satisfaction

Budget

The current budget reflects staffing to the top of the scale at all grades. It is likely that the budget will reduce following more detailed analysis

A detailed rationale for budget setting and predicted savings is presented in section 4 of the report

Current adoption budgets	
Havering	313,929
Tower Hamlets	284,566
LBBB	392,646
Newham	407,042
TOTAL	1,398,183
Cost of regionalised model	
Staffing costs	£1,327,960
Non Staffing costs	£279,396
TOTAL	£1,607,356
Variance	
TOTAL	£209,727

- The total shortfall between the current contributions and the proposed RAA budget is £209,727
- It is important to note that this is the maximum possible shortfall between current budgets and the proposed RAA budgets as salaries have been costed at the highest possible spinal point. As such, the RAA partnership board will concentrate on partnership and risk sharing agreements to ensure that any underspend and savings are redistributed equitably among its member local authorities
- This business case sets out a “highest possible cost” funding model and ensures that the amount spent on the model in years 1,2 and 3 can be no more than the stated figure
- As such, the outline cost of the model is the same for years 1,2 and 3, in the knowledge that the spend will definitely be lower than the agreed amount
- The methodology for meeting the shortfall is based on reducing the number of interagency placement fees paid out for children in the RAA footprint. Effectively, the additional investment will be funded by performance improvements across the region.
- A conservative estimate of 7 (£217k at a cost of 31k per placement) additional placements made in house would cover the costs of the shortfall between the current and future budgets
- The RAA performance targets also aim to reduce interagency placements by a total of 16 by year 3 at a potential cost saving of £496k
- In the event that the RAA does not meet its targets, the extra investment in the RAA model will still be needed. The partnership and risk sharing agreements will agree how this funding will be sourced in an equitable way through each of the four local authorities
- There is also significant scope for increasing income from providing East London RAA adopters to other RAA’s
- The risk sharing and partnership agreements will set out clear methodologies for budget setting and benefits (financial and other) sharing as a result of the RAA achieving its targets.
- Further savings against Children in Care budgets by each Local Authority through improved rates of leaving care for adoption and improved timeliness of placement (see section 4)

2. INTRODUCTION AND OVERVIEW

2.1 Purpose of this document

This document sets out the case for creating a new Regional Adoption Agency (RAA) to be named ‘*Adopt London East*’ through combining the adoption services for four local authority areas in East London. It describes how establishing a single agency will allow the four authorities to provide a more cohesive, efficient and effective use of resources and promote the development of practice to the benefit of children, adopters and others who gain from adoption services. It proposes that London Borough of Havering will host the new adoption agency, the cost of implementation to be funded by the Department for Education. This document also sets out how Adopt London East will work with other RAAs pan-London to develop a Regional Hub for the provision of some services yet to be determined.

2.2 Background and case for change

Current measures show that performance across London is variable but, even where performance and outcomes are good, there is a case to be made that further improvement can be achieved. The current average number of children being adopted by each London borough is 11 per annum, and is also 11 in East London, which reflects the fact that each borough is trying to deliver a small specialist service for a small number of children.

Following the publication of the DfE paper, Regionalising Adoption (June 2015), the Department invited local authorities and Voluntary Adoption Agencies to submit Expressions of Interest in becoming part of new regionalised arrangements. Following the scoping phase, twenty-six London boroughs signed up in principle to joining the London RAA between November 2016 and March 2017.

London Councils hosted project resources funded via the DfE to develop the case for change that addressed London's requirements for a new model. The brand "Adopt London" was created.

The initial focus was on a London wide RAA. However, in October 2016 an Outline Business Case was approved by the member authorities and agreed by the DfE that set out a revised model that proposed four separate RAAs to be established with an option for a central hub to be iteratively developed for shared functions. The role of the hub will become clear as the programme evolves.

The recommendation was not to create a new entity or entities, but to take forward a model in which the RAA adoption service is hosted directly by London boroughs. The costs of creating a new entity were considered to be prohibitive; this was also the conclusion of other pilot RAAs around the country.

The recommendation is to create four additional RAAs to cover London, with programme coordination to deliver those functions most effectively carried out once. A fifth RAA is being developed by Harrow working with Coram. This fifth London RAA includes the south London boroughs of Wandsworth and Bromley.

The rest of this document builds on the work that has gone before to develop a more detailed business case for the East London RAA – Adopt East London.

2.3 Work undertaken to date and proposed methodology going forwards

Through the development of this business case a number of priority areas have emerged, some at an East London regional basis, and some pan-London which put the ambitions of regional working into practice. Taking forward these smaller projects over the last few months has helped develop and iterate our thinking, both making the case for regional working, but also creating a sense of momentum, moving to regional working where it makes sense to do so more quickly.

Methodology for service development

The service development plan aims to model a service capable of delivering the best possible outcomes for children and adoptive families. In order to achieve this the methodology includes:

- Co-production with front line adoption staff: who know and understand the challenges in their services
- The voice of adopters and adopted young people: who know what support they need and what works for them
- Consultation with key partners and stakeholders; especially those who influence outcomes such as the East London Courts
- An understanding of current research and evidence based practice
- An understanding of current performance: locally and nationally
- Development of a learning culture of support and challenge

It is important to note the evolutionary nature of the process. An outline service delivery model has been included in the business case. This provides assurance that an effective service may be provided within an agreed budget. The design will be subject to further scrutiny through the methodology described above and may be subject to change if other models are proposed which are capable of providing improved outcomes for children and adoptive families.

Progress to date

The service delivery model has been developed in collaboration with the service leads in each Borough. The service leads know their services well: all have been honest in appraisal of their service and open to radical change in service delivery. All service leads have agreed in broad terms the outcomes, principles and evolutionary model of service delivery as detailed in the body of the business case.

A staff engagement event will take place on 12th September 2018 and a preparatory briefing has been sent to service leads for dissemination

Service leads have identified key staff for each of three task and finish groups on: recruitment and assessment; family finding and matching and adoption support. These will meet monthly from September to December.

Initial consultation has been undertaken with adopter voice and contact made with the coordinator to establish a process for adopter comment and review of proposals from the task and finish groups

The practice lead will meet with the adopted child peer support volunteer in Havering to identify means of capturing the voice of adopted young people

The practice lead is also in the process of establishing a number of specialist consultation groups including; Panel Chairs; Virtual School Heads and CAMHS services

In depth analysis of current performance across all Local Authorities has been completed. This will provide the means of identification of best practice within the region and also areas where improvements can be made

A shared research library for use in the task and finish groups is in development

A pan London union meeting was held on 11th September 2018 and a early heads up briefing note was sent to the recognised unions across the four boroughs with follow up meetings booked.

2.4 Current performance

Rate of children Leaving care for adoption

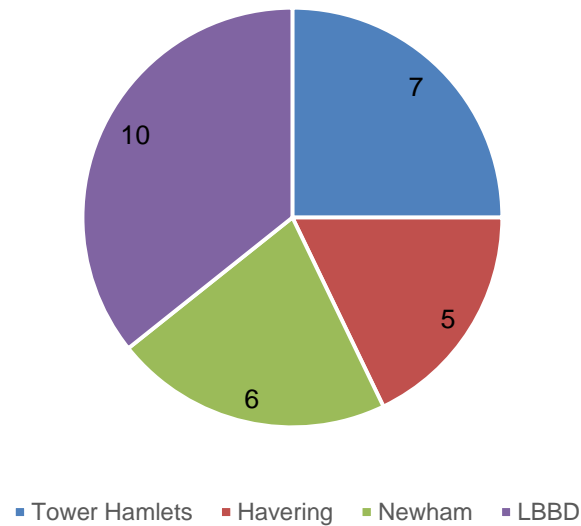
National rates of leaving care for adoption have fallen. The DfE statistical return 'Children looked after in England (including adoption), year ending 31 March 2017' Concludes that 'The number of looked after children who were adopted in 2017 decreased, continuing a decline we saw last year from a peak 5,360 in 2015. This fall was expected as since 2015 the number of looked after children with a placement order has decreased, as has the number of looked after children who were placed for adoption.'

All London Local Authorities have nevertheless performed below national averages in respect of rate of leaving care for adoption. The national average is 15% with highest performing authorities achieving 25% plus. There are a number of factors involved in this, some positive: including a high rate of placement of children with extended family members under Special Guardianship Orders

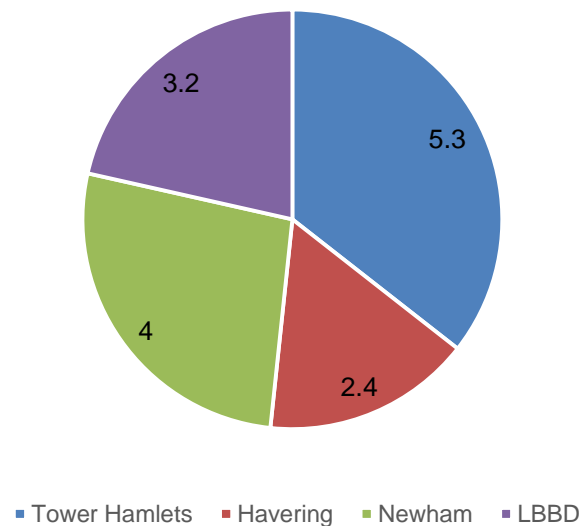
There remains a high level of fluctuation in demand for adoption and two London Local Authorities (Tower Hamlets and Newham) have seen a considerable increase in their rate over the last year, LBBB remains stable and Havering has a lower rate.

The London Courts are perceived to have a negative view of adoption. There is some evidence, however that improved parenting assessments, comprehensive early viability assessments and confident challenge to the court has positively affected the court position.

2016/17



2017/18



Timeliness of Adoption

A review of timeliness of adoption has been undertaken using the unpublished ALB 2017/18 return from all ALE Local Authorities.

This considered all stages from Care order to placement for all children and separately for children in each Hard to Place group.

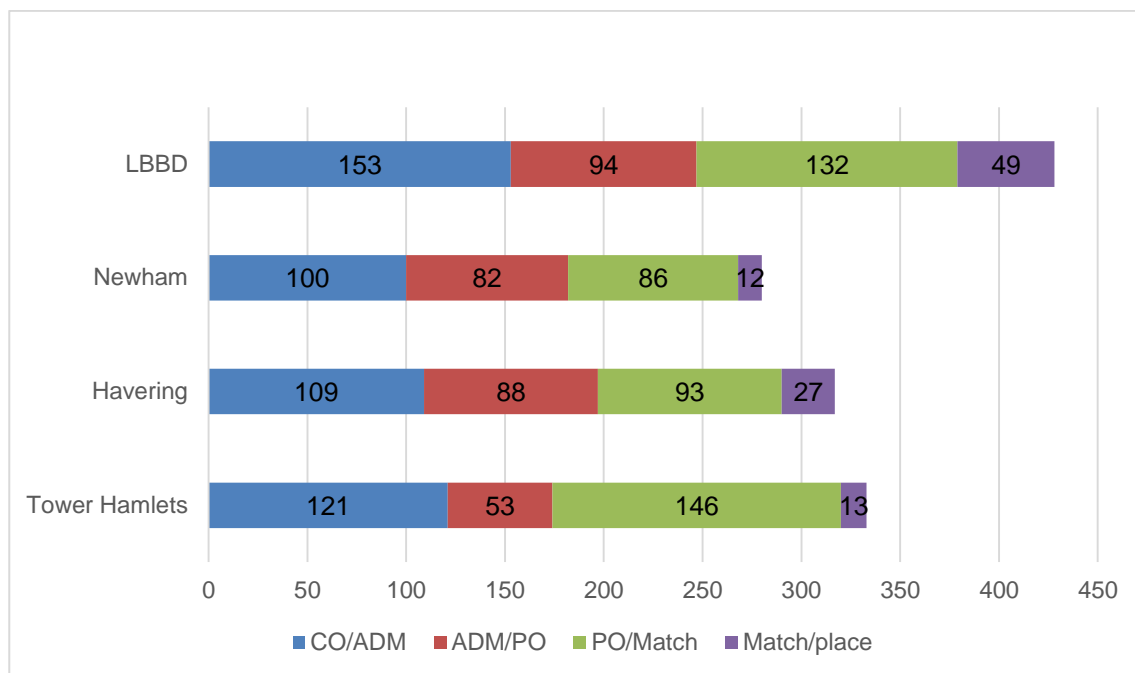
Not surprisingly, those Local Authorities who place more children in hard to place groups performed less well in timeliness.

Numbers are low and individual children may have a high effect on performance. There are nevertheless, some interesting findings and the data provides a useful baseline for discussion.

All points in the process are subject to differing pressures. It is important to note that responsibility for the child remains with the Local Authority throughout. Early communication

and preparation is essential but involvement of ALE and shared responsibility for timeliness commences at the Placement order stage.

All children

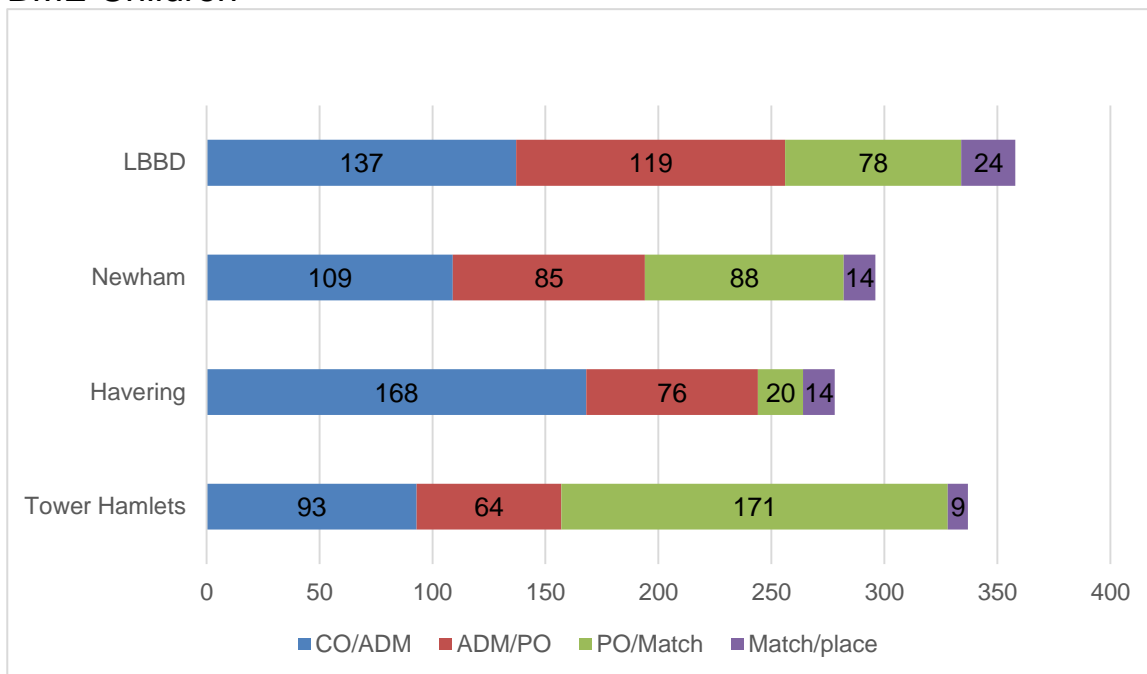


The table above shows average times in all stages for all children placed for adoption in 2017/18.

All Local Authorities except LBBD show similar times for Care Order to the Agency Decision that the child should be placed for adoption. The time taken to match children is the dimension which is most likely to be affected by placement of hard to place children. In this respect Newham performs especially well as Newham has a higher rate of leaving care for adoption and has identified placements in a timely manner. The time from Match to placement is the shortest period and therefore improvements in this field will only be marginal at best.

The last published ALB data (see Appendix 1) shows three year trends and therefore cannot be used to accurately benchmark one year averages, however from this information it appears that the ALE authorities are improving against National Averages.

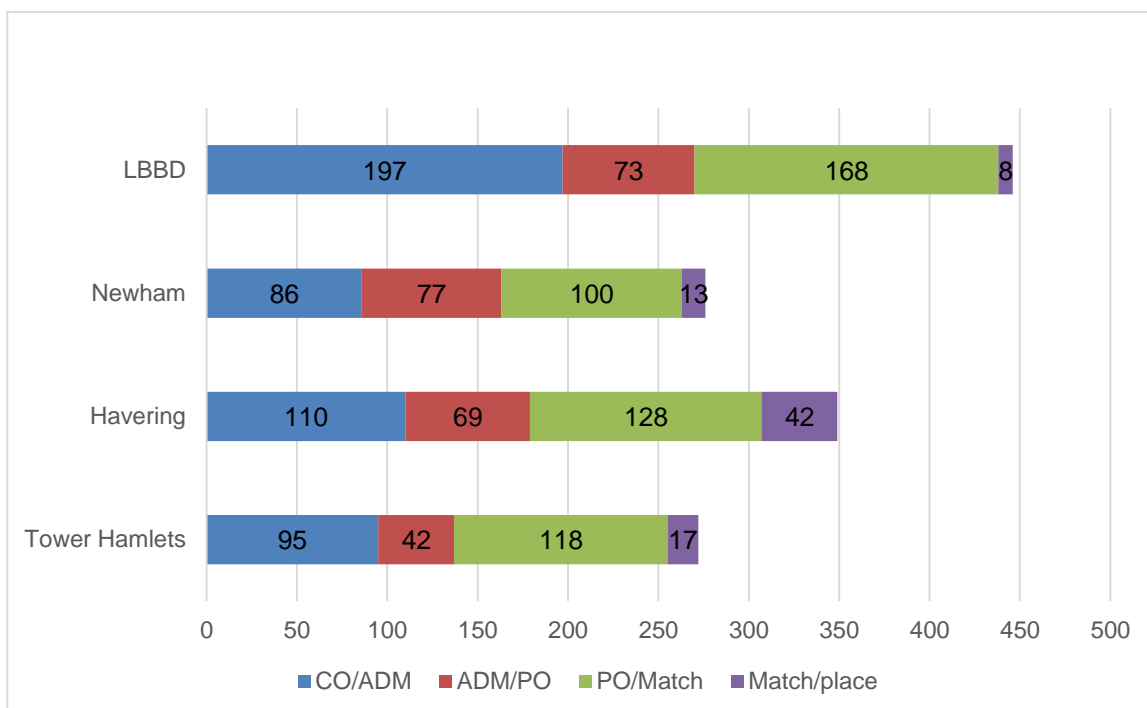
BME Children



The percentage of children placed for adoption from BME populations varies from 75% in Newham with LBBB and Tower Hamlets both reporting approximately 50% to 17% (one child) in Havering. This is largely representative of the local population and the children available for adoption through having a placement order. Children from BME populations are typically seen to be harder to place.

Analysis of the above information shows in East London this is not the case. All authorities except Tower Hamlets show shorter timescales for PO to Match. In the case of Tower Hamlets a single lengthy search for a BME child has had a disproportionate effect.

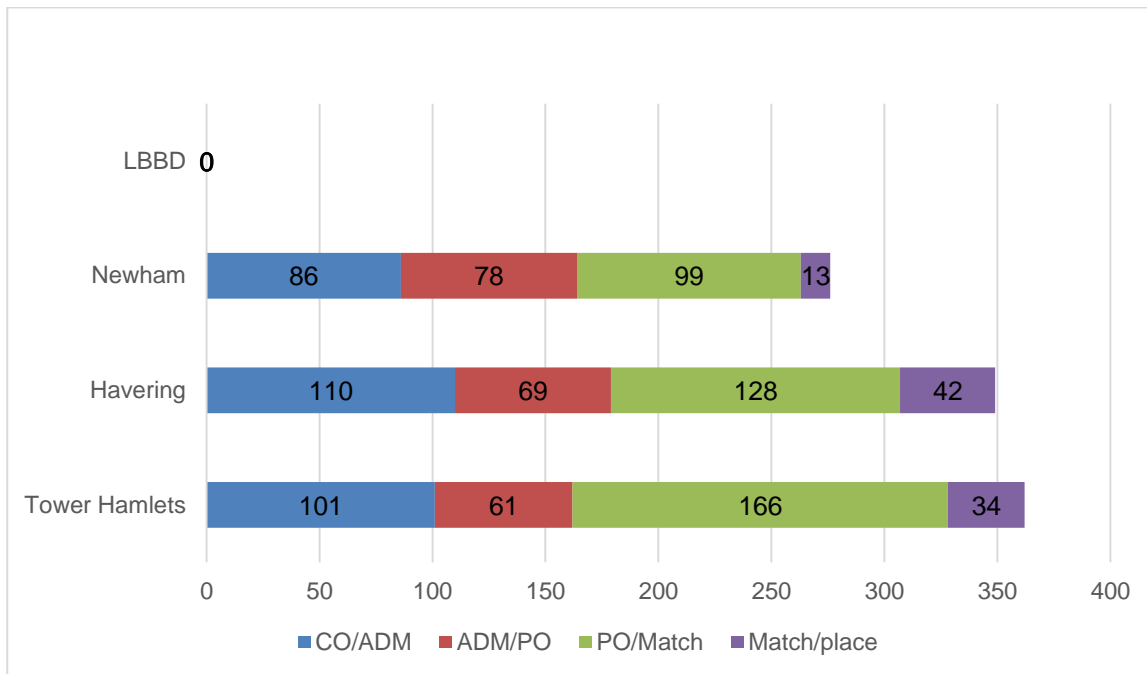
Sibling Groups



All Local Authorities placed a roughly similar percentage, between 31% (LBBB) and 44% (Newham) Newham placed the only sibling group of 3. In Newham, Havering and Tower Hamlets at least one sibling group also contained a child over 5. Despite sibling groups and older children being considered to be hard to place all authorities except LBBB placed children in sibling groups quicker than the all children count. LBBB placed 3 sibling groups one of

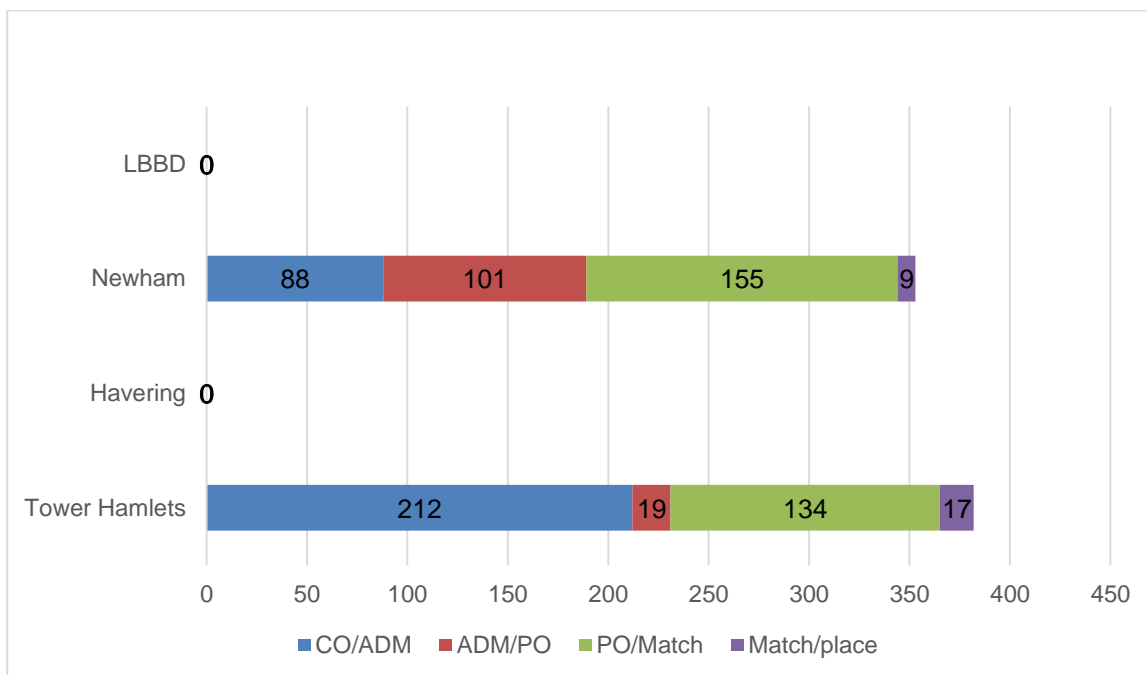
which took considerably longer to identify a match. If this group is excluded their timescales would reflect the pattern seen elsewhere.

Children Over 5



LBBB placed no children over the age of 5. All children over 5 who were placed by any authority, were placed as part of a sibling group together with a child under the age of 5. The Newham average time for children over the age of 5 is roughly in line with the all children average. In Havering and Tower Hamlets the average time is longer but in line with expectations for this more complex to place group. In both cases the additional time taken sits within PO to Match and is indicative of the challenge of a match of both a sibling group and a child over 5.

Disability



Only Newham and Tower Hamlets placed a child with a disability. Newham placed one child and Tower Hamlets 2. The child placed by Newham was also from a BME Population as was one of the children placed by Tower Hamlets.

The lengthy time from CO to ADM for Tower Hamlets reflects a disproportionate time taken for one child. In other respects the time from PO to Match is only slightly longer than the all child average and reflective of the harder to place dimension of this group.

Early Permanence

Only three children were placed in early permanence placements across the ALE Authorities. From discussion with Service leads, all were either relinquished or children where risk was deemed to be negligible. It appears that progress in respect of early permanence has been slow across East London as a result of a perception of increased risk through the stance taken by the East London Courts.

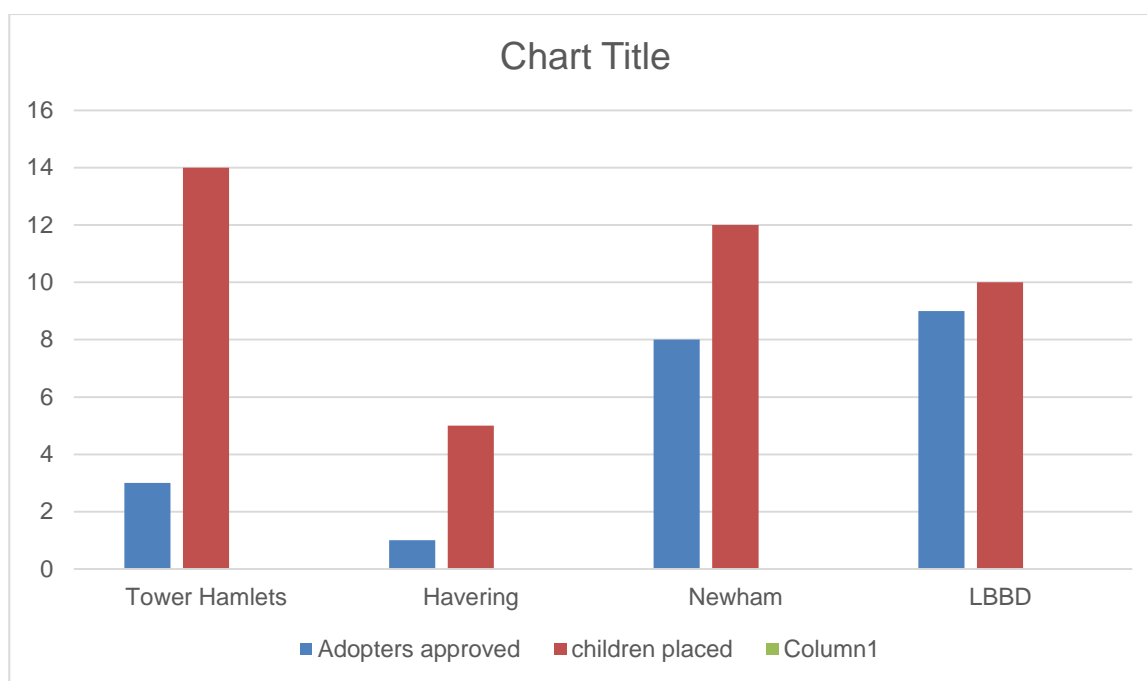
Early permanence provides children with stability at an earlier age and reduces the number of placement moves. It affords adopters the opportunity to parent their child from birth or from an early age. The evidence base for the importance of early bonding and nurture is clear. There are risks but where services have developed and embedded strong early permanence offer, adopter satisfaction and child development are seen to have improved.

This is an area for focussed attention and improvement action.

Adopter level performance Analysis

Adopter Approval

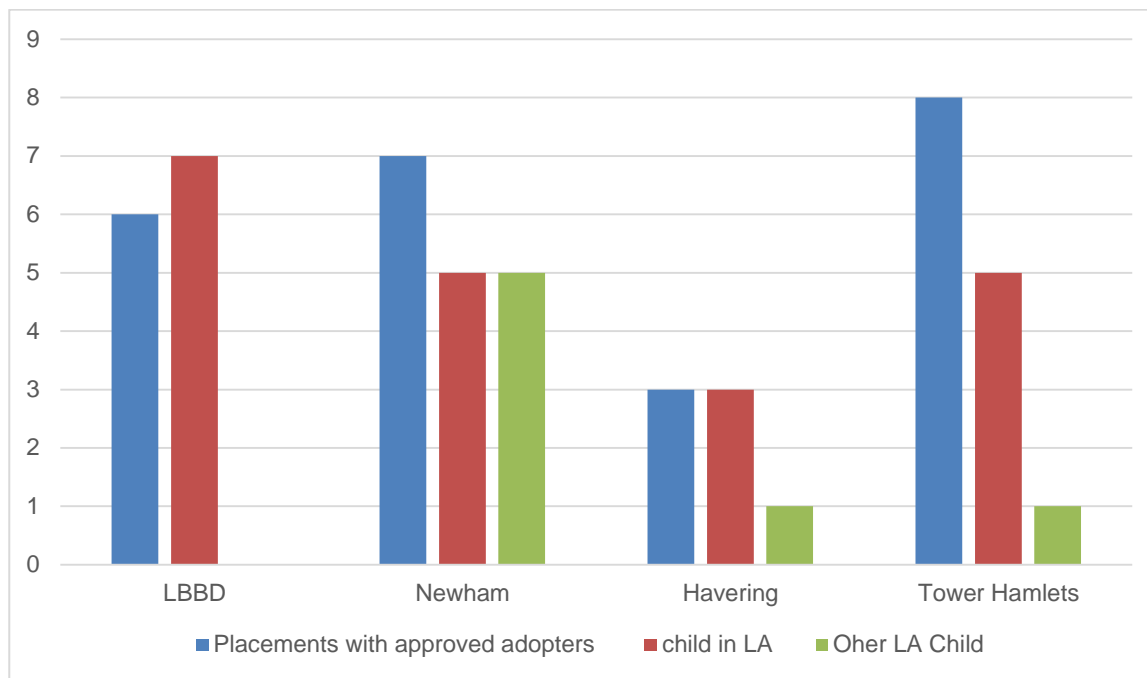
Numbers of adoptive families approved and numbers of placement families of children placed for adoption in 2017/18



All Local Authorities approved fewer adopters than the number of families of children placed for adoption in 2017/18 (all sibling groups identified to be placed together have been calculated as one placement family as opposed to individual children). Statistics produced by ELPAC (which includes Redbridge) also identifies a 45% decrease in adopters recruited from the previous year and a 46% decrease in conversion rates.

Service leads have confirmed a decreased focus on adopter recruitment. A variety of reasons were given but difficulties in placing children within the immediate local area and a perception that the demographics of the local population did not fit profiles of adopters in national demand.

Numbers of approved adopters who had a child placed in 2017/18

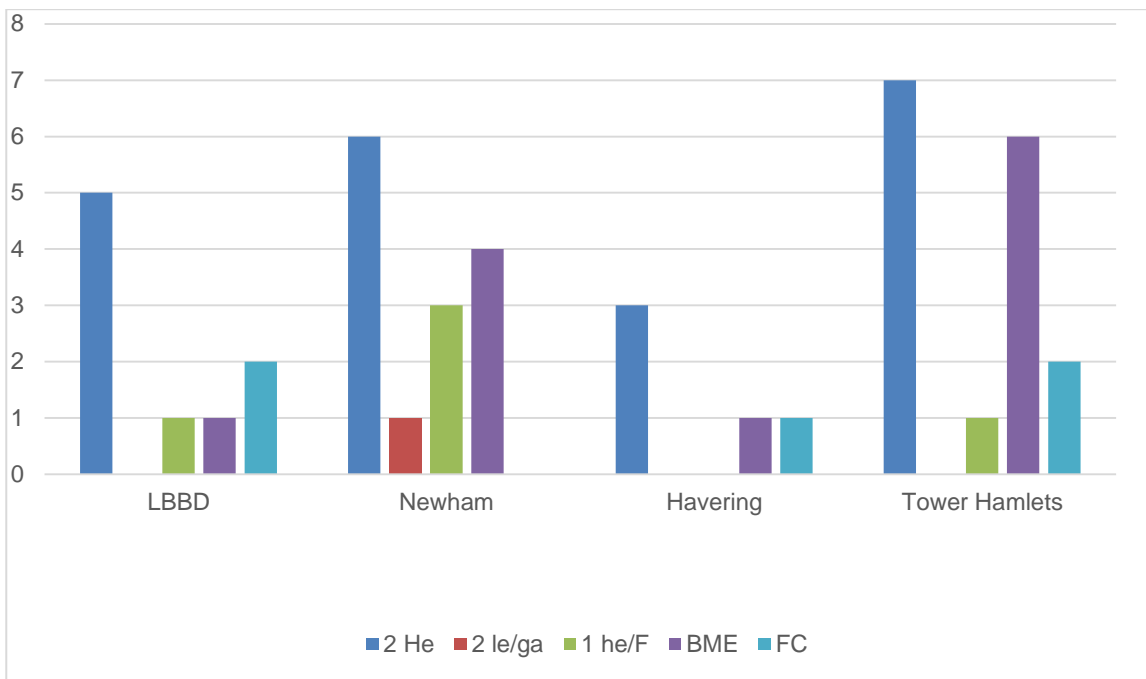


The numbers of approved adopters who had a child placed in year has been used as a measure as it evidences usability of the adopter cohort.

All Local Authorities used adopters approved in previous years and all had outliers who had been waiting some time (up to 1,646 days). In total 34 adoptive families had a total of 39 children placed. This was in excess of the 25 adopters (not including foster carers) recruited across ALE authorities.

The Local Authority breakdown of adopters who had a placement in 2017/18 ranges from 8 in Tower Hamlets to 3 in Havering. There is a large range in use of adopters in-house. LBBBD used all recruited adopters for in-house children.

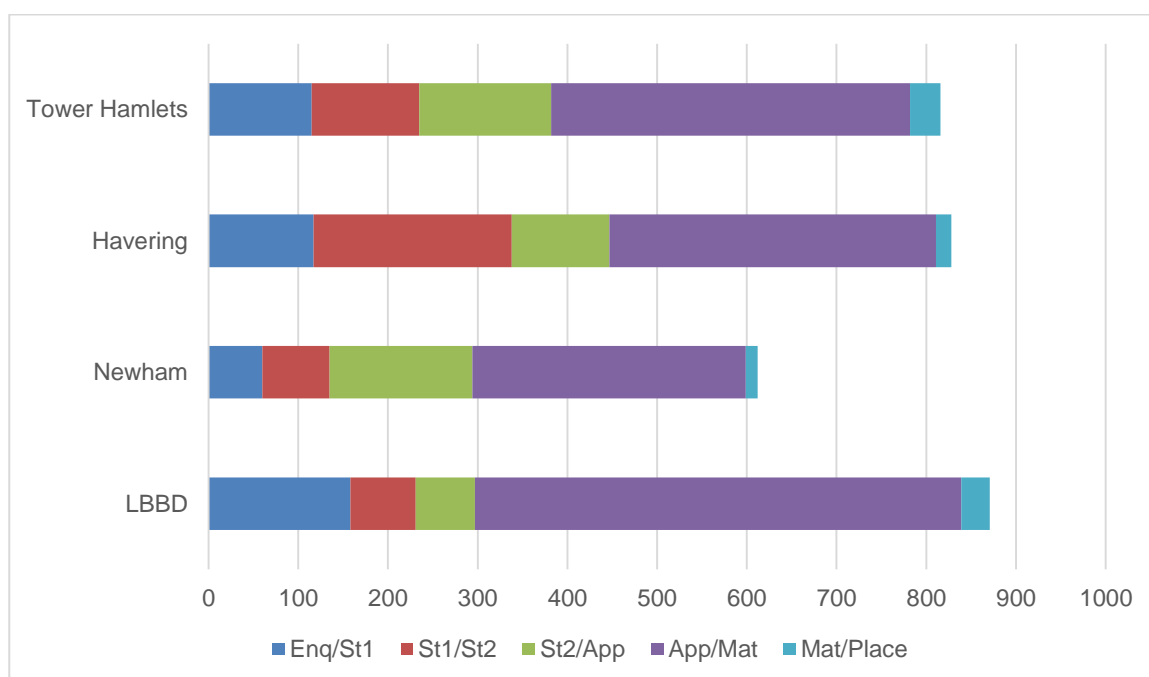
Adopters with a child placed in 2017/18 by type



Family Types - All Local Authorities primarily recruited adopters who were a heterosexual couple. The next most common adopter type was single female heterosexual. Only two same sex couples were recruited, one gay and one lesbian. No single males, single gay men or single lesbian women were recruited. Gay and Lesbian people have been identified as a potential target market for adoption and recruitment in this area appears to be underdeveloped across ALE authorities.

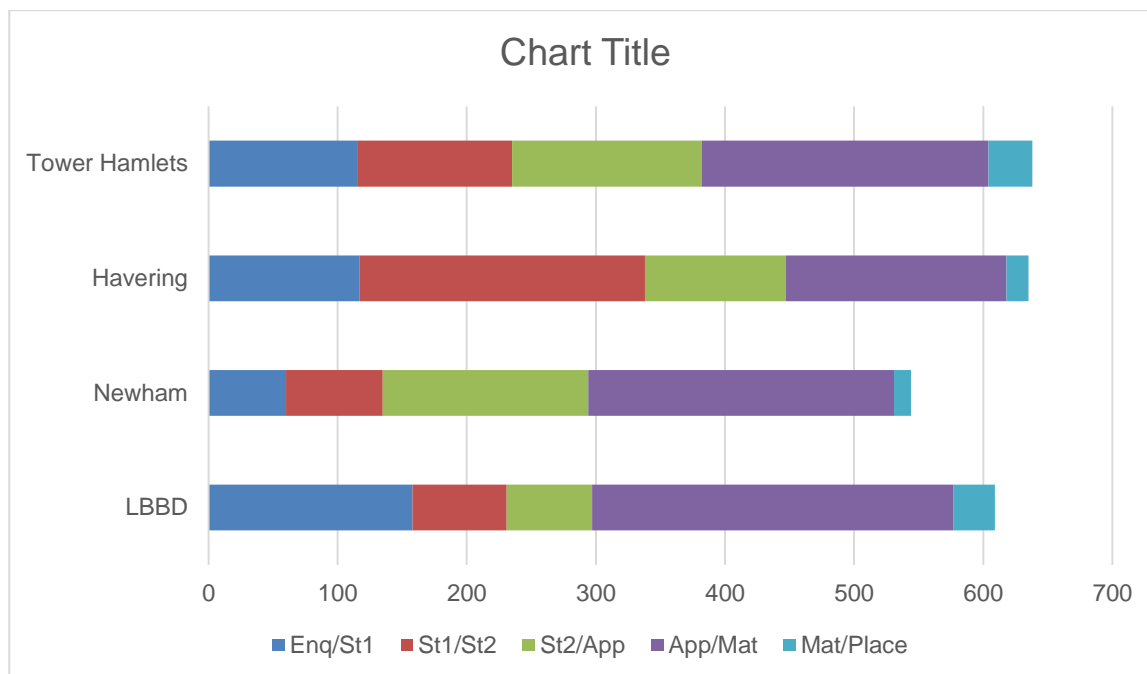
BME and disability - The number of adopters from BME populations and with an identified disability has been collated from all family types. For the purposes of this exercise, if either adopter in a couple is identified as BME the adoptive family has been recorded as BME. The Percentage of adopters from BME populations varies from 75% in Tower Hamlets to 25% in Havering and 17% in LBBB. No adopters were identified as having a disability. This variability is not in line with BME populations in ALE Local Authorities and it is likely that improved targeted recruitment could improve the adopter base

Adopter Timeliness Approval to Placement



All Local Authorities had a significant outlier of an adoptive family who had waited considerably longer for a placement. The following chart therefore excludes the significant outliers in the yellow approval to match timescale only.

Adopter timeliness recruitment to placement without significant outliers



The task and finish groups will be used to understand Local Authority processes and will add to an understanding of the raw data. It is likely that differences in the enquiry to stage 1, stage 1 to 2 and stage 2 to approval phases are at least in part due to differences in recording and processing adopters through each stage.

Nevertheless there are considerable differences in timescales for approval and all are higher than the national thresholds. Both Newham and LBBBD have approval timescales under 300 days. Havering have timescales a third higher (469 and 447 days respectively). There is evidence in both authorities of improved timescales in more recent practice.

Some adopters have waited too long for a placement in all Local Authorities. Discussion with service leads has indicated that this is likely to be as a result of a mis-match between the adopter offer and the needs of children waiting. This has led in all ALE Local Authorities to a down turn in recruitment

Conclusion

This data will be used in the Adoption Recruitment Task and Finish Group to assist further exploration

From a statistical analysis of the data and conversations with service leads it appears that adopter recruitment is underdeveloped in ALE authorities

- Processes vary but are slower than national standards
- Some adopters wait too long for a match
- There is a mis-match between the adopter offer and child needs
- Some groups (e.g. Gay men and lesbian women) are under-represented
- Recruitment of adopters has not been a priority in any ALE Local Authority
- Early Permanence is under-develop and adopters not fully engaged in this option.

2.5 Vision of the new RAA

The proposed Regional Adoption Agency would encompass four Local Authority areas in East London. The high level targets for numbers of children placed (including sibling groups) and numbers of adopters recruited are as follows. These targets are based on 17/18 outturn data, predicted 18/19 outturn data and some conservative assumptions about what is achievable in years 1, 2 and 3.

The RAA will operate in partnership with three other RAAs and a developing Hub in London. Additional adoption functions will be provided by the Hub as regionalisation plans develop, where they can further improve the outcomes for children and achieve better value.

Across all of London the four RAAs have a shared vision to achieve excellent outcomes for children and adults affected by adoption through:

- Working closely with the Local Authorities and partners to ensure that children's best interests are at the heart of placement decisions which will fully meet their needs;
- Targeting recruitment and establishing a wider and more diverse pool of prospective adopters;
- Matching so that children are placed without delay in secure, loving families;
- Providing creative and outstanding adoption support services;
- Investing in the workforce to ensure they have the right skills and capacity to deliver excellent services;
- Continually seeking to apply best practice and innovation to our ways of working;
- Actively listening to and learning from children, adults and staff to develop and improve the services provided.

In East London further work has been undertaken to tailor the pan-London vision to the specific priorities for the region. The areas of practice improvement identified as priorities for the ALE are:

- Post-adoption support
- Development of a positive and pro-active early permanence service
- Adoptive family recruitment for harder to place children (older children, larger sibling groups, substance addicted babies, disabled children and those with special educational needs, and children from black and other ethnic minority backgrounds)
- A consistent adopter experience across East London from initial contact and recruitment through to training and post-adoption support.
- More coordinated, innovative, different and potentially larger scale contracts with voluntary sector and VAAs (better commissioning and understanding of placement providers)
- A longer-term ambition for the RAA to undertake lobbying/stakeholder work with the legal system to be more receptive to adoption
- Generally, increasing profile of and respect for the East as a region
- Ensuring the adopter and child voice is always built into the model / service
- To provide innovative and different ways of offering therapeutic and specialist support
- Ensuring that the region continues to place hard to place children, especially those in older age groups.

2.6 Delivery model

The decision to pursue four RAAs in London was agreed by ALDCS, and endorsed by the DfE in May 2018. This business case does not revisit that decision, but provides more detail for how the agreed delivery model will work in East London.

Whilst a number of options were considered early on including the creation of a new single entity to deliver adoption services across East London, the preferred option is to combine the four London boroughs with one borough becoming the host authority. Creation of new single entities is time consuming and costly and not a preferred option elsewhere with RAAs already live.

Governance of the RAA will operate through a board comprising of senior representatives from all LAs with representation from VAAs, adopters and adoptees. The RAA will continue to be accountable to Corporate Parenting Boards and other Local Authority bodies.

The RAA will aim to provide a high quality service to adopted children with improved

outcomes; taking the best models of delivery from each of the four services, and considering the best level of geography on which to deliver (sub-regional, regional or pan-London). The RAA will also aim to provide savings through economies of scale.

The delivery model for the RAA addresses the five areas set out by the DfE as their minimum expectations of a Regional Adoption Agency:

1. A single line of authority with the ability to act as a single service and a head of service in place.
2. Transfer of staff into the organization.
3. Inclusion of core adoption functions of recruitment and assessment of adopters, early permanence and family finding, and adoption support.
4. Pooled funding from local authorities into the RAA.
5. Pan-regional approach to matching i.e. one pool of children and adopters.

The preferred option for East London addresses these requirements and proposes to work collaboratively with 3 other RAAs across London namely:

- Adopt London West – Ealing
- Adopt London North – Islington
- Adopt London South – Southwark

2.7 Strategic benefits

The key aim in combining services to create a single Regional Adoption Agency is to achieve better outcomes for all children and young people with adoption plans in the region. Local Authorities and Voluntary Adoption Agencies will come together and combine adoption services into a new regional agency to benefit children and their adoptive families, with larger operating areas giving a wider pool of adopters and children, more effective matching and better support services.

The Government set out the challenges they are seeking to address nationally through the creation of Regional Adoption Agencies in the paper 'Regionalising Adoption', published in June 2015.

In summary, these are:

Inefficiencies

Across London there is a highly-fragmented system with around 180 agencies recruiting and matching adopters for only 5,000 children per year (this number has subsequently decreased). The majority of agencies are operating on a small scale with over half recruiting fewer than 20 adopters in the first three quarters of 2014/15. This is not an effective and efficient scale to be operating at and is likely to mean that costs are higher because management overheads and fixed costs are shared over a smaller base. Having a system that is fragmented in this way reduces the scope for broader, strategic planning, as well as specialisation, innovation and investment. Large numbers of small agencies render the system unable to make the best use of the national supply of potential adopters, more vulnerable to peaks and troughs in the flow of children, and less cost effective.

Matching

The system needs to match children with families far more quickly. Nationally, the data also shows that, as at 30 September 2015, there were 3,060 children with a placement order waiting to be matched. 38% of these children had been waiting longer than 18 months. The costs of delay, both to children and to the system, are high. It is vital that children are given the best and earliest possible chance of finding a family, irrespective of authority boundaries and lack of trust of other agencies' adopters. It is unacceptable that children are left waiting in the system when families can be found. Successful matching relies on being able to access a wide range of potential adopters from the beginning and operating at a greater scale would allow social workers to do this, thus reducing delay in the system. It could also reduce the number of children who have their adoption decisions reversed. In 2015-16, this happened to

900 children nationally. Furthermore, the opportunity for practice innovation created by moving to a new delivery model also has real potential to improve matching.

Recruitment

Whilst there has been growth in adopter recruitment there are too few adopters willing and able to adopt children with a range of different backgrounds and life circumstances. Recruitment from a wider geographical base as part of a regional recruitment strategy. Incentives also need to be better aligned and recruitment activity more nuanced and targeted so that agencies are encouraged to recruit the right kind of adopters given the characteristics of the children waiting. Recruitment from a wider geographical base than an individual local authority, that takes account of the needs of children across a number of those local authorities in a regional recruitment strategy and uses specialist techniques for recruiting adopters for hard to place children, would potentially lead to fewer children waiting.

Adoption Support

Currently adoption support services are provided by a mix of local authority provision, the NHS and independent providers (voluntary adoption agencies, adoption support agencies and small independent providers). There is a risk that the public and independent sectors are unlikely to be able to grow sufficiently to meet increased demand for adoption support. There are regional gaps in the types of services on offer and little evidence of spare capacity. The sector is currently dominated by spot purchasing and sole providers. This is not an efficient way to deliver these services. For providers to expand and therefore operate at a more efficient scale, services need to be commissioned on bigger and longer term contracts. RAAs should enable this to be done. It is envisaged that the Hub will act as a conduit to the wider voluntary sector, providing economies of scale and opportunities for innovation

The Local Perspective

The statutory functions required of local authorities in respect of adoption are provided by each of the four local authorities within their own geographic areas. There is already a great deal of joint working between the four adoption agencies to provide parts of the current service.

Joining the four local authority services together within Adopt London East will enable efficiencies to be achieved and improvements to services for all those affected by adoption.

In terms of recruiting adoptive parents some of the agencies are currently competing with each other. There is a duplication of effort and associated costs with the risk that people wanting to be considered as adoptive parents are confused about where and how to proceed with their enquiry. Adopt London East will have a single point of contact for prospective adopters, reducing the current fragmentation of services. Similarly, a single point of entry to the adoption service locally will improve access to adoption support services for adoptive families, and also for adopted adults and birth family members, who have a statutory entitlement to receive a service.

Combining the services should ensure that management overheads and fixed costs will be reduced over time. The new service will allow for the more efficient use of staff time, for example Adopt London East may deliver training and preparation courses at stage one and two of the adoption process across the whole area resulting in less duplication and more timely access to the training courses for prospective adopters. adoptive parents as trainers.

There are currently four Adoption Panels (some of which are joint fostering / adoption) operating across the four Local Authorities. ALE will have one Adoption Panel which will consider applications from prospective adopters. These will be held more regularly and across all four boroughs. Agency Decisions in relation to prospective adopter approvals will be made by the Agency Decision Maker for the RAA. Therefore it will no longer be necessary for the four Local Authorities to retain their individual Adoption Panels, but each will continue to have a designated Agency Decision Maker for considering and agreeing the plan that a child should be placed for adoption and agreeing the match to appropriate adopters.

The new combined service provides the opportunity for the provision of a service of

excellence for adoption support. This will be a multi-disciplinary service in partnership with colleagues from health and education and providing comprehensive and high level targeted support for adopted children, adoptive parents, adopted adults and birth family members

ALE will aim to reduce the proportion of children whose plans are changed from adoption because an adoption placement cannot be found as well as reduce the number of adoption placement disruptions. The RAA will bring the existing local expertise among managers and social workers together in respect of what makes a good match. Good permanence planning and tracking processes will ensure a high proportion of children are referred to the RAA prior to the point of Placement Order. Early identification of children with likely adoption plans and effective liaison with the child's social worker during the court proceedings will enable fuller and more accurate assessments of an individual child's needs to inform matching, and prepare the child. Strategic needs-led recruitment will also widen choice of potential adoptive families for children, which will lead to better and more sustainable matching.

Benefits will be delivered through adopting the "best practice" from the four contributing organisations. This will be of particular value in delivering benefits from the areas of Early Permanence (concurrency and fostering to adopt), improved adoption support, making optimal use of colleagues in health and education as well as those in ALE registered as social workers and those without social work qualifications but with other relevant knowledge, skills and experience.

2.8 Strategic risks

- There is a risk to all Local Authorities who fail to join a regional agency. This would include central government directing how its services would be delivered. .
- Major reorganisation of adoption services in the region may have an impact on service delivery to children and adoptive families in the short term. To mitigate these risks, practice is being regionalised more quickly where it makes sense to do so, and implementation will be on a phased basis. Performance measures aligned with the revised operating model and regular monitoring arrangements will be established between the host and non-host authorities as quickly as possible and before go-live for the new arrangements. This approach to governance, quality assurance and performance management will draw on lessons learned and best practice
- Separation of functions could cause delay through ineffective communication. The service delivery model promotes co-location and local delivery in all four Local Authority areas. Effective information sharing agreements and close working relationships between children's and adoption social workers will mitigate against this risk
- Any future difference in opinion across the LAs as to the role and scope of ALE and future governance arrangements could delay implementation.
- The organisational staffing levels proposed in this business case have been based on actual demand experienced over the past three years, however because of the current difficulties in predicting the levels of activity (e.g., numbers of children with adoption plans) there is a risk that suggested staffing levels might not be consistent with demand.
- There is risk, even regionally, of not being able to recruit adopters able to meet the needs of the children waiting, leading to more interagency placements and financial viability issues. More coordinated and targeted recruitment activity is expected to address this, scope for enhanced recruitment and assessment has been built into the delivery model.
- Any change management process can be unsettling for staff. The proposed changes to ways of working could lead to a risk of recruitment challenges and the retention of existing experienced and qualified adoption team workforce for the ALE. The engagement of staff directly involved in the delivery of adoption services, and the involvement of current service users will be essential mitigation alongside keeping colleagues in partner organisations informed. The project team have been engaging

with staff at service and operational levels to ensure they are engaged and enthused about the opportunities of a joint agency.

All of the above risks and specific local risks will be considered during set and implementation of the RAA. The partnership board will review and mitigate for both new and existing risks and issues as they arise.

2.9 Realising the benefits of the RAA

Benefits expected to be realised through the project include:

- Improved timescales for adopter assessments
- Higher conversion rate from enquiry to approval of prospective adopters based on better understanding of the most successful routes to adoption
- Early identification of children with potential adoption plans and more children placed on an Early Permanence (Fostering to Adopt or concurrency) basis
- Reduction in the number of children for whom the permanence plan has changed away from adoption
- Increase in the percentage of children adopted for care
- More timely matching of approved adopters
- Improved timescales for placing children with their adoptive families
- Fewer prospective adopter approvals rescinded as approved adopters are not matched with a child
- Fewer adoption placement disruptions pre and post adoption order
- Improved performance measurement and management across the service
- Reduced interagency placements and fees

Section 3.7 contains the proposed performance and QA approach which would enable us to understand whether the RAA is delivering the strategic benefits as envisioned.

2.10 Stakeholder engagement and involvement

Consultation with stakeholders is an integral part of the Regional Adoption Agency project. The section below sets out the stakeholders engaged during the course of the project so far. Their feedback has been incorporated into the future model and will continue to lay the basis for service design and amendments going forwards.

Adopters

Adopters in East London Boroughs have contributed to service development through two Adopter Voice forums. Key themes from the forums include the importance of:

- A supportive social worker at all stages of the process
- Continuity of service delivery both pre and post adoption
- Early intervention and support from a known person
- Peer networks and safe places for adopters and adopted children to meet
- Support with family contact
- Schools informed about attachment and use their pupil premium well.
- Responsive and understanding health services
- All services working together well. A 'one stop shop' for service delivery

Service Directors - Since **April 2018**,

an RAA Project Board has been set up to oversee the successful implementation of Adopt London East. The board is chaired by the Director of Children's Services in the host authority and consists of Assistant Directors and Heads of Service in respective local authorities; thus providing senior leadership and governance. The RAA Project Board meet regularly every **six weeks**. So far, representation from senior stakeholders has not only sustained interest in the project but it has also been fundamental to driving the project forward by making key decisions and unblocking problems.

Adoption staff

All adoption staff have been provided with a brief information document to keep them abreast of our current position and explain the draft proposed model. In addition to this, an upcoming Staff Engagement Event is set to take place on 12th September, 2018. Staff will have the opportunity to learn more about the benefits of regionalisation and participate in a workshop to discuss elements of the model. Service Managers have nominated staff to be involved in Task and Finish groups to focus on Recruitment and Assessment, Family Finding & Matching and Adoption Support. Staff involved in these task and finish groups will act as champions and will help design and co-produce the new RAA. By adopting a co-production approach of doing things “with” and not “to” our adoption staff Adopt London East will be a highly desired place where staff want to work.

Wider Staff across Children’s services

Newsletters are distributed every **six weeks** to all staff across Children’s Services to provide brief information on updates and an overview on anticipated changes to the service.

In addition to this the following Workstreams have been developed to involve wider staff in specialist areas:

- Practice: This workstream is made up of Heads of Service/Service Managers and includes developing the practice model of the RAA through process mapping.
- HR: This workstream includes mapping the as-is workforce, identifying roles, partial roles and functions that will move to the RAA, developing a new structure and job descriptions.
- IT: This includes mapping as-is IT systems, developing a practical and immediate solutions drawing on learning from other RAAs where different IT systems are used, develop approach to data sharing, scope future IT solution.
- Commissioning: This includes identifying existing externally commissioned services across the authorities within the scope of the RAA and making recommendations about transition arrangements.
- Finance: This includes mapping existing cost of in-scope functions, developing financial model for new RAA and proposals for reviewing the financial arrangements.
- Legal and governance: This includes ensuring new proposed approach meets legal requirements, developing the governance structure of the new RAA.
- Accommodation and logistics: This includes reviewing whether collocation of RAA staff is appropriate, and if it is, where they should be collocated, when they should move, how this will be funded.
- Communications and engagement: This workstream is about ensuring that all key stakeholders are kept up to date and are engaged in the design of the new RAA arrangements. It will include delivery of events, newsletters, workshops etc.

These on-going workstreams have multiple representations from each local authority. The involvement of staff across the wider service has been an effective way of extracting specialist knowledge, skills and tools into the development of this model in order to develop a realistic implementation plan.

3. RAA OPERATING MODEL

3.1 Learning from best practice

Research identifies several factors which contribute to timely, successful family finding and matching outcomes for children with a plan of adoption. The University of Bristol (June 2010)

and Oxford University (Feb 2015) identified within research briefs, key factors seen to enhance the adoption journey for both children and their prospective adopters.

- Quality of information – all information at all parts of the process must be of **high quality, factual and comprehensive**. Poor quality information is identified as a direct correlation to disruption.
- Local authorities with access to a **wider pool** of prospective adopters experienced less delay in their family finding and matching processes.
- **Family finding done at the point of ADM** decision (rather than at the granting of the placement order) resulted in children experiencing less delay.
- Delay was reduced when case responsibility for **children transferred to adoption service** at point of placement order.
- Delay was also reduced when **early family finding strategies** were agreed for individual children deemed to have complex needs.
- **Tracking** of children throughout their journey is critical and adoption workers involved in this can drive the process.
- **Timely joint decision making** re whether to pursue ethnic matches or sibling separation also reduced delay for children.
- **Post placement support** (in a variety of formats) is particularly valued by adopters, contributes to positive transitions and reduces the risk of disruptions.

Proposals contained within this business case have taken account of these key factors alongside the need for quality and efficiency.

3.2 Scope

The target operating model for the new RAA considers its role in the delivery of the following main services across East London:

- Recruitment and Assessment – to provide the prospective adopters;
- Permanence Planning – Identifying children who need adopting;
- Matching and Placement – to match prospective adopters with children in need of adoption;
- Pre and Post Placement Support – to help all affected by adoption.

3.2.1 Roles and Responsibilities

The table below sets out the RAA and LAs will work together, summarising roles and responsibilities for each:

Function	Regional Adoption Agency	Local Authority
RECRUITMENT AND ASSESSMENT		
Marketing and Recruitment Strategy	✓	
Adopter Recruitment and Enquiries	✓	
Assessment of Prospective Adopters – all Stage One and Stage Two functions	✓	
Completion of Prospective Adopter Report	✓	
Agency Decision Maker for approval of adopters	✓	
Post approval training	✓	
Matching	✓	
Post Placement training for Prospective Adopters	✓	
PERMANENCE PLANNING		
Early identification of a child possibly requiring adoption	✓	✓
Tracking and monitoring the child possibly requiring adoption	✓	✓

Function	Regional Adoption Agency	Local Authority
Support and advice to child care social worker on the adoption process	✓	✓
Sibling or other specialist assessments if commissioned by LA	✓	✓
Direct work to prepare child prior to placement	✓	✓
Preparation of the Child Permanence Report		✓
Agency Decision Maker for "Should be placed for Adoption" decisions		✓
Case management prior to the point agreed by the LA ADM		✓
Case management from point agreed by the LA ADM		✓
MATCHING AND PLACEMENT		
Family finding	✓	
Looked After Child reviews	✓	✓
Shortlist potential families	✓	
Visit potential families	✓	✓
Organising child appreciation day	✓	
Ongoing direct work to prepare child prior to placement	✓	
Adoption Panel administration and management	✓	✓
Agency adviser role	✓	
Agency Decision Maker for Matching prospective adopters and child		✓
Placement Planning meeting administration and management of introductions	✓	
Support to family post placement and planning and delivery of adoption support	✓	
Ongoing life story work and preparation of Life story book		✓
Independent Review Officer monitoring of quality of child's care and care plan		✓
Support prospective adopters in preparation and submission of application for Adoption Order – including attending at court	✓	
Preparation of later life letter	✓	✓
ADOPTION SUPPORT		
Assessment for adoption support	✓	
Developing and delivering adoption support plans	✓	
Agree and administer financial support to adoptive families pre and post Adoption Order		✓
Adoption support delivery including: <ul style="list-style-type: none"> • Support groups • Social events • Post adoption training • Independent Birth Relative services • Support with ongoing birth relative contact • Adoption counselling and training 	✓	
Financial support to adopters including adoption allowances		✓
NON-AGENCY ADOPTIONS		
Step parent/partner adoption assessments	✓	

Function	Regional Adoption Agency	Local Authority
Inter-country adoption assessments and post approval and post order support	✓	

3.3 Overview of the Proposed Organisation and design principles of ELRAA

Adopt London East is committed to designing services capable of improving outcomes for children for whom the plan is adoption through:

- Placing more children more quickly
- Placing more children in an early permanence placement
- Providing quality support to ensure fewer placement disruptions and happier families
- Improving timescales for adopter assessments
- Assessing adopters well; leading to good and speedy matches

Design Principles

The proposed service delivery model is based on an evidence base of what works in Adoption and on initial consultation with adopters and key stakeholders. The detailed service design will be developed through co-production with staff and all key stakeholders as detailed in section 2.3.

A number of principles have influenced the delivery model

A base in each Local Authority. This ensures a visible presence in each area and promotes local adopter recruitment. The adopter voice tells us of the importance for them of continuity of existing relationships and a 'one stop shop' for support in their local area.

Close relationships with children's social workers. These will be promoted through maintenance of the local base. In order to ensure identification of children who may require adoption, a single permanence tracker and information sharing process will be developed on best practice principles. Adopt London East will aim to provide a seamless service working in partnership with children's social workers. The service will also provide training, advice and support for workers in each Local Authority on all adoption matters, including completion of Child Permanence Reports and Life Story Books.

Specialist responsive teams working across all Local Authorities. Currently each Local Authority has a small adoption team and most are integrated within other permanence services. In some Local Authorities adoption social workers undertake all adoption associated tasks. The evidence base tells us that specialism of adoption workers to specific functions improves timeliness and quality of work. The service will develop three teams: Adoption recruitment and assessment; family finding and matching and adoption support. Workers in these teams will have a local base but will work across East London as a single team. Workers may take on work outside their Local Authority boundary as a result. This is not a radical change in working practice as adopters are often recruited and supported outside Local Authority boundaries.

Innovation and service improvement. The increased size of the service allows for innovation in all areas. Recruitment of adopters across a wider geographical area allows for a targeted approach based on an understanding of local need. A dedicated communications service will be able to provide low cost and effective promotions. As well as improved options for matching, the family finding team will be able to focus on development and promotion of early permanence options. Adoption support will benefit from development of a core early intervention offer as requested by our adopters through use of a team of workers with specialist skills and the ability to deliver joint packages of support. Innovation through co-

production; investment in staff and an understanding of research and the evidence base will be developed as part of a learning culture within the organisation.

Flexible and responsive service. Demand for placements and supply of adopters is subject to considerable fluctuation. All agencies are also reporting increased demand for adoption support. Adoption regulations are subject to review and court decisions subject to developing case law. Incoming populations place new demands on services. The service will develop an ability to provide a flexible response through: service review; innovation; cross team working and development of strong partnerships.

Investment in Staff. Development of a Regional Adoption Agency allows staff to develop skills within a larger organisation with a single focus on Adoption. The larger service also provides a clear promotion route for adoption specialist workers. The organisation will embed a learning culture and ensure investment in staff to meet the ever changing demands for adoption services. The service commitment to co-production of service development is a reflection of the value placed on the staff voice.

Adopter Voice and the voice of the child. The service will incorporate the adopter and child voice at the heart of all activity. All best practice evidence shows that development of direct and virtual adopter forums and means of direct communication with children improves service delivery and has a positive effect on adoptive family satisfaction. Our own adopters commented in consultation on the importance for them of peer networks and safe places for adopters and adopted children to meet.

Positive engagement with all partners and stakeholders. The service will engage positively with all partners in both statutory and voluntary sectors to ensure service providers meet their obligations and provide the best possible services to our adopters. The service will also work with agencies such as the courts and CAFCAS to develop mutual understanding, improve services and challenge where appropriate.

Provision of Value for Money. Economies of scale will reduce spend on areas where efficiencies may be made. Improved adopter recruitment will substantially reduce spend on inter-agency fees. Improved rates of leaving care for adoption and timeliness in placement for adoption will provide savings in in-house budgets for all Local Authorities. Further savings will be made through the Pan London approach to commissioning. The service will also aim to expand service provision through bidding for ASF, PIF and other funds.

Proposed service delivery model

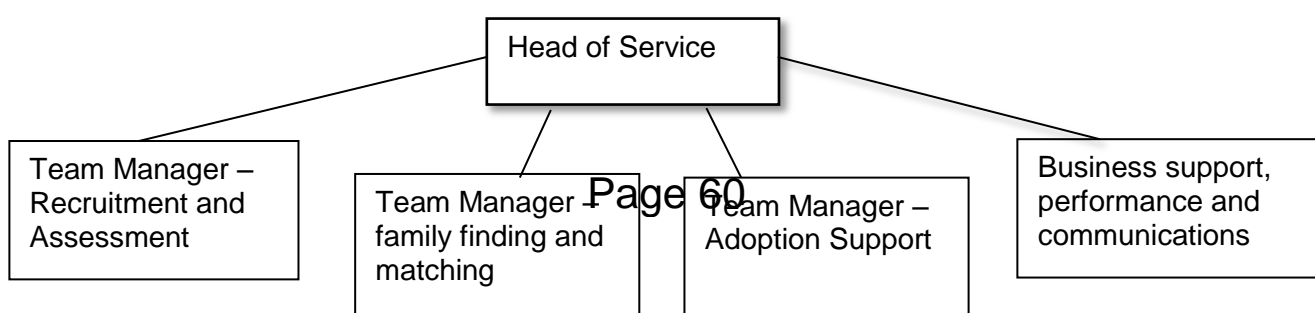
The proposed service delivery model is based on an evidence base of what works in Adoption and on initial consultation with adopters and key stakeholders. The detailed service design will be developed through co-production with staff and all key stakeholders as detailed in section 2.3. The rationale for the design principles is explored in more detail in section 3.3

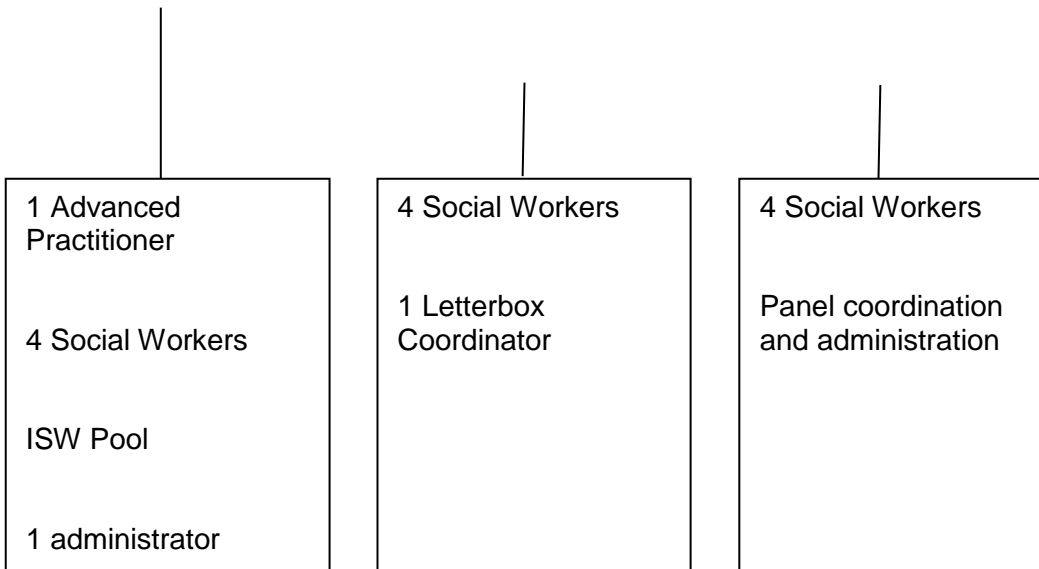
The service delivery model includes one head of service and three team managers who manage the three key thematic areas in Adoption; recruitment and assessment; family finding and matching and adoption support.

Team managers will manage teams who will have workers allocated to local areas but operate as a pan East London service. All workers will be expected to operate outside specific Local Authority boundaries according to need and to meet regularly as a team.

Performance expectations and accountabilities of the RAA, Local Authority, each team and each worker must be clear.

This outline structure will be subject to further modelling and may change in some aspects of detail through the next phase of development; thematic operational Task and Finish Groups. These groups will involve first line managers, adoption social workers and adopter representatives in co-production of the working model.





3.4 Property and IT Implications

Property implications

The property implications for each of the local authorities, with the exception of Havering (as the lead authority) remain unchanged. The expectation is that there will be a maximum of 4 adoption specific workers per local authority based on site at any one time and their space will be provided through existing resources.

Havering as the lead authority will need to provide extra space for some centralised functions:

- The RAA head of service
- Up to 3 team managers for some portion of the week
- 3 administration posts
- Up to 3 letterbox co-ordination posts
- Accommodation for all RAA staff at least one day per month for service meetings, team building and other all staff events.
- Accommodation for thematic team meetings for 6-7 people, half a day, per team, per month.

IT implications

- The proposal is that all RAA staff will transfer across to Havering's IT system (Liquid Logic) as permanent employees of Havering council. There will be no costs for the transfer over and above the costs for IT which are covered by both the on-costs / staff overheads and hosting costs included in the full financial business model

3.5 HR Implications and Activities

The HR comments of this report set out the current position with regard to the applicability of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). In line with the minimum expectation of the DfE, staff in scope of this new East London Regional Adoption Agency are expected to transfer into the host borough, Havering Council, under TUPE regulations.

It is envisaged that these proposals will initiate significant changes to the way Adoption services are delivered across the four boroughs and ultimately new ways of working.

The TUPE regulations impose limitations on the ability of the new employer and employee to agree a variation to the terms and conditions unless there is a genuine Economic, technical or organisational (ETO) reason:

- There needs to be a valid business reason for the change
- The ETO reason must 'entail changes to the workforce'. This means that changes to workforce numbers or job functions must be the objective of plan
- Changes to location of work are now covered as an ETO reason under TUPE. This means that TUPE-related relocations will not be treated as automatically unfair but should still be treated in line with the normal employment principles in terms of formal consultation.

Therefore, it is likely that as well as informing/consulting as part of the TUPE process, formal consultation will take place with staff and unions on the new structure, location and job descriptions triggering a change management process.

It is recognised that all local authorities are likely to follow a similar change management process. However, a proposed Change Management "Terms of Agreement" has been developed and aims to provide clarity and equity between the boroughs throughout the management of the change process. This agreement has been consulted upon with HR leads across the boroughs and will then be shared with the unions.

Both the TUPE and restructuring consultation processes will be managed in line with the ACAS guidelines and will run concurrently.

Where possible, the existing boroughs will seek to redeploy their own employees prior to the transfer date. Any redundancy costs will be the responsibility of the incumbent borough. The host borough will need to consider additional ongoing liability cost which may not be covered in on-cost i.e. Barrister costs associated with an employment tribunal and who will be responsible for those costs.

Pensions:

All local authorities, pensions provisions are provided under the Local Government Pensions Scheme. The actuary have confirmed that a bulk transfer is only applicable if 10 or more members are transferring from any one previous organisation.

Each local authority is unlikely to be transferring 10 or more members, therefore, the process for bulk transfers is not applicable. The process that will need to be followed is that of a normal transfer from a previous Local Government Pension Scheme i.e.:

- The members will be admitted to the London Borough of Havering pension scheme and will then be subject to 22% employer contribution rate (the employee rate is dependant upon their salary)
- The pension team will write to the previous authorities requesting transfer estimates, calculated in accordance with actuarial guidance issued by the Secretary of State
- Once the details are received, the pensions team will write to the members, highlighting the 'pros and cons' of transferring and ask them to make their decision.
- If members elect to transfer, the pension team will ask the previous authority to make the payment of the relevant transfer value.
- The transfer value, paid from the pension fund, should be enough to cover previous pension liabilities so there is no need for any budget from individual services for pension costs.

However, if any local authority exceeds the bulk transfer number of 10 members, then the process will need to be reviewed and could impact on timescales and costs. The above process will be factored into the formal consultation period.

3.6 RAA Performance and Outcomes

Targets

More details, including exact targets and outcomes, will be worked up with staff as part of the task and finish group process. Initial work undertaken across the four authorities suggests that there are some meaningful and very achievable targets in the three key areas listed below:

Adopter Recruitment and Assessment

It is a generally accepted national standard that each adoption assessment worker is able to undertake 9 completed full assessments per year in addition to stage 1 work. Two of the London Boroughs have indicated there is potential for further Adopter recruitment in their area, no Borough actively recruits adopters and several Boroughs have indicated adopter recruitment is not a priority given their difficulty in placing within the immediate local area. There are therefore strong indications that a focussed and cost effective recruitment campaign and a dedicated team will be able to increase adopter recruitment from the current figure of 29 approvals in year to a target of 45 over three years. This would result in a saving of at least £496,000 in interagency fees. If sibling groups were placed savings would be considerably higher.

Family finding and matching

The rate of children leaving care for adoption across the East London Boroughs remains low. The use of placement with family members under an SGO is well embedded and some local communities have positive extended family networks which promoted this model. It is unlikely that the East London Authorities will achieve national average rates of leaving care for adoption, nevertheless early indications from review of hard to place children indicates that more children could be placed for adoption. 57 children were placed in 2017/18, a considerable increase on previous years. ALE would have the capacity to family find and match 70 children.

Adoption support

Adoption support is under-developed in all Boroughs. The adoption support team would have capacity to provide a small but good quality core service, working with local adopters and adopter voice as well as local providers to provide:

- Advice guidance and support including sign-posting
- Adoption Support Assessments (up to 100 PA)
- Adopter support groups
- Adopter training
- Applications to the ASF
- Some direct work

The outline outcomes framework below sets out the targets listed above, alongside some key outcome improvement areas:

Target	Current	Year 1	Year 2	Year 3	Improved Outcomes
Adopter recruitment	29	36	40	45	<ul style="list-style-type: none"> - Children placed within East London - Improved placement choice - Improved adopter confidence
Family finding and matching	57	60	65	70	<ul style="list-style-type: none"> - Children placed in East London - Increased number of children adopted - Improved placement choice - Improved matching through placement with adopters known to agency
Adopter support (no established)	Individual worker offer	Development of core offer		Improved engagement with	<ul style="list-style-type: none"> - Fewer adoption disruptions - Improved outcomes for adopted children - Improved adoptive family satisfaction

numerical baseline)		providers Improved use of grant funding	
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The Department for Education are also providing ongoing guidance around performance monitoring and quality assurance. The RAA will make sure it continues to monitor it's outcomes in line with both local and national best practices.

3.8 Communications, Marketing and PR

The key aim in merging adoption services is to have a wider pool of prospective adopters from various backgrounds to ensure even the most hard-to-reach children can enjoy stability with loving families. Adopt London East seeks to increase the quality and quantity of adoption applicants across the sub-region and drive the placement of our most hard-to-reach children including: sibling groups, adolescents, BME children, and children with learning difficulties. To achieve this, effective communication and marketing is required.

In 2013, the Department for Education commissioned Kindred to carry out a research study to identify effective communication and marketing channels that should be used when engaging with potential adopters in order to, ultimately, encourage them to adopt a child. Their findings provide insight into the common demographics, motivations and attitudes towards adoption. They have also developed six key phases of the adoption journey and have recommended the use of different channels and messages for each phase. The idea being, an appropriate mix of channels is an important factor to a successful marketing campaign. For example, one agency ran a press advertising campaign in local newspapers and lifestyle magazines. A radio and digital advertising campaign ran alongside this; all contributing to a 65% increase in enquiries on same period in the previous year.

Kindred's Journey Phase:

Role of marketing/communications	Key channels
PHASE ONE: Initial trigger/motivation	
Raise awareness to prompt consideration	Editorial coverage Advertising Friends and family
PHASE TWO: Fact-finding and research	
Inform potential adopters about the process	Websites Online search Information packs Information events
PHASE THREE: Deeper engagement	
Provide information about the realities of adoption	Social media Online forums
PHASE FOUR: The decision	
Reinforce a positive decision	May revisit channels and information

	accessed previously 'Keeping in touch' channels e.g. newsletters
PHASE FIVE: The process and adoption	
Keep updated and provide emotional support	Agency channels Peers
PHASE SIX: After care	
Create advocates for use in future communications	Mentor schemes Networking opportunities

Kindred's findings have been used to benchmark the effectiveness of marketing campaigns in reaching key audiences, tackling their barriers towards adoption and motivating them to engage. Drawing on best practice from Kindred's evidence based research and in line with our regionalised model, Adopt London East will facilitate a coordinated delivery of marketing and recruitment and use a number of communication platforms to appeal to prospective adopters. This will include:

- **Radio advertising:** A call-to-action via a local radio station that matches Adopt London East's target audience.
- **Poster campaigns:** Posters placed in local libraries, community centres and other areas with a community focus. There
- **Direct mail/leafletting:** Distributed at libraries, sports centres, cultural venues, post offices and doctors' surgeries, religious or community groups.
- **Branding:** Adopt London East logo has been developed and this will be followed with a catchy strapline to be used on all marketing materials.
-
- **Editorial content:** Feature in magazine articles and newspapers.
- **Single door:** A centralised specialist marketing team to receive all recruitment enquiries via the website, email dedicated phone line.
- **Website:** A centralised, digital platform for potential adopters to have access to information, advice and guidance as well as connect with other adopters. Based on best practice research the website will feature:
 - Networking forum for adopters/potential adopters
 - FAQ page
 - Use of visual images for adoption processes
 - Information on upcoming events & training sessions
 - Adoption support tools & techniques
 - Search engine optimisation
 - Engaging Blogs posted by adopters
 - Sophisticated, modern design and layout
 - Bitesize information with easy to understand language
 - Real life stories & experiences of people who have successfully adopted
 - Videos/vlogs
- **Other Social media Channels:** Strong emphasis on digital marketing via social media channels including Facebook, Twitter and YouTube.

- Facebook & Twitter: Interactive platform to share real-life stories and facilitate deeper engagement use of visual images, blogs and hashtags.
- The most used adoption-related hashtags over the past 12 months on social media in the UK are:
- #adoption (208,000 mentions)
- #familylaw (50,900 mentions)
- #adoptionprocess (35,600 mentions)
- #adoptionawareness (12,000 mentions)
- #nationaladoptionweek (3,500 mentions)

YouTube: based on Kindred’s recommendations, YouTube can have a key

3.9 Proposed Governance Arrangements and Legal Implications

Governance Arrangements

The governance structure and arrangements will be comprised of the following forums:

1) ELRAA partnership board

Status of the Board

The East London Regional Adoption Agency (ELRAA) Partnership Board is fully accountable to: the London Boroughs of Havering, Barking and Dagenham, Newham and Tower Hamlets.

The ELRAA Partnership Board will report to the London Adoption Board and will co-operatively engage with and work alongside the North, West and South Regional Adoption Governance Boards.

Purpose of the Board

The ELRAA Partnership Board will be responsible for providing effective oversight of the partnership agreement and the hosting of adoption services by London Borough of Havering.

The Board will present the Annual Report of the ELRAA Partnership Board to the local authority partner Cabinets, with the support of the Chair and the Vice-Chair of the ELRAA Partnership Board.

The Board will also enable effective overview and support for the collaborative working arrangements between the Voluntary Adoption Agencies (VAA’s), Adopters and partner local authorities.

The Board will set and review the strategic objectives of the ELRAA and monitor service delivery of the key priorities of the partnership, that is to:

- Place more children in a timelier way;
- recruit more of the right families for the children waiting, preparing them consistently and well;
- improve the range, accessibility and quality of post adoption support; and
- improve the outcomes for children and families.

Roles and responsibilities of the ELRAA Partnership Board

Havering Council will provide the ELRAA Partnership Board with a report on a quarterly basis detailing summary management information as part of the performance monitoring agreement that will include:

- Service delivery performance
- Financial performance

- Audit and assurance activities

Partner Councils will individually provide the ELRAA Partnership Board with a report on a quarterly basis detailing their Council's performance of the co-dependencies that will include:

- Key performance indicators relating to safeguarding pressures and overall children's services demand; and
- pre-court proceedings activities and performance

Partner Councils will produce a joint update on:

- Joint working arrangements
- Inspection readiness

The ELRAA Partnership Board will also:

- Provide a forum to discuss and agree strategic issues relating to the delivery of adoption services.
- Provide a forum to discuss and agree future budget setting
- To provide constructive support and challenge of the adoption system within the North London region, with reference to national best practice / emergent practice, to provide an opportunity for sharing, learning and continuous improvement.
- To engage with national adoption services providers, voluntary adoption agencies and broader stakeholders, to inform regional service development.
- Review and consider reports presented by the ELRAA Advisory Group
- Authorise the commissioning and initiation of new business cases and assess opportunities for future service development.
- Confirm appropriate adjustments to the Contract Baseline regarding Target Performance Levels so that they are aligned with the updated Statistical Neighbour data.
- Consider any changes to the services that arise out of proposals and ensure that they are dealt with as a Variation in accordance with the Partnership Agreement

Decision Making

Made by consensus between the Director of Children's Services London Borough of Havering and the four Directors of Children's Services from Tower Hamlets, Barking and Dagenham and Newham.

This cohort are primary funding partners and have shared responsibility for performance of adoption services as measured in published statutory performance information and in Ofsted inspection. They therefore form the voting members of the group.

In the event of a continuing dispute, the Board will refer to the formal dispute resolution process detailed within the Joint Partnership Agreement.

Chair

The Board will be chaired by the Director of Children's Services Havering as host authority.

Membership

Voting representatives

Director of Children's Services - Havering
 Director of Children's Services – LBBD
 Director of Children's Services – Newham
 Director of Children's Services – Tower Hamlets

Advisory Representatives

Director of Finance – partner authority
Head of Finance - Havering
Head of Performance and Business Intelligence - Havering
VAA representative
Adopter representative
HUB representative
Head of Service - ALE

2) Quality assurance group

Purpose of the Group

The Quality Assurance Group will be responsible for monitoring performance and identifying performance issues at an early stage so that potential issues can be resolved in an efficient and effective manner.

The Quality Assurance Group will be responsible for holding all partners to account in respect of performance outcomes for children and adopters and financial management.

The purpose of the group is:

- Ensure that all work undertaken is compliant with national standards, legislation and inter authority partnership agreements.
- To ensure that all work undertaken is carried out with the best interests of the child/young person at its core.
- To secure and promote good working relationships amongst the ELRAA, partners and stakeholders.
- To ensure effective efficient delivery of the objectives as agreed at the ELRAA Partnership Board.
- To support joint working practices across the ELRAA to improve timeliness and outcomes for children and adopters.
- To compare, contrast and report on the work of other RAAs across the region and nationally.
- To ensure all work is underpinned by best practice recommendations and research findings.
- To ensure discussions/decisions align with those reflected within the London RAA's
- To ensure an annual health check for adoptive families is undertaken

Roles and responsibilities of the ELRAA Quality Assurance Group

- Ensure appropriate preparation for the ELRAA Partnership Board to enable comprehensive oversight of the delivery of adoption services across East London.
- Receive and review the monthly performance reports from across the four partner agencies on matters such as issues relating to the delivery of services and performance against service standards (including possible future developments).
- Review and consider benchmark reports.
- Review the implications of any recently issued national policy and or guidance
- Review the general inspection readiness of the ELRAA, and monitor progress of actions to address areas of concern.
- Receive and review the ELRAA service delivery risk management matrix, together with identified mitigating actions.

- Report to the ELRAA Partnership Board any future service specific requirements or other significant issues requiring discussion and decision by the ELRAA Partnership Board.
- Scrutinise service quality via:
 1. Anonymised case audits
 2. Findings from service led case audits and staff file audits
 3. Customer feedback (including complaints, concerns and compliments)
 4. Stakeholder feedback including health, schools, courts etc.
 5. Panel recommendations, panel schedules and panel chairs' appraisals
 6. Findings from LA and VAA case reviews
 7. Ofsted inspection outcomes and action plans from other agencies.

Chair

The Quality Assurance Group will be chaired by - Head of Performance and Business Intelligence – London borough of Havering

Membership

Members of the quality assurance group include:

- RAA staff reps
- LA officers (e.g. IROs, principal managers etc.)
- Virtual head teacher representatives
- VAA representatives
- Service user representatives
- Other stakeholders including panel chairs, health.

3) Annual review meeting

Purpose of the Group

The Annual Review Meeting will be an expansion of the ELRAA Partnership Board meeting that will include Cabinet Lead Members. This meeting will act as the primary vehicle to discuss, further develop and agree the strategic and specific objectives for the year ahead.

The Annual Review meeting will be held in accordance with the terms detailed within the Joint Partnership Agreement. Past performance will be reported, with summary of the highlights and lowlights of the year, but the focus will be on supporting the continued development of adoption services within the North London region, whilst ensuring alignment with partner organisations aims, objectives, and budgetary capacity.

Aims of the Annual Review Meeting

- Assess whether the Partnership Agreement is operating in the most satisfactory manner
- Assess whether the services are being delivered to the Partnership Agreement standard
- Review the Trust's performance of adoption services in the previous Contract Year against the performance indicators and its performance against the annual budget for the previous Contract Year, together with a review of the proposed budget for the following contract year.

- Review the Councils' performance of the co-dependencies that affect the overall performance of adoption services within the East London region.
- Consider any proposals from the Trust or partner Councils relating to possible contract variations, and note any variations agreed at the quarterly ELRAA Partnership Board meetings.
- Agree any proposed changes to the Services Specification, the Financial Mechanism, and the Performance Indicators for the following Contract Year
- Confirm the Contract Sum payable by the respective Councils to the ELRAA for the next contract year

Ways of Working

- The Annual Review Meeting of the ELRAA Board will be held no later than one full calendar month following the expiry of twelve (12) months from the Services Commencement Date
- Members of the Board will receive papers two weeks before the Annual Review Board meeting

Chair

The Annual Review Meeting of the ELRAA Board will be chaired by an independent Chair yet to be determined.

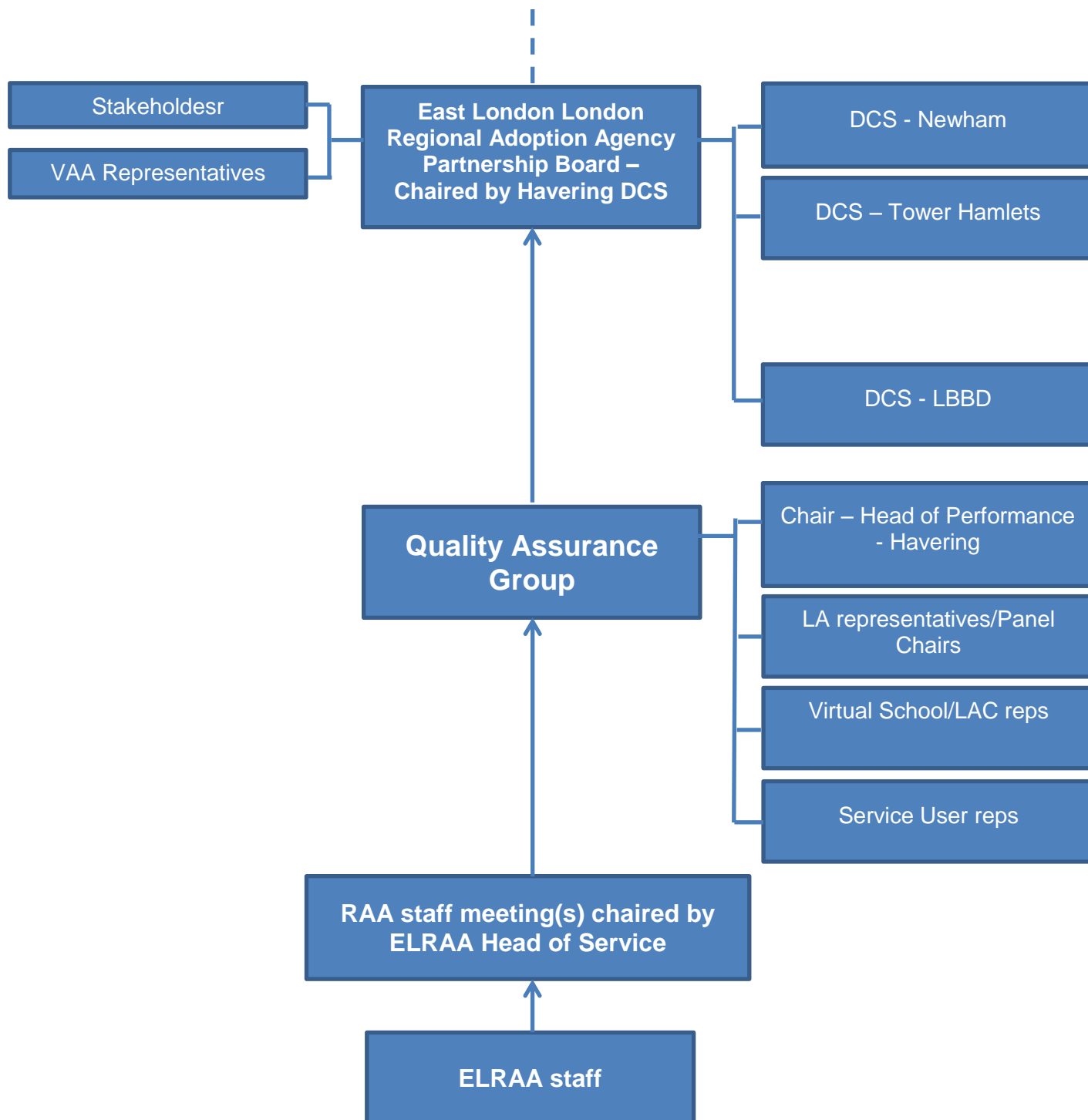
Membership

Directors of Children's Services (All LA's)
 Cabinet Lead Member Children's Services (All LA's)
 Head of Finance - HAvering
 Head of Performance and Business Intelligence - HAvering
 VAA Representative
 Adopter representative
 HUB representative

4) **RAA staff meetings**

There will a number of internal staff meetings within the RAA that will feed into all aspects of the strategic and quality assurance governance. Exact details of these meetings including, memberships, frequency, purpose and standing agendas, will be co-design and agreed with staff through the task and finish groups process.

Governance structure



Partnership working and risk sharing

The RAA governance will be underpinned by clear partnership and risk sharing agreements. It is proposed that the formation of these agreements will be agreed through the project board prior to implementation. The suggested content for the document will likely be made up of but not limited to the following sections

- 1 DEFINITION AND INTERPRETATION
- 2 COMMENCEMENT AND DURATION
- 3 EXTENDING THE INITIAL TERM
- 4 OAWY ARRANGEMENTS
- 5 DELEGATION OF FUNCTIONS
- 6 SERVICES
- 7 ANNUAL OAWY PLAN
- 8 FINANCIAL CONTRIBUTIONS

9	OVERSPENDS AND UNDERSPENDS
10	INTELLECTUAL PROPERTY RIGHTS
11	PREMISES
12	ASSETS
13	STAFFING AND PENSIONS
14	OAWY MANAGEMENT GOVERNANCE
15	HOST SUPPORT
16	MANAGEMENT BOARD QUARTERLY REVIEW AND REPORTING
17	ANNUAL REVIEW
18	VARIATIONS
19	STANDARDS
20	HEALTH AND SAFETY
21	EQUALITY DUTIES
22	FREEDOM OF INFORMATION
23	DATA PROTECTION AND INFORMATION SHARING
24	CONFIDENTIALITY
25	AUDIT
26	INSURANCE
27	NOT USED
28	LIABILITIES
29	COMPLAINTS AND INVESTIGATIONS
30	DISPUTE RESOLUTION AND EXIT ARRANGEMENTS
31	TERMINATION AND REVIEW
32	CONSEQUENCES OF EXPIRY AND TERMINATION
33	PUBLICITY
34	NO PARTNERSHIP
35	THIRD PARTY RIGHTS
36	NOTICES
37	SEVERABILITY
38	CHILD PRACTICE REVIEWS OR MULTI AGENCY PROFESSIONAL FORUMS
39	ENTIRE AGREEMENT
40	COUNTERPARTS
41	GOVERNING LAW
42	RECORDS MANAGEMENT
43	THIRD SECTOR PARTNERS

A Focus on Risk Sharing

The partnership agreement will also have a strong focus on risk sharing and financial equitability. It is crucial that no authority stands to benefit or lose out significantly as a result of the new model. The detail of the agreement will include but not be limited to the following:

- Budget setting and review
- How targets are affecting financial contributions
- Financial equitability (at the outset and over time)
- Savings reviews
- How surpluses/savings/efficiencies will be managed, drawn down and reinvested in the model

A Focus on Information sharing

The IT and governance work stream will establish a clear information sharing agreement alongside the IT transition plan. With all RAA staff moving to Havering's IT system, the agreement will focus on how data flows will be managed in the new system to ensure timely and accurate information continues to inform the RAA performance and outcomes framework.

3.10 Commissioning arrangements

There are two commissioned services across the East London footprint:

- PAC-UK
- Spot purchases from Barnardo's' UK

The funding for both of these contracts has been considered as part of the non-staff budget for the RAA. The project team will work with service managers and commissioners during set-up and implementation to review current contracts with a view to extending, modifying or de-commissioning if appropriate.

There are also some longer term considerations around commissioned services across the whole of London. The west London alliance are undertaking an exercise to ascertain what is commissioned across the whole of London with a view to potentially moving to some pan-London commissioning of services. This exercise will be considered alongside the local arrangements during the set-up and implementation of the RAA

4 FINANCIAL ASSESSMENT

Total cost of RAA

The total cost of the RAA will be £1,607,910

This figure is made up of, the following staff budget:

Havering Grade	FTE	TOTAL
G12	1.00	110,000
G10	3.00	234,818
G9	1.00	71,545
G8	12.00	747,659
G4	2.00	65,576
G4	3.00	98,363
		0
	22.0	1,327,961

And a non-staff budget of £297,396 to cover the following:

Staff travel expenses
Subscriptions
Marketing
Comms staffing
Panels
Printing and postage
Adopter training
Medicals
Legal Costs

Adoption Database
Accommodation costs
Hosting costs

Interagency placement budget

Adopt London East (ALE) has clear SMART targets to increase the number of in-house available adopters for all our children (see Outcomes fact sheet). Should the agency achieve the targets set; overall spend on inter-agency placements will reduce considerably. However, some children will require placement with adopters from other agencies and some adopters recruited by ALE may accept children from other Local Authorities generating an income for the agency.

In order to ensure children are placed quickly with the best possible adopters, the agency will operate a policy of priority search for in-house adopters. This search will include horizon scanning for adopters in stage 2 assessment. Should this search not be successful; following sign off from the family finding team manager and children's social work team manager, the search criteria will be immediately widened to include adopters from other agencies.

ALE will maintain a virtual fund for inter-agency income and expenditure. All Local Authorities will agree to a risk sharing matrix. A quarterly financial report will be produced. This will detail all placements made with in-house adopters and all children placed both in-house and in inter-agency placements.

The balance will be apportioned to all agencies according to the overall number of children placed, whether in-house or in inter-agency placements. The partnership board will formulate and equitable procedure for both the redistribution of income and sharing of costs. This formula will be based on a number of criteria, including but not limited to:

- The local authority the children / adopters are from
- Previous years income / costs for each local authority (pre-RAA formation)
- Previous years income / costs for each local authority (post-RAA formation)

As mentioned above, the costs / income from interagency fees is unpredictable, particularly across four local authorities, so the RAA will operate a virtual budget which draws down and apportions money quarterly to the constituent authorities. The business case model aims to ensure that the spend across the region reduces significantly across the first 3 years of implementation

Individual contributions

How they have been worked out

The project team has worked in consultation with service / HR and finance leads to work out what is currently spent on adoption in each of the local authorities. The challenges with this exercise are that most authorities have split roles across a number of services. (For example, across both fostering and adoption) Also that demand shifts and moves from year to year and so then, will the amount of time each member of staff spends directly on adoption focussed work. For these reasons, we have used the following method and data to work out the total FTE staff and costs for each of the local authorities:

- Taking the total number of FTE staff whose roles include some aspect of adoption focussed work
- Working with service managers to calculate reasonable percentages for the amount of time each staff member spends solely on adoption

- Cross checking the total figures with both the total number of adoptions (per local authority) and the total Lac population (per local authority) to ensure there is financial equitability at the outset
- Calculating the current not staffing budget

It is worth noting again here that demand is not completely predictable so total equitability is not possible. The mitigation for this will be covered by the risk sharing and partnership agreements (sections below), which will ensure that the necessary governance is put in place to make sure no authority loses out or benefits in relation to another.

The individual contributions

The table below sets out the proposed individual total contributions from each local authority. This is made up of the current staffing contribution (above) and the current non staffing budget for each local authority. The figures also take into account the fact that the head of service is non-cashable.

<u>Local Authority</u>	<u>Contribution to RAA</u>
Havering	£313,929
Tower Hamlets	£284,566
LBBB	£392,646
Newham	£407,042
Total	£1,398,183

Rationale for budget model

The Regionalisation Demonstrator projects developed a number of budget models using a variety of assumptions and processes. The most consistently used model worked from actual spend as this is already budgeted within each LA towards budgets based on service delivery over 3 to 5 years. This model also allows performance in each Authority to develop to the best prior to full remodelling of budgets. As numbers of children adopted are low and unit costs high, this has a radical effect on unit costs per adoption.

Each Local Authority has raised concerns about cross subsidy of other Authorities.

Unit costs may be modelled on numbers of children placed for adoption or on LAC population. The former figure links costs more closely to delivery but is subject to large scale change as performance improves. The latter gives a more stable base rate.

Unit costs per child placed for adoption

Current costs per each child placed vary considerably. Tower Hamlets have seen a considerable rise in numbers of children placed; the unit cost per child placed is 22.7K.

Unit costs per LAC population

The difference in unit costs is low when measured by LAC population with Havering being the highest at £1433. Barking and Dagenham and Tower Hamlets both achieve £1220.

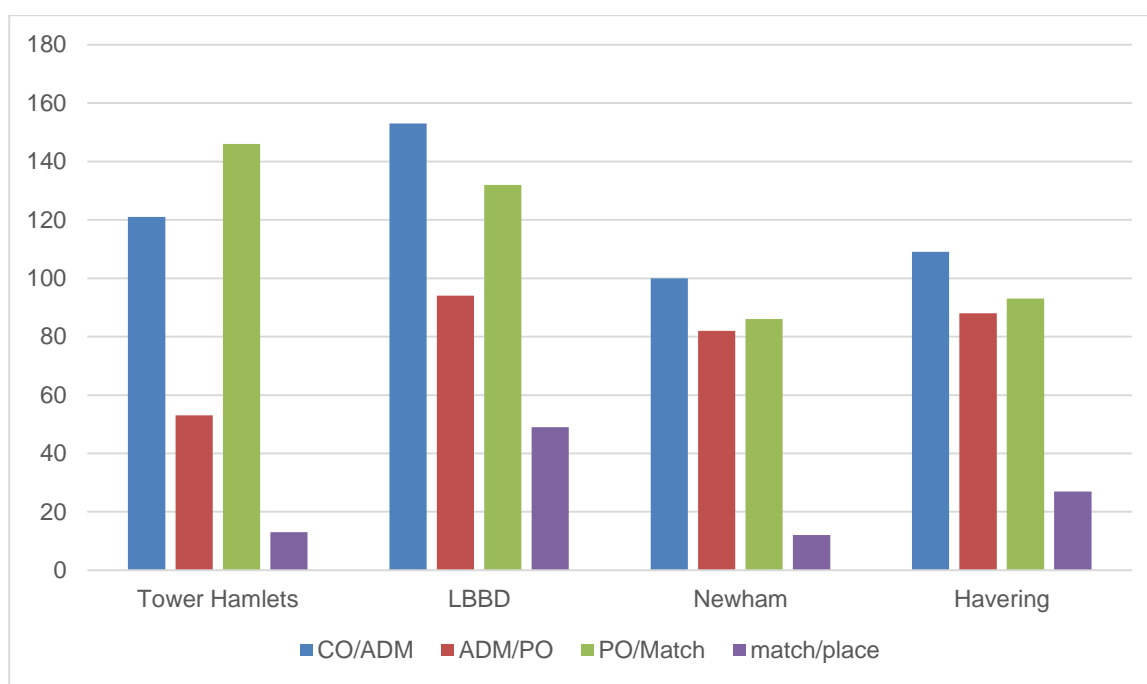
The Shortfall

- The total shortfall between the current contributions and the proposed RAA budget is £209,727
- It is important to note that this is the maximum possible shortfall between current budgets and the proposed RAA budgets as salaries have been costed at the highest possible spinal point. As such, the RAA partnership board will concentrate on partnership and risk sharing agreements to ensure that any underspend and savings are redistributed equitably among its member local authorities
- This business case sets out a “highest possible cost” funding model and ensures that the amount spent on the model in years 1,2 and 3 can be no more than the stated figure

- As such, the outline cost of the model is the same for years 1,2 and 3, in the knowledge that the spend will definitely be lower than the agreed amount
- As shown above; each authority will make an upfront extra commitment of 15% of their total budget to fund the shortfall made up by the non-cashable elements of their budgets and the extra costs of the RAA in year 1
- The methodology for meeting this shortfall is based on reducing the number of interagency placement fees paid out for children in the RAA footprint.
- A conservative estimate of 7 (£217k at a cost of 31k per placement) additional placements made in house would comfortably cover the costs of the shortfall between the current and future budgets
- The RAA performance targets also aim to reduce interagency placements by a total of 16 by year 3 at a potential cost saving of £496k
- There is also significant scope for increasing income from providing East London RAA adopters to other RAA's
- The risk sharing and partnership agreements (above) will set out clear methodologies for budget setting and benefits (financial and other) sharing as a result of the RAA achieving its targets.
- Further savings against Children in Care budgets by each Local Authority through improved rates of leaving care for adoption and improved timeliness of placement

Potential savings

Impact of timeliness on Value for Money



Savings in Local Authority may be made through development of efficient and effective systems. If all services are benchmarked against the best performing Local Authority in the ALE region the number of days a child is in care is reduced by the following amounts.

	Tower Hamlets	LBBB	Newham	Havering	Total
CO/ADM	21	53	0	9	97
ADM/PO	45	41	73	80	239
PO/Match	60	46	0	7	124
Match/Place	4	15	4	19	42
Total	130	155	77	115	502

Calculation assumptions

- All ALE authorities perform well in respect of hard to place dimensions impact of these dimensions has not therefore been separately calculated
- The highest performing authority in the pathways most affected by placement of hard to place children has one of the highest rates of leaving care for adoption and one of the highest rates of placement of hard to place children. The potential impact of rates of leaving care on timeliness is therefore minimised
- As numbers are low: placement of individual children may have a disproportionate effect on figures, an assumption has therefore been made of 50% improvement for all Local Authorities
- An average daily cost of £80 per child in care has been used for calculation purposes

Savings Per Local Authority	
Tower Hamlets	£5,200
LBBB	£6,200
Newham	£3,800
Havering	£4,600
Total	£20,800

Rates of Leaving care for adoption

Current rates of leaving care for adoption are low across all ALE authorities

Tower Hamlets, followed by Newham and LBBB have higher rates than Havering. As LBBB has a higher LAC population the overall improvement opportunities are potentially higher in numbers

	Placed 2017/18	Improvement to best	Gain
Havering	6	13	7
Tower Hamlets	18	18	0
LBBB	13	22	9
Newham	16	21	5
Total	57	89	32

Calculation assumptions

- The in-year placement costs of a child in care roughly equate to costs of an adoptive placement should this be purchased through an inter-agency agreement.
- Assumption of 50% improvement in the number of placements made
- Assumption that 50% of placements are externally purchased (see adopter recruitment performance in outcomes tracker)
- Lifetime in care is conservatively estimated on an assumption that the child is 3 when adopted and care costs will remain the same

	50)% gain (rounded down	Savings in year	Lifetime savings
Havering	3	45K	40,500K
Tower Hamlets	0	0K	0K
LBBB	4	60K	54,000K
Newham	2	30K	27,000K
Total	14	210K	189,000K

NB: this is based on improvement to the best in ALE Authorities, further improvement to national averages will result in further cost savings for all

Conclusion

All Local Authorities place fewer children from care than national averages. It is likely that ALE authorities will continue to place fewer children due to local demographics and effective use of SGO with extended families, however there are clear indications that the East London court will work with Local Authorities to ensure more children are granted a placement order.

There are considerable differences in timeliness across the Local Authorities. As would be expected the Local Authorities who place more children take longer on average, however some aspects of positive practice do emerge and these will be explored further in the task and finish groups.

Interestingly the impact of placement of children from typically hard to place groups is lower than seen in other areas. This indicates a commitment to strive for placement, especially of children from BME populations where average timescales fall. It may also indicate the effect of the East London Courts on granting of placement orders for children seen to be too hard to place. This requires further exploration but the low rate of children over 5 being placed (and only when in a sibling group) may be indicative of this.

5 IMPLEMENTATION TIMELINE

Adopt London East - Regionalisation Plan										
Month	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
Staff engagement event (1)										
Business case signed off by RAA board										
Cabinet meetings & decisions for all councils										
Staff task & finish groups										
Staff engagement event (2)										
Formal consultation with unions and staff										
Recruitment of permanent HoS										
Staff transfer procedure										
All other set up procedures – IT systems, finance, partnership and risk sharing agreements										
Regionalised Service is in place										

Pan-London RAA Finance and Risk Sharing

Executive board update

There are clearly a number of financial challenges and risks associated with the regionalisation of adoption services. In a climate of varied performance, constantly moving demand and the need to demonstrate value for money and financial equitability, this briefing seeks to address some of those key potential issues and provide a set of pan-London principles to mitigate any risks at the outset of the implementation of the regionalised model.

The table below sets out a list of key issues alongside explanations and potential mitigating actions / principles for review by the executive:

<u>Risk</u>	<u>Explanation</u>	<u>Mitigation(s) / Principle(s)</u>
Redundancy costs	There is a risk that all redundancy costs (post-implementation) fall to the host authority	<ul style="list-style-type: none"> • The RAA partnerships agree that all future redundancy costs are split equitably among the constituent local authorities • Any redundancy costs (pre-implementation) remain with the originating local authority
Current assets (adopters)	Each local authority will join an RAA with a pool of adopters recruited by that local authority. There is a risk that the income generated by those adopters becomes RAA income and is therefore being apportioned equally among the constituent local authorities	<ul style="list-style-type: none"> • Any income generated through assets (adopters) brought into the model will be able to be drawn down by the local authority that recruited them • Beyond implementation (or the date that joint recruitment commences) all adopters will be considered RAA assets. The income generated from these adopters will remain with the RAA and discussed by the partnership as to how the money is best used / apportioned
Paying Interagency fees	There is a risk that the RAA spend on interagency fees is apportioned equally across all local authorities. There could be a situation where a high % of the children come from a single	<ul style="list-style-type: none"> • The RAA's will operate a sliding scale formula for how interagency costs are apportioned. • It will take into account the originating borough of the child • It will also take into account the previous year's spend on interagency placements • The partnership agreements will

	borough but the costs are split equally.	work these formulae up in consultation with local project boards and the executive
Unpredictable demand	Performance suggests that adoption demand is unpredictable. There is a risk that the current funding may not be enough if there is a spike in demand	<ul style="list-style-type: none"> • The RAA will have tolerances for capacity across the region and for each local authority based on a target unit cost per child placed • The partnership agreements will agree the process for how extra funding can be drawn down to cope with rising demand • Should the RAA's meet their performance targets, the associated savings could be used as a buffer • Income generated from RAA adopters could also be used as a buffer • While budgets have been set for the first three years, each RAA will operate a yearly budget review and setting exercise to ensure flexibility • The RAA's will aim to become demand led organisations by the end of year 3 at which point, future budgets will be based on unit costs and likely future demand

Equality & Health Impact Assessment (EqHIA)

Document control

Title of activity:	<i>Development of Adopt London East: Regional Adoption service.</i>
Lead officer:	<i>Sue May: Regionalisation Practice Lead</i>
Approved by:	<i>Robert Smith</i>
Date completed:	<i>22/10/18</i>
Scheduled date for review:	<i>If applicable. Please provide a reason if it does not need to be reviewed.</i>

Please note that the Corporate Policy & Diversity and Public Health teams require at least **5 working days** to provide advice on EqHIAs.

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Did you seek advice from the Public Health team?	Yes
Does the EqHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	Yes

Please note that EqHIAs are **public** documents and must be made available on the Council's [EqHIA webpage](#).

Please submit the completed form via e-mail to EqHIA@havering.gov.uk thank you.

1. Equality & Health Impact Assessment Checklist

Please complete the following checklist to determine whether or not you will need to complete an EqHIA and ensure you keep this section for your audit trail. If you have any questions, please contact EqHIA@havering.gov.uk for advice from either the Corporate Diversity or Public Health teams. Please refer to the Guidance in Appendix 1 on how to complete this form.

About your activity

1	Title of activity	<i>Development of Adopt London East: Regional Adoption Service</i>		
2	Type of activity	<i>Development of a new service resulting in a change in change in the current adoption service</i> <i>Note: This EqHIA relates only to impact on adoptive families. A separate EqHIA will be undertaken for affected staff</i>		
3	Scope of activity	<i>Development of an integrated adoption service; hosted by Havering on behalf of Tower Hamlets, Newham, London Borough of Barking and Dagenham and Waltham Forest.</i>		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	Yes	If the answer to <u>any</u> of these questions is 'YES', please continue to question 5.	If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO', please go to question 6.
4b	Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?	Yes		
4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	Yes		
5	If you answered YES:	Please complete the EqHIA in Section 2 of this document. Please see Appendix 1 for Guidance.		
6	If you answered NO:	<i>Please provide a clear and robust explanation on why your activity does not require an EqHIA. This is essential in case the activity is challenged under the Equality Act 2010.</i> <i>Please keep this checklist for your audit trail.</i>		

Completed by:	<i>Sue May: Practice Lead</i>
---------------	-------------------------------

Date:

22/10/18

2. The EqHIA – How will the strategy, policy, plan, procedure and/or service impact on people?

Background/context:

In March 2016, the government announced changes to the delivery of adoption services setting a clear direction that all local authorities' adoption services must be delivered on a regionalised basis by 2020. This followed a range of national policy changes since 2012, including the 2015 'Regionalising Adoption' paper by the DfE that sought improvements in adoption performance. Following the general election in June 2017, the Minister of State for Children and Families reaffirmed commitment to this policy. In March 2018, the DfE commenced the legislation that allows them to direct a local authority into a RAA if no progress is made.

The purpose of regionalisation is to achieve the following outcomes:

- Increase the number of children adopted
- Reduce the length of time children wait to be adopted
- Improve post-adoption support services to families who have adopted children from care
- Reduce the number of agencies that provide adoption services thereby improving efficiency & effectiveness.

Currently adoption services in East London are delivered in small teams, often integrated with other permanence options. The rate of children leaving care for adoption and the number of adopters recruited are both lower than national comparators and expected standards. Adoption support services are underdeveloped and often delivered by one worker operating in isolation. Combining services into one larger agency allows for greater focus on adoption activities, gives more scope for adopter recruitment and placement of children across a larger geographical area and development of a shared adoption support service with a clear core offer.

A new East London Regional Adoption Agency (RAA) will be created. Havering will host a combined adoption service for the five East London Boroughs of Havering, Tower Hamlets, Newham, Barking and Dagenham and Waltham Forest. These agencies wish to build on the success of their existing services to improve performance in meeting the needs of children who require permanence through adoption, by bringing together the best practice from each authority within the RAA. This forms part of an overarching project to develop four RAAs across London.

The development project is overseen by a board comprising of ADCS from all five Boroughs and chaired by the Havering Director of Children's Services. The service will be developed using the combined adoption budgets of all five Boroughs.

Detail of the service design and delivery will be developed with our staff and adopters through thematic practice development sessions and with reference to best practice guidance.

**Expand box as required*

Who will be affected by the activity?

Employees: who will transfer into Havering from other East London Boroughs
Adopters and adopted children and adults

Note this EqHIA only relates to adopters and adopted children. A further separate Eq HIA will be completed in respect of employees as part of the HR processes

Protected Characteristic - Age: Consider the full range of age groups

*Please tick (✓)
the relevant box:*

Positive

Neutral

Negative

Overall impact:

Research evidences that children adopted over the age of 4, who have suffered trauma are more likely to face an adoption breakdown in their teenage years (see below). The service aims to improve timeliness of adoption, develop an early permanence program where children may be placed directly with adoptive parents (avoiding the trauma of additional separation from foster carers) and provide an improved adoption support service. The service will provide direct support to adopted teens who are identified to be the most vulnerable group.

**Expand box as required*

Evidence:

Researchers from the University of Bristol undertook a large scale survey on adoptive families over a 12 year period. They identified that in 3.2% of adoptions the children leave the family home prematurely (known as disruption). Most adoptions disrupt when the child reaches teenage years. Disruptions are 10 times more likely for a teenager than a child under 4. Although the majority of placements disrupt in teenage years children placed over the age of 4 were significantly more likely to form part of this group

CORAM have undertaken a review of early permanence use in newly forms regional agencies. All agencies report improved use of early permanence and positive engagement with adoptive families

**Expand box as required*

Sources used:

Beyond the Adoption Order; challenges, intervention, disruption - Hadley Centre at the University of Bristol (April 2014)

Early Permanence in the Regional Adoption Agencies
May 2018 - CORAM

**Expand box as required*

Protected Characteristic - Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions

Please tick (✓)
the relevant box:

Positive

x

Overall impact:

Adopters and adopted children: Performance in the last year across all ALE London boroughs in terms of recruitment of adopters and placement of children with a disability was low (see evidence)

Neutral

The BAAF Briefing paper: *Adoption of disabled children begins with the premise that ‘ all children, including those with impairments, have a right to be seen as unique individuals. They also have a right to a family – and to make that more likely, potential families must be shown through every means possible that each child is more than a label or diagnosis (Cousins 2009)*

Negative

Regionalisation of the service will provide opportunities to effectively target communication, to ensure prospective adopters with a disability understand the service positively recognizes the contribution adopters with a disability have to offer.

Similarly the service will use the larger pool of available adopters and targeted matching to ensure children with a disability are adopted where this is the care plan.

**Expand box as required*

Evidence:

All Local Authorities are required to submit a return to the Adoption Leadership Board detailing performance. The returns made by each ALE Local Authority have been analysed.

- No ALE Local Authority recruited an adopter with a recorded disability
- Only 3 children with a disability were placed across ALE Local Authorities (2 in one Local Authority)

National statistics from the ALB return indicate that disabled children are identified as hard to place and placement matches take longer. Data on placement of children with a disability is not collated through the adoption scorecard but the ALB return indicates that across all England 4.5% of children waiting for an adoptive placement have an identified disability. ALE Local Authorities report 5.8% children with a disability waiting.

Research (BAAF as below) identifies that children with a learning disability are less likely to become adopted. Children with a physical ability are more likely to become adopted at an older age by their foster carers

**Expand box as required*

Sources used:

ALB returns and performance analysis

The Adoption of disabled children – BAAF Briefing paper

**Expand box as required*

Protected Characteristic - Sex/gender: Consider both men and women

*Please tick (✓)
the relevant box:*

Positive

Overall impact:

The service will ensure all members of the community are aware they can apply for an assessment as to their suitability to adopt a child

Neutral

The service will also ensure family finding and matching is streamlined and benefits from a wider adopter pool

Negative

**Expand box as required*

Evidence:

Adopters: In 2017/18 ALE Local Authorities made placements of children with 36 in-house approved adopters. Of these, 26 were heterosexual couples, one lesbian couple and one gay male couple. 8 were single female adopters no single male adopter had a child placed.

Children: Nationally boys over the age of 4 are considered to be harder to place than girls. This is also evidenced as a marginal factor in ALE Local Authorities

Adoption register Statistics evidence that although a similar number of boys and girls are referred to the adoption register boys wait longer for a match: At year end 2017; 56% of children waiting to be matched were boys and 44% of children waiting were girls

**Expand box as required*

Sources used:

ALE Local Authorities ALB data returns and analysis

Adoption Register Statistics

*Expand box as required

Protected Characteristic - Ethnicity/race: Consider the impact on different ethnic groups and nationalities

<i>Please tick (✓) the relevant box:</i>		Overall impact: ALE Local Authorities have a high rate of looked after children from local BME communities. Children from BME Communities are identified to be harder to place for adoption. The larger regional agency will use the combined resources from all agencies to provide focused recruitment of adopters from local BME communities to meet the identified needs of children waiting for adoption
Positive	<input checked="" type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

*Expand box as required

Evidence:

2017/18 data from the unpublished ALB data returns indicates that the percentage of children placed for adoption from BME populations varies from 75% in Newham and Waltham Forest with LBBD and Tower Hamlets both reporting approximately 50% to 17% (one child) in Havering. Children from BME populations are typically seen to be harder to place.

Analysis of the above information shows in East London this is not the case. All authorities except Tower Hamlets show shorter timescales for PO to Match. In the case of Tower Hamlets a single lengthy search for a BME child has had a disproportionate effect.

The latest published Adoption scorecard indicates that although overall performance in numbers of children placed from BME populations is good in this region, the percentage of children from BME populations who leave care for adoption remains low due to the high numbers of children from BME populations who are looked after. The England average of 8% is only achieved by Waltham Forest with all other ALE Local Authorities achieving 5 or 6%

The number of adopters from BME populations has been collated from all family types. For the purposes of this exercise, if either adopter in a couple is identified as BME the adoptive family has been recorded as BME. The Percentage of adopters from BME populations varies from 75% in Tower Hamlets and 66% in Waltham Forest to 25% in Havering and 17% in LBBD. No adopters were identified as having a disability. This variability is not in line with BME populations in ALE Local Authorities and although further analysis is required, the BME adopters recruited do not match with predominant groups in the local community It is likely that improved targeted recruitment could improve the

adopter base

Statistics suggest it is more difficult to place children from ethnic minority groups. Figures from the National Adoption Register show that, in 2008, 243 children from ethnic minorities were referred but there were only nine adopters. – Community Care

A number of agencies have developed best practice guidance in working with local communities.

**Expand box as required*

Sources used:

ALB Data returns – performance information and analysis

Community Care – Building success in transracial placements

Best practice examples: PACT UK; Adopt4children

**Expand box as required*

Protected Characteristic - Religion/faith: Consider people from different religions or beliefs including those with no religion or belief

*Please tick (✓)
the relevant box:*

Overall impact:

Positive

As Above people of all religion and faiths and none are welcome to apply to adopt. Heterosexual couples from Christian faith are over represented in the adoption community, however people from other local faith communities are under-represented.

Neutral

Negative

The service will aim to engage with local faith communities in order to ensure adoption is fully understood

**Expand box as required*

Evidence:

Parents have a right to request their child is brought up in their chosen faith and all agencies must take this into account when family finding. This can lead to delay

As above best practice exemplars evidence the value of working with local communities and faith groups

**Expand box as required*

Sources used:

The Adoption and Children Act 2005

Adoption: giving due weight to birth parents' religious preferences: The Guardian

ALB Statistical returns

**Expand box as required*

Protected Characteristic - Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

Please tick (✓) the relevant box:

Overall impact:

Positive

x

Analysis of adopters recruited shows LGBT adopters are currently under-represented and the service will aim to promote adoption within the LGBT community.

Neutral

Negative

Children who are LGBT will benefit from a wider pool of adopter skill and knowledge and from improved adoption support

**Expand box as required*

Evidence:

Analysis of the 2017/18 unpublished ALB returns from all ALE Local Authorities identified that all Local Authorities primarily recruited adopters who were a heterosexual couple. The next most common adopter type was single female heterosexual. Only two same sex couples were recruited, one gay and one lesbian. No single males, single gay men or single lesbian women were recruited. Gay and Lesbian people have been identified as a potential target market for adoption and recruitment in this area appears to be underdeveloped across ALE authorities.

In total 36 ALE Local Authority recruited adopters had a child placed in 2017/18. This included 2 same sex couples (5.5%)

Adoptions by same-sex couples in England, Scotland and Wales – 2016/2017 (New Family Social – Research 2018)

- **England** – In this period there were 420 adoptions to same-sex couples, out of 4,350 adoptions in total. This represents 9.7 per cent of all adoptions that year, or **1 in 10**.

Several studies of LGBT adopters have been undertaken as cited below. All conclude that LGBT adopters are under-represented and are an un-tapped resource. Currently only one Local Authority referenced any work with New Family Social an LGBT specialist resource.

Studies of LGBT adoptive families have evidenced no significant difference in outcomes for children other than some evidence of a higher level of understanding of the impact of difference in LGBT adopters

**Expand box as required*

Sources used:

ALB Data returns and analysis

Gay Lesbian and Heterosexual Adoptive Families (BAAF with Cambridge University) 2013

The recruitment, assessment, support and supervision of lesbian, gay, bisexual and transgender foster carers An international literature review Helen Cosis Brown, Judy Sebba and Nikki Luke – Rees Centre 2015

New Family Social Research 2018

**Expand box as required*

Protected Characteristic - Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth

*Please tick (✓)
the relevant box:*

Positive

Neutral

Negative

Overall impact:

There is little current research into transgendered children but they are known to face challenge in our communities. They require knowledgeable and empathic support from adopters willing to accept their chosen identity

The new service aims to improve adoption support to adoptive families

Currently there are no collated statistics on transgendered people or adopters but no adopter in ALE Local Authorities has been identified as transgender

**Expand box as required*

Evidence:

At present, there is no official estimate of the trans population. The England/Wales Census and Scottish Census have not asked if people identify as trans and do not plan to include such a question in 2011. No major Government or administrative surveys collect data on trans people. Existing studies estimate the number of trans people in the UK to be between around 65,000 (Johnson, 2001, p. 7) and around 300,000¹ (GIREs, 2008b). The absence of an official estimate makes it impossible to establish the level of inequality, discrimination or exclusion that trans people have experienced in many areas.

There is currently little longitudinal research into Transgender children and this is an emerging field. It is however widely understood that Transgender children often recognize their difference from a very early age. Living in a society in which all people are described as either male or female brings profound challenge. Adoptive children who are challenging gender norms need support from adopters capable of understanding their world and responding to their needs.

**Expand box as required*

Sources used:

Equalities Commission – Trans Research Review 2009
 CPS Gender Equality Guidance – February 2015
 New Family Social

**Expand box as required*

Protected Characteristic - Marriage/civil partnership: Consider people in a marriage or civil partnership

Please tick (✓) the relevant box:

Positive	
Neutral	x
Negative	

Overall impact:

All adoption services currently operate a policy of promotion of all family types including people living within a marriage or civil partnership and this policy will continue.

**Expand box as required*

Evidence:

**Expand box as required*

Sources used:

**Expand box as required*

Protected Characteristic - Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave

<i>Please tick (✓) the relevant box:</i>		Overall impact: Adopters have statutory rights to adoption leave. These are protected within regulation and adopters are advised of their rights by their adoption social worker. This practice will continue Improved adoption support will allow the service to be more pro-active in working with key employers on adoption friendly practice and on assisting individual adopters to discuss family friendly working practice with their employer
Positive	x	
Neutral		
Negative		

**Expand box as required*

Evidence:

Policies and procedures in all Local Authorities reflect Government Guidance

Statutory maternity, paternity and adoption rights in the UK apply to parents both before and after birth or adoption. The rights provide parents with the time needed to maintain family responsibilities while keeping their right to return to work. Fathers, adoptive parents and same-sex partners are entitled to paternity or maternity leave, adoption and shared parental leave. (CIPD Guidance)

Where family and adoptive family friendly practices have been instituted companies have reported higher employee satisfaction, greater retention and no loss of productivity (JRT)

**Expand box as required*

Sources used:

Statutory Pay and Leave: AND Employer Guide: Gov.UK

CIPD guidance

Putting family-friendly working policies into practice
Sue Bond, Jeff Hyman, Juliette Summers and Sarah Wise - JRT Feb 2002

**Expand box as required*

Socio-economic status: Consider those who are from low income or financially excluded backgrounds

<i>Please tick (✓) the relevant box:</i>		Overall impact: Adopters on a low income are able to claim the same benefits as any other parent. Some may also be able to claim additional adoption allowances. Decision making regarding adoption allowances will initially remain with each Local Authority <i>*Expand box as required</i>
Positive		
Neutral	X	
Negative		

Evidence:

 ALE Business case – states Adoption allowances will remain within each Local Authority

**Expand box as required*

Sources used:

 ALE Business case

**Expand box as required*

Health & Wellbeing Impact: Consider both short and long-term impacts of the activity on a person’s physical and mental health, particularly for disadvantaged, vulnerable or at-risk groups. Can health and wellbeing be positively promoted through this activity? Please use the Health and Wellbeing Impact Tool in Appendix 2 to help you answer this question.

<i>Please tick (✓) all the relevant boxes that apply:</i>		Overall impact: Regionalisation of adoption will bring together a single integrated workforce which will provide opportunities to develop a consistent core offer and use the skills of the existing workforce for the benefit of all. A coordinated response will allow the service to work with partners including those in the health sector to improve services for adoptive families <i>*Expand box as required</i> Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box <p style="text-align: right;">No ●</p>
Positive	x	
Neutral		
Negative		

Evidence:

 Consultation with adoptive parents in the ALE area has been undertaken by ‘We are Family’ This evidenced a high degree of dissatisfaction with adoption support services. This finding has been replicated nationally and is reflected in the BAAF research overview (below)

There are currently no formal evaluations of support provided by the newly formed regional adoption agencies. Individual agencies, however report higher levels of adopter satisfaction

The Health and Well-being impact tool has been completed to ensure all potential impacts are fully understood and assessed.

Adoption is a positive choice made by potential adoptive parents after careful consideration of all factors involved. All potential adoptive parents undertake preparation training and have a full assessment undertaken by a specialist social worker. This assessment supports them to explore all potential impacts on their life.

The positive impact on family life and social circumstances through adoption of a much wanted child is the prime motivator for prospective adopters. The potential challenges of supporting a child who may have suffered trauma into a new 'forever family' are fully explored in assessment. Training, guidance and adoption support is provided from the point of assessment to placement and until the child reaches 18 or beyond.

There is a potential negative effect on education or employment opportunities. The assessment includes consideration of the adoptive families financial stability. This includes potential impacts on employment opportunities through parental leave and choices to reduce or cease work. Adoptive children may need more support in the early years and this is also fully explored. Some financial support is available for adoptive families who adopt children with more complex needs.

**Expand box as required*

Sources used:




Adoption for looked after children: messages from research: BAAF 2012

**Expand box as required*

3. Outcome of the Assessment

The EqHIA assessment is intended to be used as an improvement tool to make sure the activity maximises the positive impacts and eliminates or minimises the negative impacts. The possible outcomes of the assessment are listed below and what the next steps to take are:

Please tick (✓) what the overall outcome of your assessment was:

	<p>1. The EqHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u></p>		<p>Proceed with implementation of your activity</p>
	<p>2. The EqHIA identified some <u>negative impact</u> which still needs to be <u>addressed</u></p>		<p>COMPLETE SECTION 4: Complete action plan and finalise the EqHIA</p>
	<p>3. The EqHIA identified some <u>major concerns</u> and showed that it is <u>impossible to diminish negative impacts</u> from the activity to an acceptable or even lawful level</p>		<p>Stop and remove the activity or revise the activity thoroughly. Complete an EqHIA on the revised proposal.</p>

4. Action Plan

The real value of completing an EqHIA comes from the identifying the actions that can be taken to eliminate/minimise negative impacts and enhance/optimize positive impacts. In this section you should list the specific actions that set out how you will address any negative equality and health & wellbeing impacts you have identified in this assessment. Please ensure that your action plan is: more than just a list of proposals and good intentions; sets ambitious yet achievable outcomes and timescales; and is clear about resource implications.

Protected characteristic / health & wellbeing impact	Identified Negative or Positive impact	Recommended actions to mitigate Negative impact* or further promote Positive impact	Outcomes and monitoring**	Timescale	Lead officer

Add further rows as necessary

* You should include details of any future consultations and any actions to be undertaken to mitigate negative impacts

** Monitoring: You should state how the impact (positive or negative) will be monitored; what outcome measures will be used; the known (or likely) data source for outcome measurements; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

5. Review

In this section you should identify how frequently the EqHIA will be reviewed; the date for next review; and who will be reviewing it.

Review:

Scheduled date of review:

Lead Officer conducting the review:

**Expand box as required*

Please submit the completed form via e-mail to EqHIA@havering.gov.uk thank you.

Appendix 1. Guidance on Undertaking an EqHIA

This Guidance can be deleted prior to publication.

What is it?

The Equality & Health Impact Assessment (EqHIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service, whilst at the same time ensuring a person's chance of leading a healthy life is the same wherever they live and whoever they are. We want to ensure that the activities of the Council are 'fit for purpose' and meet the needs of Havering's increasingly diverse communities and employees. This robust and systematic EqHIA process ensures that any potential detrimental effects or discrimination is identified, removed, or mitigated and positive impacts are enhanced.

When to Assess:

An EqHIA should be carried out when you are changing, removing or introducing a new service, policy, strategy or function; for simplicity, these are referred to as an "activity" throughout this document. It is best to conduct the assessment as early as possible in the decision-making process.

Guidance: Equality & Health Impact Assessment Checklist

The Checklist in Section 1 asks the key questions,

4a) Are you changing, introducing a new, or removing a service, policy, strategy or function?

4b) Does this activity (policy/strategy/service/decision) have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?

4c) Does this activity (policy/strategy/service/decision) have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?

- If the answer to ANY of the questions 4a, 4b or 4c of the Checklist is 'YES' then you must carry out an assessment. e.g. Proposed changes to Contact Centre Opening Hours
'YES' = you need to carry out an EqHIA
- If the answer to ALL of the questions, 4a or 4b of the Checklist is NO, then you do not need to carry out an EqHIA assessment. e.g. Quarterly Performance Report
'NO' = you DO NOT need to carry out an EqHIA. Please provide a clear explanation as to why you consider an EqHIA is not required for your activity.

Using the Checklist

The assessment should take into account all the potential impacts of the proposed activity, be it a major financial decision, or a seemingly simple policy change. Considering and completing this EqHIA will ensure that all Council plans, strategies, policies, procedures, services or other activity comply with relevant statutory obligations and responsibilities. In particular it helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#) and its public health duties under the [Health and Social Care Act 2012](#).

Having Due Regard

To have due regard means that in making decisions and in its other day-to-day activities, the Council must consciously consider the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups
- Reduce inequalities in health outcomes

Combining Equality and Health Impact Assessment:

[Equality Impact Assessments \(EIAs\)](#) provide a systematic way of ensuring that legal obligations are met. They assess whether a proposed policy, procedure, service change or plan will affect people different on the basis of their 'protected characteristics' and if it will affect their human rights. Currently there are **nine protected characteristics** (previously known as 'equality groups' or 'equality strands'): age, disability, sex/gender, ethnicity/race, religion/faith, sexual orientation, gender reassignment, marriage/civil partnership, and pregnancy/ maternity/paternity.

An activity does not need to impact on all 9 protected characteristics – impacting on just one is sufficient justification to complete an EqHIA.

[Health Impact Assessments \(HIAs\)](#) consider the potential impact of any change or amendment to a policy, service, plan, procedure or programme on the health and wellbeing of the population. HIAs help identify how people may be affected differently on the basis of where they live and potential impacts on health inequalities and health equity by assessing the distribution of potential effects within the population, particularly within vulnerable groups. 'Health' is not restricted to medical conditions, or the provision of health services, but rather encompasses the wide range of influences on people's health and wellbeing. This includes, but is not limited to, experience of discrimination, access to transport, housing, education, employment - known as the 'wider determinants of health'.

This [Equality and Health Impact Assessment \(EqHIA\)](#) brings together both impact assessments into a single tool which will result in a set of recommendations to eliminate discrimination and inequality; enhance potential positive impacts and mitigate where possible for negative impacts. In conducting this EqHIA you will need to assess the impact (positive, neutral or negative) of your activity on individuals and groups with **protected characteristics** (this includes staff delivering your activity), **socio-economic status** and **health & wellbeing**. Guidance on what to include in each section is given on the next pages.

Guidance: What to include in background/context

In this section you will need to add the background/context of your activity, i.e. what is the activity intending to do, and why?

Make sure you include the scope and intended outcomes of the activity being assessed; and highlight any proposed changes. Please include a brief rationale for your activity and any supporting evidence for the proposal. Some questions to consider:

- What is the aim, objectives and intended outcomes?
 - How does this activity meet the needs of the local population?
 - Has this activity been implemented in another area? What were the outcomes?
 - Is this activity being implemented as per best practice guidelines?
 - Who were the key stakeholders in this activity?
- *Note that the boxes will expand as required

Guidance: Who will be affected by the activity?

The people who will be affected may be

Residents: pay particular attention to vulnerable groups in the population who may be affected by this activity

Businesses/ manufacturing / developers / small, medium or large enterprises

Employees: e.g. Council staff for an internal activity, other statutory or voluntary sector employees, local businesses and services

*Note that the boxes will expand as required

Guidance: What to include in assessing a Protected Characteristic e.g. AGE

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact: In this section you will need to consider and note what impact your activity will have on individuals and groups (including staff) with protected characteristics based on the data and information you have. You should note whether this is a positive, neutral or negative impact.

It is essential that you note all negative impacts. This will demonstrate that you have paid 'due regard' to the Public Sector Equality Duty if your activity is challenged under the Equality Act.

*Note that the boxes will expand as required

Evidence: In this section you will need to document the evidence that you have used to assess the impact of your activity.

When assessing the impact, please consider and note how your activity contributes to the three aims of the Public Sector Equality Duty (PSED) as stated in the section above.

It is essential that you note the full impact of your activity, so you can demonstrate that you have fully considered the equality implications and have paid 'due regard' to the PSED should the Council be challenged.

- If you have identified a **positive impact**, please note this.
- If you think there is a **neutral impact** or the impact is not known, please provide a full reason why this is the case.
- If you have identified a **negative impact**, please note what steps you will take to mitigate this impact. If you are unable to take any mitigating steps, please provide a full reason why. All negative impacts that have mitigating actions must be recorded in the **Action Plan**.
- **Please ensure that appropriate consultation with affected parties has been undertaken and evidenced**

Sources used: In this section you should list all sources of the evidence you used to assess the impact of your activity. This can include:

- Service specific data
- Population, demographic and socio-economic data. Suggested sources include:
 - o Service user monitoring data that your service collects
 - o [Havering Data Intelligence Hub](#)
 - o [Office for National Statistics \(ONS\)](#)

If you do not have any relevant data, please provide the reason why.

*Note that the boxes will expand as required

Guidance: What to include in assessing Health & Wellbeing Impact:

Please tick (✓) all the relevant boxes that apply:

Positive

Neutral

Negative

Overall impact: In this section you will need to consider and note whether the proposal could have an overall impact on, or implications for, people's health and wellbeing or any factors which determine people's health.

How will the activity help address inequalities in health?

Include here a brief outline of what could be done to enhance the positive impacts and, where possible, mitigate for the negative impacts.

*Note that the boxes will expand as required

Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box

Yes No

Evidence: In this section you will need to outline in more detail how you came to your conclusions above:

- What is the nature of the impact?
- Is the impact **positive** or **negative**? It is possible for an activity to have **both positive and negative impacts**. Consider here whether people will be able to access the service being offered; improve or maintain healthy lifestyles; improve their opportunities for employment/income; whether and how it will affect the environment in which they live (housing, access to parks & green space); what the impact on the family, social support and community networks might be
- What can be done to mitigate the negative impacts and/or enhance the positive impacts?
- If you think there is a **neutral impact**, or the impact is not known, please provide a brief reason why this is the case.
- What is the likelihood of the impact? Will the impact(s) be in weeks, months or years? In some cases the short-term risks to health may be worth the longer term benefits.
- Will the proposal affect different groups of people in different ways? A proposal that is likely to benefit one section of the community may not benefit others and could lead to inequalities in health.

Please use the Health & Wellbeing Impact Tool in Appendix 2 as a guide/checklist to assess the potential wider determinants of health impacts.

This tool will help guide your thinking as to what factors affect people's health and wellbeing, such as social support, their housing conditions, access to transport, employment, education, crime and disorder and environmental factors. It is not an exhaustive list, merely a tool to guide your assessment; there may be other factors specific to your activity.

Some questions you may wish to ask include:

- Will the activity impact on people's ability to socialise, potentially leading to social isolation?
- Will the activity affect a person's income and/or have an effect on their housing status?
- Is the activity likely to cause the recipient of a service more or less stress?
- Will any change in the service take into account different needs, such as those with learning difficulties?
- Will the activity affect the health and wellbeing of persons not directly related to the service/activity, such as carers, family members, other residents living nearby?
- If there is a short-term negative effect, what will be done to minimise the impact as much as possible?

- Are the longer-term impacts positive or negative? What will be done to either promote the positive effects or minimise the negative effects?
- Do the longer term positive outcomes outweigh the short term impacts?

*Note that the boxes will expand as required

Sources used: In this section you should list all sources of the evidence you used to assess the impact of your activity. This could include, e.g.:

Information on the population affected

- Routinely collected local statistics (e.g. quality of life, health status, unemployment, crime, air quality, educational attainment, transport etc.)
- Local research/ Surveys of local conditions
- Community profiles

Wider Evidence

- Published Research, including evidence about similar proposals implemented elsewhere (e.g. Case Studies).
- Predictions from local or national models
- Locally commissioned research by statutory/voluntary/private organisations

Expert Opinion

- Views of residents and professionals with local knowledge and insight

*Note that the boxes will expand as required

Guidance: Outcome of the Assessment

On reflection, what is your overall assessment of the activity?

The purpose of conducting this assessment is to offer an opportunity to think, reflect and **improve** the proposed activity. It will make sure that the Council can evidence that it has considered its due regard to equality and health & wellbeing to its best ability.

It is not expected that all proposals will be immediately without negative impacts! However, where these arise, what actions can be taken to mitigate against potential negative effects, or further promote the positive impacts?

Please tick one of the 3 boxes in this section to indicate whether you think:

1. all equality and health impacts are adequately addressed in the activity – proceed with your activity pending all other relevant approval processes
2. the assessment identified some negative impacts which could be addressed – please complete the Action Plan in Section 4.
3. If the assessment reveals some significant concerns, this is the time to stop and re-think, making sure that we spend our Council resources wisely and fairly. There is no shame in stopping a proposal.

*Note that the boxes will expand as required

Guidance: Action Plan

For each protected characteristic/health & wellbeing impact where an impact on people or their lives has been identified, complete one row of the action plan. You can add as many further rows as required.

State whether the impact is Positive or Negative

Briefly outline the actions that can be taken to mitigate against the negative impact or further enhance a positive impact. These actions could be to make changes to the activity itself (service, proposal, strategy etc.) or to make contingencies/alterations in the setting/environment where the activity will take place.

For example, might staff need additional training in communicating effectively with people with learning difficulties, if a new service is opened specifically targeting those people? Is access to the service fair and equitable? What will the impact on other service users be? How can we ensure equity of access to the service by all users? Will any signage need changing? Does the building where the service being delivered comply with disability regulations?

Guidance: Review

Changes happen all the time! A service/strategy/policy/activity that is appropriate at one time, may no longer be appropriate as the environment around us changes. This may be changes in our population, growth and makeup, legislative changes, environmental changes or socio-political changes.

Although we can't predict what's going to happen in the future, a review is recommended to ensure that what we are delivering as a Council is still the best use of our limited resources. The timescale for review will be dependent on the scale of the activity.

A major financial investment may require a review every 2-3 years for a large scale regeneration project over 10-15 years.

A small policy change may require a review in 6 months to assess whether there are any unintended outcomes of such a change.

Please indicate here how frequently it is expected to review your activity and a brief justification as to why this timescale is recommended.

Appendix 2. Health & Wellbeing Impact Tool

Will the activity/service/policy/procedure affect any of the following characteristics? Please tick/check the boxes below

The following are a range of considerations that might help you to complete the assessment.

Lifestyle YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	Personal circumstances YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Access to services/facilities/amenities YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
<input type="checkbox"/> Diet <input type="checkbox"/> Exercise and physical activity <input type="checkbox"/> Smoking <input type="checkbox"/> Exposure to passive smoking <input type="checkbox"/> Alcohol intake <input type="checkbox"/> Dependency on prescription drugs <input type="checkbox"/> Illicit drug and substance use <input type="checkbox"/> Risky Sexual behaviour <input type="checkbox"/> Other health-related behaviours, such as tooth-brushing, bathing, and wound care	<input checked="" type="checkbox"/> Structure and cohesion of family unit <input checked="" type="checkbox"/> Parenting <input checked="" type="checkbox"/> Childhood development <input checked="" type="checkbox"/> Life skills <input type="checkbox"/> Personal safety <input checked="" type="checkbox"/> Employment status <input type="checkbox"/> Working conditions <input checked="" type="checkbox"/> Level of income, including benefits <input checked="" type="checkbox"/> Level of disposable income <input type="checkbox"/> Housing tenure <input type="checkbox"/> Housing conditions <input type="checkbox"/> Educational attainment <input type="checkbox"/> Skills levels including literacy and numeracy	<input checked="" type="checkbox"/> to Employment opportunities <input type="checkbox"/> to Workplaces <input type="checkbox"/> to Housing <input type="checkbox"/> to Shops (to supply basic needs) <input type="checkbox"/> to Community facilities <input type="checkbox"/> to Public transport <input type="checkbox"/> to Education <input type="checkbox"/> to Training and skills development <input type="checkbox"/> to Healthcare <input type="checkbox"/> to Social services <input checked="" type="checkbox"/> to Childcare <input type="checkbox"/> to Respite care <input type="checkbox"/> to Leisure and recreation services and facilities
Social Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Economic Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Environmental Factors YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Social contact <input type="checkbox"/> Social support <input type="checkbox"/> Neighbourliness <input type="checkbox"/> Participation in the community <input checked="" type="checkbox"/> Membership of community groups <input type="checkbox"/> Reputation of community/area <input type="checkbox"/> Participation in public affairs <input type="checkbox"/> Level of crime and disorder <input type="checkbox"/> Fear of crime and disorder <input type="checkbox"/> Level of antisocial behaviour <input type="checkbox"/> Fear of antisocial behaviour <input type="checkbox"/> Discrimination <input type="checkbox"/> Fear of discrimination <input type="checkbox"/> Public safety measures <input type="checkbox"/> Road safety measures	<input type="checkbox"/> Creation of wealth <input type="checkbox"/> Distribution of wealth <input type="checkbox"/> Retention of wealth in local area/economy <input type="checkbox"/> Distribution of income <input type="checkbox"/> Business activity <input type="checkbox"/> Job creation <input type="checkbox"/> Availability of employment opportunities <input checked="" type="checkbox"/> Quality of employment opportunities <input type="checkbox"/> Availability of education opportunities <input type="checkbox"/> Quality of education opportunities <input checked="" type="checkbox"/> Availability of training and skills development opportunities <input type="checkbox"/> Quality of training and skills development opportunities <input type="checkbox"/> Technological development <input type="checkbox"/> Amount of traffic congestion	<input type="checkbox"/> Air quality <input type="checkbox"/> Water quality <input type="checkbox"/> Soil quality/Level of contamination/Odour <input type="checkbox"/> Noise levels <input type="checkbox"/> Vibration <input type="checkbox"/> Hazards <input type="checkbox"/> Land use <input type="checkbox"/> Natural habitats <input type="checkbox"/> Biodiversity <input type="checkbox"/> Landscape, including green and open spaces <input type="checkbox"/> Townscape, including civic areas and public realm <input type="checkbox"/> Use/consumption of natural resources <input type="checkbox"/> Energy use: CO2/other greenhouse gas emissions <input type="checkbox"/> Solid waste management <input type="checkbox"/> Public transport infrastructure

i We are unable to comment on the methodology used to produce this figure since there is currently only a brief abstract of this study available containing a summary of findings. The full report is forthcoming.

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Adopt London East

Equality and Health Impact Assessment

A detailed Equality and Health impact assessment (EqHIA) has been completed in respect of the potential impact on adoptive families

This assessment considers in detail all equality parameters as well as potential impacts on the adopters health and wellbeing

A detailed EqHIA in the same format will be completed in respect of all staff as soon as all information is available to support this assessment.

Progress to date

All Human Resource leads have been involved in development of the processes by which staff will be transferred and all processes comply with relevant legislation.

Staff have been engaged in processes through a Staff Engagement event and a number of workshops designed to co-produce the service delivery model. A regular newsletter updates staff about developments and an enquiry in-box has been established to ensure all staff have an opportunity to raise any concerns they may have.

Adopt London East is committed to supporting our adoption staff to transition as smoothly as possible and where appropriate all reasonable steps will be taken to reduce any potential negative impact and support staff who have identified additional needs

Sue May

Practice Lead

15/11/2018

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Appendix D: The Benefits of Regionalisation

Benefits

There are a number of new benefits / advantages associated with a reduced, four borough footprint:

- The national feedback on live RAA's is that larger geographical boundaries can lead to far more complex models of delivery. Smaller geographical areas (as the east will be) are able to be more focussed on the demands and needs of the region.
- Smaller teams will be easier to manage. Building strong relationships with smaller dedicated teams of staff will help the RAA reach a positive culture of performance improvement and impact for children.
- Having fewer local authorities as part of the model will mean less (often conflicting) local authority priorities to concentrate on. A smaller number of local authorities lends itself to the achievement of stronger partnership working.

Early evaluation of established Regional Agencies

Although regional adoption agencies have only recently been established; a number of early research studies have been undertaken and the findings are positive.

Adoption service staff consistently report that once embedded into a regional agency, they have greater job satisfaction and feel more able to make a difference. Adopters report they feel they have a more responsive support offer and improved training from a service with a sole focus on adoption work.

Adoption service data and performance information were used well to inform service delivery. In some early adopters performance initially declined but all report improved performance in terms of adopter recruitment and child placement. Lessons from the early adopters have been learned and incorporated into the Adopt London East model. Strong regional partnerships have been developed. A number of partnerships involved innovative practice

Ofsted have now inspected 14 Local Authorities who have adoption services provided through a regional adoption agency. All note improved services and in 7 specific positive comments have been made about the regional adoption agency.

Benefits of regionalisation in East London

Adoption services across all East London agencies are small and Individual Local Authorities struggle to provide the full range of adoption services. Detailed evaluation of adoption services has identified a number of challenges (see table below) all of which will benefit from a regional approach within East London.

The performance section of this report details target performance improvements in years 1 to 3. These have been developed using a cautious model of service delivery working towards best practice models.

The East London Adoption services already work together through the ELPAC consortium in order to ameliorate some of these challenges. Working in cooperation has provided many benefits and these existing working relationships will be built upon to ensure a smooth transition into one organisation

Challenge	Regional solution	Benefits
Against a background of intensive challenge from the voluntary sector adopter recruitment has not been maximised	Working in partnership with the Pan London Adopt London brand brings a dedicated service communications budget a large single brand and an ability to develop both London wide and East London specific campaigns	Improved adopter base for child matches maintaining their connection to the local area Savings against the Inter-agency fee budget
Some delays in assessment due to worker availability	One recruitment and assessment team will undertake all assessments, work will be allocated more effectively. Should demand for assessments increase Independent social workers may be used	Increased number of adopters Adopters do not apply elsewhere Savings as above
Numbers of children with a placement order for adoption are relatively low across East London.	An East London regional adoption agency will provide a forum for effective working relationship with the East London courts	Increased number of children benefit from the stability offered through adoption In LA savings against the LAC budget
Some matches of harder to place children take longer than they should	A single family finding team working across East London and beyond will pool resources to work more effectively. Local relationships with children's social workers will be maintained through maintenance of a partial base in each Local Authority	Children benefit from the stability offered through adoption at the earliest opportunity In LA savings against the budget
The adoption support offer is underdeveloped.	A single adoption support service will pool all resources and enable	Adoptive families benefit from improved support.

A small local adoption support service is unable to provide the range of services needed.	the service to develop a clear core offer to all adopters and maximise usage of the Adoption Support Fund	Outcomes improve Placement disruptions decline
Regional partnerships are under developed	A single agency operating in a coterminous region to key partner agencies will engage with agencies in development of innovative partnership working, clear referral pathways and co-working relationships	Adoptive families benefit from a clear shared offer Children are better supported in education and health services Maximisation of the partnership offer will impact positively on budgets
Courts delay and often block the progress of the adoption process	A single agency, operating under a single head of service, led by a partnership of local authorities will be far better placed to influence court decision making processes	Speedier processes and improved performance Enhanced regional reputation
No joined up commissioning	A single commissioning framework and quality assurance process across the region and potentially across London	Commissioned services are better aligned to the needs of children and young people Value for money and reduced overall spend on commissioned contracts

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OVERVIEW AND SCRUTINY BOARD
6 February 2019

Subject Heading:	Customer Complaints Topic Group
SLT Lead:	Anne Brown – Deputy Director of Legal Services
Report Author and contact details:	Richard Cursons - Democratic Services Officer richard.cursons@onesource.co.uk
Policy context:	The information presented will allow more effective scrutiny of issues via the establishment of a topic group.
Financial summary:	No impact of presenting of information itself which is for information/scrutiny only.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

The Board will be asked to formally agree to the creation of a topic group to allow greater scrutiny of the customer complaints procedure.

RECOMMENDATIONS

1. The Board to agree to the formation of the topic group and to seek volunteers to participate on the topic group.
2. That an initial meeting of the topic group be convened with the objectives of agreeing the group’s scope and meeting schedule for approval by the Board.

REPORT DETAIL

This report recommends the Overview & Scrutiny Board to agree to the formation of a topic group to allow greater scrutiny of the Council's customer complaints procedure.

Following previous discussions at meetings of both the Overview and Scrutiny Board and the Adjudication & Review Committee, Members and officers agreed that the current Customer Relationships Management (CRM) required some improvements and needed updating in order to provide a more accurate picture relating to customer and Councillor complaints and their resolution.

It has also been previously suggested that it would be useful if Members be involved in the process to seek new ways to improve the complaints reporting and resolution procedure. The most effective mechanism to facilitate this would be the establishment of a time limited topic group on this subject, under the auspices of the Overview and Scrutiny Board.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

BACKGROUND PAPERS

None.

OVERVIEW AND SCRUTINY BOARD

Subject Heading:	2019/20 Budget Setting Cycle
SLT Lead:	Jane West
Report Author and contact details:	Jane West, Chief Operating Officer, 01708 431994
Policy context:	The Council sets its General Fund Revenue and Capital Budgets every February. The draft finance reports for 2019/20 are provided to the Overview and Scrutiny Board for consideration.
Financial summary:	The financial implications are set out in the attached draft reports.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

There are three draft Cabinet reports being presented to the Overview and Scrutiny Board for consideration:-

- Capital Strategy and Programme
- The Treasury Management Strategy Statement 2019/20
- 2019/20 Budget and 2019-2023 Medium Term Financial Strategy.

The three draft Cabinet reports are attached to this cover report.

Overview and Scrutiny Board 6 February, 2019

The final Cabinet reports will be published on 5th February 2019, prior to the Overview and Scrutiny Board, and will be received by the Cabinet at their meeting on 13th February 2019. The Cabinet will pass its recommendations through to the Council Tax Setting Council meeting on 27th February 2019.

Although the reports are still being finalised for Cabinet, it is not anticipated that there will be any substantial changes but more exemplification may be added. Therefore it may be useful for Members of the Overview and Scrutiny Board to have the final Cabinet reports to hand at the meeting.

RECOMMENDATIONS

Members of the Overview and Scrutiny Board are invited:

1. to consider, review and scrutinise the content of the three reports
2. to prepare a reference to Cabinet for their meeting on 13th February 2019, if thought appropriate.

REPORT DETAIL

The report detail is contained within the attached reports.

IMPLICATIONS AND RISKS

Financial implications and risks

These are contained within the attached reports.

Legal implications and risks:

These are contained within the attached reports.

Human Resources implications and risks:

These are contained within the attached reports.

Equalities implications and risks:

These are contained within the attached reports.

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CABINET

6 February 2019

Subject Heading:

Capital Strategy and Programme

Cabinet Member:

Councillor Damian White, Leader

SLT Leads:

Jane West
(Chief Finance Officer)

Report Author and contact details:

Mark White
Capital Finance Manager
01708 433624
mark.white@onesource.co.uk

Policy context:

This report presents the Council's Capital Strategy and associated Capital Programme for agreement by Cabinet and recommendation on to Council for consideration and approval.

Financial summary:

The Council is required to approve the Capital Strategy as per the Prudential Code for Capital Finance in Local Authorities and the Treasury Management in the Public Services Code of Practice. The Council is required to set a balanced budget and the capital strategy and subsequent capital programme form part of this process. The financial implications of this strategy are included as part of the 2019/20 Budget Medium Term Financial Strategy report elsewhere on this agenda.

Is this a Key Decision?

Yes

Is this a Strategic Decision?

Yes

When should this matter be reviewed?

Annually

Reviewing OSC:

Overview and Scrutiny Board

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

The Council is required by statute (the Prudential Code for Capital Finance in Local Authorities, 2017 Edition) to agree the capital programme and associated capital strategy. Local authorities are required to have regard to the current editions of this code by regulations 2 and 24 of the Local Authorities (Capital Finance and Accounting) Regulations 2003 [SI 3146].

This report sets out the Authority's Capital Strategy and presents the Council's proposed capital budget for 2019/20 and the medium term.

RECOMMENDATIONS

Cabinet is asked to:

1. **Approve** the capital strategy contained within this report noting its impact on both the capital programme and overall contribution to the setting of the revenue budget for 2019/20 and beyond
2. **Recommend to Council for consideration and approval** the 2019/20 and ongoing Capital Programme (subject to business cases for the regeneration schemes being approved in line with the governance process)
3. **Agree** that the Chief Financial Officer be authorised to allocate funding from the Capital Contingency included within the draft Capital Programme.
4. **Approve** the use of capital receipts to fund the revenue costs of two eligible proposals – the Oracle and CRM system transformations – under the MHCLG Guidance on the Flexible Use of Capital Receipts.
5. **Agree** that externally funded schemes can be added to the capital programme up to £500k as and when funding is confirmed. Any external funding over £500k will be subject to approval by the Chief Financial Officer.
6. **Agree** that the relevant Cabinet Member, together with the Cabinet Member for Finance and Property be delegated authority to commence tender processes and accept tenders for capital schemes included within the approved programme under the block programme allocations or delegation arrangements set out in this report.

7. **Note** the capital prudential indicators included within the capital strategy when approving the capital programme to ensure affordability.

REPORT DETAIL

1. Capital Strategy

1.1 Overview

- 1.1.1 This capital strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It should be read in conjunction with the following reports, all of which can be found elsewhere on this agenda:

- Treasury Management Strategy Statement (TMSS)
- Medium Term Financial Strategy (MTFS)
- HRA Business Plan and rent setting report
- Investment and Regeneration Business Cases

The capital strategy is underpinned by the strategic aims of the Council as outlined in the Corporate Plan – Cleaner, Safer and Prouder Together, which is seeking formal approval elsewhere on the agenda. The future capital investment will be focused into the delivery of these objectives for the Council.

- 1.1.2 The corporate plan includes the four objectives below;

- Opportunities – Making life better
- Place – Great place to live
- Connections – Making life easier
- Communities – A helping hand

The Council is investing in major developments across the borough as part of the Regeneration schemes and Mercury Land Holdings portfolio, planning to deliver new and replacement affordable homes and enabling self sustaining communities to grow. The capital programme includes an investment in the core infrastructure of carriageways and footways, and the capital programme recognises the

commitment to managing the performance, risk and expenditure on its infrastructure assets.

- 1.1.3 The asset management investment focuses on maintaining the core assets including the office estate, schools and other operational buildings against an asset management plan. The Council is currently undertaking an Accommodation Strategy refresh and looking at rationalising its estate and maximising the utilisation of those assets. A paper is being produced for Cabinet setting out the Council's Asset Management Strategy. The Council has brought together its budgets in relation to its operational asset management into a Corporate Landlord function which prioritises repairs and maintenance across the office estate and operational buildings. Ongoing repairs and maintenance budgets, including funding for health and safety work, are built into both the revenue budget and capital programme.

1.2 Governance of capital approvals

- 1.2.1 The capital programme, which is updated for new proposed schemes, revised profiling, slippage and changes in expenditure projections is presented to full Council every year for approval. Council approval of the programme gives an allocation to budget managers in the capital programme. Separate approval is required in line with the financial regulations, delegations and approved budget envelopes. The capital programme reported here covers the current MTFS reporting period of four years, However with the Council's engagement in longer term capital investments the timeframe over which the capital programme and financing costs are monitored extend beyond this period.
- 1.2.2 The process for including new schemes in the 2019/20 capital programme was undertaken as part of corporate budget setting, with a standardised bidding process. Project outlines were considered in terms of delivery of corporate objectives or operational plans, and a shortlist of schemes were approved for the production of outline business cases for consideration by Cabinet.
- 1.2.3 Any bids for capital funding outside the approved capital programme in year would need to include a business case demonstrating either a clear link to corporate objectives or the requirement to meet an operational imperative, establish the funding source to meet the cost and follow approval processes laid down in the Council's standing orders and financial regulations.
- 1.2.4 There is an established methodology for the development of project documentation and business cases, overseen by the corporate Programme Management Office. There is a corporate system which holds the key programme performance and delivery information used to manage and monitor the milestones, risk and outcomes of the programmes.
- 1.2.5 The above investments and processes are taking place against a background of austerity and significant uncertainty in the future sources of funding for local

government. It is therefore a key aim of the Council's capital strategy that it delivers a financial return on investment, such as capital receipts or new revenue streams or delivers key strategic priorities.

- 1.2.5 Value for money (VFM) is a key component of capital projects. As part of the business case development and evaluation process, projects will need to show that all options have been considered and that the option that has been chosen is cost efficient and effective. The monitoring and management of these projects against the business case assumptions ensures that the focus on value for money remains for the life of the project.
- 1.2.6 The Council has chosen not to invest in purely commercial projects. Its capital investment is primarily related to increasing and improving the provision of a rich mix of housing tenures that help to address the acute housing need in the borough. There is a commercial return built into a number of the schemes but this is not the predominant focus for the Council.

2. 2019/20 – 2024/25 General Fund (GF) Capital Programme

2.1 Overview

- 2.1.1 In November 2018, Cabinet considered the new capital bids for inclusion in the 2019/20 – 2024/25 programme. After taking into consideration the existing approved capital programme, new bids and the capital investment plans, the full proposed capital programme has been developed for Members to approve.
- 2.1.2 New requirements under the Prudential Code require the Council to separate out its main Capital Programme from its Capital Investments. These were combined previously. The following sections of this report set out:-
- the existing main programme (section 2.2)
 - the new bids proposed for the main programme (section 2.3)
 - amendments to the Regeneration Programme (section 2.4)
- 2.1.3 The capital budgets submitted for approval of expenditure are presented excluding anticipated slippage from the existing capital programme. Actual slippage will be reported and rolled forward into 2019/20 as part of the closure of the 2018/19 accounts.
- 2.1.4 The 2019/20 GF Capital Programme does not include HRA capital spend which is approved through the HRA Business plan report.

2.2 Existing Capital Programme

Cabinet 6 February 2019

2.2.1 Table 1 below splits out the existing already approved capital programme by key themes whilst Appendix 1 sets out the full 2019/20 and beyond existing capital programme, revised to reflect the current position on the existing schemes eg to incorporate slippage and in-year budget virements.

Table 1 - Existing Capital Programme & Funding

Summary of Existing Approved Capital Programme	2019/20	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m	£m
Adults Services	0.000	2.800	0.000	0.000	2.800
Cemeteries and Crematoriums	0.998	1.500	0.000	0.000	2.498
Childrens Services	1.950	0.000	0.000	0.000	1.950
Corporate Assets	0.527	0.077	0.000	0.000	0.604
Environment	0.020	0.000	0.000	0.000	0.020
Highways	2.351	2.000	2.000	2.000	8.351
IT Infrastructure	1.000	0.620	0.620	0.620	2.860
Leisure	11.930	5.668	0.854	0.485	18.937
Libraries	0.112	0.028	0.000	0.000	0.140
Parks & Open Spaces	0.134	0.000	0.000	0.000	0.134
Economic Regeneration	8.239	3.295	0.000	0.020	11.554
Schools Expansions Programme	18.887	6.254	2.000	0.000	27.141
Schools Maintenance	1.757	0.261	0.000	0.000	2.018
Total Capital Expenditure	47.905	22.503	5.474	3.125	79.007
Funding					
Capital Receipts	5.140	2.947	0.000	0.000	8.087
Revenue and Reserve Contributions	0.000	0.000	0.000	0.000	0.000
Grants	25.355	9.771	2.000	0.020	37.146
Section 106/ CIL	1.339	0.000	0.000	0.000	1.339
Borrowing	16.072	9.784	3.474	3.105	32.435
Total Funding	47.905	22.503	5.474	3.125	79.007

2.3 New Capital Bids

2.3.1 In addition to the existing capital programme there has also been a review of the future capital requirements undertaken across the business. A shortlist of proposals was initially considered by Cabinet in November 2018. The updated new bids are shown in Table 2 below. Cabinet is asked to recommend these bids to Council for approval as part of the approval of the total Capital Programme.

Table 2 – New Capital Programme for approval

Cabinet 6 February 2019

Internally Funded Schemes Presented for Approval	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Highways						
Highways Infrastructure Investment Programme	8.800	10.000	0.000	0.000	0.000	18.800
Parking Investment	1.200	0.000	0.000	0.000	0.000	1.200
Environment						
CCTV Investment	0.250	0.000	0.000	0.000	0.000	0.250
Economic Regeneration						
Bridge Close - School	0.000	8.289	4.910	2.455	0.000	15.654
Bridge Close - Medical Facility	0.000	0.000	2.278	1.639	1.229	5.146
IT Infrastructure						
Oracle Cloud Enterprise Resource Planning System	4.500	0.000	0.000	0.000	0.000	4.500
Customer Relationship Management System	1.800	0.000	0.000	0.000	0.000	1.800
Capital Contingency						
Capital Contingency	2.000	0.000	0.000	0.000	0.000	2.000
Total Internally Funded Schemes	18.550	18.289	7.188	4.094	1.229	49.350
Externally Funded Schemes Presented for Approval	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Schools Expansions & Maintenance						
Schools Maintenance Programme 19/20	2.000	0.000	0.000	0.000	0.000	2.000
Schools Basic Needs 20/21	0.000	21.953	0.000	0.000	0.000	21.953
Additional SEN Grant	0.598	0.000	0.000	0.000	0.000	0.598
Environment						
TFL Local Implementation Plan Grant 2019/20	1.918	0.000	0.000	0.000	0.000	1.918
Housing (GF)						
Disabled Facilities Grant	1.680	0.000	0.000	0.000	0.000	1.680
Total Externally Funded Schemes	6.196	21.953	0.000	0.000	0.000	28.150
TOTAL NEW GF CAPITAL PROGRAMME	24.746	40.242	7.188	4.094	1.229	77.500
Funding Sources of Schemes Presented for Approval	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Capital Receipts	8.300	0.000	0.000	0.000	0.000	8.300
Revenue and Reserve Contributions	0.000	0.000	0.000	0.000	0.000	0.000
Grants	6.196	21.953	0.000	0.000	0.000	28.150
Section 106/ CIL	0.000	0.000	0.000	0.000	0.000	0.000
Borrowing	10.250	18.289	7.188	4.094	1.229	41.050
TOTAL FUNDING	24.746	40.242	7.188	4.094	1.229	77.500

2.3.2 Details of the additional projects being proposed to be added to the capital programme are as follows:-

- An additional £10m per annum in 2019/20 and 2020/21 is to be added into the Highways investment programme funded from the additional traffic and parking income proposed in the Improving Traffic Flows Strategy.
- An additional £250k is to be built in for investment into CCTV. The current CCTV system requires investment. The equipment, including cameras, is over 10 years old and is now less reliable. It therefore critical to upgrade the system to ensure it remains fit for use. The bid will also fund investment in two mobile cameras that can be targeted as required.
- An additional £28.1 million of external funding is to be added to the capital programme over the next 2 years. These include indicative figures for Transport for London (TFL), Schools Basic Needs and the Disabled Facilities Grant.
- It is proposed that £4.541 million in capital receipts is set aside to to implement a new Oracle Cloud Enterprise Resource Planning system to replace the current 1Oracle systems for finance and human resources. The current 1Oracle system is outdated and increasingly expensive to support as, from July 2019, Newham and Havering will be the only two councils of the original seven using the system. The current plan is to move to Oracle Cloud for 1 April 2020. Although Cloud based systems are revenue projects, there is a government scheme to allow the use of capital receipts for specific Transformation projects that deliver an ongoing saving (which Oracle Cloud does). The full business case can be found elsewhere on this agenda.
- Similarly, it is proposed that capital receipts of £1.8m are set aside for a new Customer Relationship Management (CRM) system again asking for funding from capital receipts for specific Transformation projects that deliver an ongoing saving (which CRM does, including cost avoidance). The current CRM is bespoke and very costly to support. It needs to be upgraded by 2020 as the current platform is due to come out of support. The full business case will be considered at Cabinet in the New Year.
- In addition to the above new schemes included in the November Cabinet report on the MTFs there is an additional requirement for a new school and a new medical facility as a result of the Bridge Close project. Whilst alternative funding sources are being investigated, the capital programme will need to include the funding of these projects to enable the scheme to progress. The total costs of these projects are £15.6m for the school and £5.1m for the medical facility.
- The externally funded schemes have no impact on the Council's MTFs or prudential borrowing figures as these are all entirely funded from external funding sources and do not call on the Council's capital resources.

Corporate Contingencies in the Capital Programme

2.3.3 In addition to the schemes outlined above, it is proposed that a corporate capital contingency is established to cover unforeseen circumstances within existing programmes or essential unplanned or emergency capital expenditure. It is proposed that £2m is to be set aside, funded initially from capital receipts to be allocated by the Chief Finance Officer.

2.3.4 As can be seen from the above tables the majority of the internally funded new capital projects are funded from prudential borrowing. This will have the result of additional capital financing costs over the life of the assets. These costs are factored into the MTFS and where possible off set against income generation. The capital financing costs as a result of the additional borrowing for the additional projects are set out below:

Table 3	ADDITIONAL REQUIREMENT - MRP & INTEREST						
	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Highways Infrastructure	0.132	0.634	0.550	0.000	0.000	0.000	1.316
Parking Investment	0.018	0.066	0.000	0.000	0.000	0.000	0.084
CCTV	0.004	0.054	0.000	0.000	0.000	0.000	0.058
Bridge Close – School	0.000	0.124	0.530	0.307	0.135	0.000	1.096
Bridge Close – Medical Facility	0.000	0.000	0.034	0.150	0.109	0.067	0.360
	0.154	0.878	1.114	0.457	0.244	0.067	2.914

2.3.5 Whilst these costs are factored into the MTFS for prudent financial planning purposes, alternative funding sources will be investigated and used where possible to mitigate these costs, delivering a saving on the revenue budget.

2.4 Regeneration Programme

2.4.1 Included within the capital programme are a number of Regeneration schemes that because of their treatment as capital investments, as part of the new prudential code requirements are reported separately in the authority's capital programme. Each scheme has an individual business case setting out the risks and merits which have either been reviewed or are in the process of being reviewed by Members. The capital strategy brings all these schemes, along with the Council's full capital programme together but Members are asked to review the individual business cases for a full understanding of each of the schemes. These business cases are included as items elsewhere on the agenda for Members consideration.

2.4.2 Table 4 below (to be finalised) shows the current spending plans (based on latest business plans) for all of the regeneration schemes being proposed

Table 4 to follow

2.4.3 The proposed funding of these schemes is as follows

Table to follow

2.4.4 Details of the regeneration schemes being requested as part of the capital programme are:

- Rainham & Beam Park Housing Zone

This scheme was originally approved for progression at Cabinet on 13 December 2017 with capital expenditure forecasts based on the original business plan. Since the original approval the project has developed with the capital expenditure above based on latest business plans. Inclusion in the capital programme ensures that the capital expenditure approvals are in place subject to the full business case being approved – item elsewhere on this agenda.

- Bridge Close

This scheme was originally approved for progression at Cabinet on 15 November 2017 and again was based on the original business case for the project. Like with Rainham & Beam Park the scheme has developed and the latest capital expenditure forecasts are based on the new business plan. Inclusion in the capital programme ensures that the capital expenditure approvals are in place subject to the full business case being approved – item elsewhere on this agenda.

- Mercury Land Holdings

The original business plan was approved at Cabinet on 15 November 2017. Since this approval new schemes and opportunities have been identified and this new capital programme includes a number of new projects. Inclusion in the capital programme ensures that the capital expenditure approvals are in place subject to the full business cases being approved setting out the individual projects and their risks and benefits associated with them – item elsewhere on this agenda.

2.4.5 Like with the new capital projects, if these regeneration schemes are approved and progress then additional prudential borrowing will be required. This borrowing will result in revenue capital financing costs over the profile of the schemes as shown below. Whilst these costs are factored into the MTFS for prudent financial planning purposes, alternative funding sources will be used where possible to mitigate these costs, delivering a saving on the revenue budget.

2.4.6 It is important to acknowledge that once the developments move into the delivery phase, the costs of the programmes become more significant, including for example the costs of borrowing or the costs of maintaining an operational construction site. Therefore any delays in the programme that add time into the

development phase plans will bring with it additional material costs over and above these business plan assumptions.

- 2.4.7 It should also be acknowledged that as these regeneration ventures progress, there are costs incurred in the preparation of the schemes and the establishment of the delivery vehicles that are sunk costs, and have occurred in this or previous years. If any of the schemes at any stage in the future do not progress to final delivery and completion, then these costs could fall to the Council with no mechanism for recovery.

Additional incremental pressures, MRP and interest – *table to follow*

- 2.4.8 The primary reason for undertaking these schemes, and therefore including these projects in the capital programme, is regeneration. However, the business cases have identified a number of additional benefits arising alongside the regeneration. One of the benefits is the estimated financial return to the Council that will arise as a result of the delivery of the projects. The return generated from these regeneration projects will offset the budget pressure arising from the capital financing costs of borrowing and provide future funds for reinvestment. There will also be a return to support the Council's MTFs from MLH as a result of the Council making loans to the company. The income streams included in the project business plans are:

Table to follow

Full details of the additional pressures and savings for the individual schemes are included in the medium term financial strategy

Table to follow

- 2.4.9 In addition to the income streams shown above, dividends will also be payable from MLH, although at present it is assumed these are reinvested in further regeneration schemes.

- 2.4.10 The primary existence of these regeneration projects are for regeneration purposes and it is important to acknowledge that these income streams can be more volatile than other investments made solely for treasury purposes (details of which are set out in the TMSS elsewhere in the agenda). Members are reminded that over reliance on these income streams should not be made when setting a balanced budget and that by approving these schemes, Members are happy with the overall balance of income that these projects contribute to the budget setting process.

2.5 2019/20-2024/25 General Fund (GF) Capital Programme

- 2.5.1 Taking into consideration the existing capital programme, new bids and the regeneration programme (as all set out above) the total GF capital programme and associated funding sources are:

Table 8 – Total Havering GF capital - Table to be finalised and to follow

2.6 Capital Expenditure and Financing - Prudential Indicators

2.6.1 Capital expenditure is incurred where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. Details of the Council's policy on capitalisation can be found in the Council's accounting policies.

2.6.2 In 2019/20, the Council is planning capital expenditure of £266.696m (including HRA) as summarised below:

Table 9: Prudential Indicator: Estimates of Capital Expenditure in £ millions - *To be finalised*

DRAFT	2017/18 actual £m	2018/19 budget £m	2019/20 budget £m	2020/21 budget £m	2021/22 budget £m
General Fund services	51.165	71.120	72.651	62.745	12.662
Council housing (HRA)	33.056	67.459	47.310	80.719	54.186
Regeneration Programme	4.472	6.279	146.735	132.243	72.709
TOTAL	88.693	144.858	266.696	275.707	139.557

The main General Fund capital projects include highways, schools maintenance and expansions, IT infrastructure and leisure, and these can be seen in the detailed capital programme section of this report.

The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. The HRA capital programme supports the ongoing capital maintenance of the housing stock, the delivery of decent homes standards alongside a significant investment in the 12 Estates regeneration programme and the acquisition of affordable homes across other regeneration schemes. The HRA business plan (which includes the proposed HRA capital programme) is an item elsewhere on the agenda.

2.6.3 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 10: Capital financing in £ millions - *To be finalised*

DRAFT	2017/18 actual	2018/19 forecast	2019/20 forecast	2020/21 forecast	2021/22 budget
	£m	£m	£m	£m	£m
Capital Receipts	22.457	15.331	63.690	80.947	46.000
Revenue & Reserves	27.945	68.267	25.688	38.340	23.335
Grants & Contributions	22.744	42.416	32.890	31.725	2.000
Borrowing	15.547	18.844	144.428	124.695	68.222
TOTAL	88.693	144.858	266.696	275.707	139.557

2.6.4 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. The Council's full minimum revenue provision statement is available as part of the Treasury Management Strategy Statement.

2.6.5 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £TBC during 2019/20. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 11: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions - *to be finalised*

DRAFT	31.3.2018 actual	31.3.2019 forecast	31.3.2020 forecast	31.3.2021 forecast	31.3.2022 forecast
General Fund services	69.154	80.281	104.693	130.435	138.063
Council housing (HRA)	174.669	174.669	196.290	238.669	269.520
Regeneration Prog.	20.647	26.489	122.537	173.897	196.414
TOTAL CFR	264.470	281.439	423.520	543.001	603.997

2.6.6 The previous tables cover the overall capacity and control of borrowing but within the prudential framework indicators are required to assess the affordability of the capital investment plans. One such indicator is the estimate of the ratio of financing costs to net revenue stream which can then be split between GF, HRA and Capital Investments. This indicator identifies the trend on the cost of capital against the net revenue stream.

Table 12: Prudential Indicator: Ratio of Financing costs to Net Revenue Stream - *to be finalised*

DRAFT	2018/19 forecast	2019/20 forecast	2020/21 forecast	2021/22 forecast
General Fund services	2.40%	2.79%	3.32%	4.00%
Council housing (HRA)	3.27%	3.68%	4.47%	5.05%
Capital investments	0.77%	2.04%	4.89%	6.61%
TOTAL	6.44%	8.51%	12.68%	15.66%

3. Disposals

3.1 The Council has pursued a policy of selling surplus sites for many years to finance the capital programme and keep borrowing costs down. As a result of this strategy it has become increasingly difficult to identify new sites for disposal. A separate report later in the agenda covers property disposals but for the purposes of this capital programme none of these receipts have been relied on for financing of the capital spend.

4. Investments in the Regeneration Programme

4.1 Overview

4.1.1 With central government financial support for local public services declining, the Council has invested in a number of joint ventures and subsidiaries. Total capital investment in these joint ventures and subsidiaries as at 31st March 2018 is £21.8m (£8.7m of equity investments and Capital loans of £13.1m).

4.1.2 Mercury Land Holdings (MLH) is the Council's wholly owned property development company established to:

- Make use of existing Council capital assets
- To contribute to dealing with the housing supply issue in the Borough
- Ensure a mix of housing in terms of type, size and tenure best matched to the needs of Havering
- To support the Council's regeneration and growth aim
- Generate a financial return to support front line services

The Council's investment in MLH in terms of loans and equity are included in the capital programme. The investment is managed via a shareholder's board arrangement and MLH submit a business plan each year with investment plans for consideration and approval by Cabinet.

4.1.3 In addition the Council is the partner in three other regeneration vehicles. One has been established to regenerate the Council's own housing provision, predominantly within the HRA. The other two are to support regeneration and bring in new affordable housing across Havering.

- Bridge Close

- Beam Park

4.1.4 With regeneration being the key objective, the Council accepts higher risk on capital investments in the Regeneration Programme than with treasury investments where the emphasis is on Security, Liquidity and Yield (SLY) in that order. The principal risk exposures for each regeneration scheme are set out in the individual business cases but include risks such as fall in capital values, inflation and interest rate risk. These risks are managed through the individual business cases which show detailed modelling of the risk factors and their impact. In order that commercial investments remain proportionate to the size of the authority, whilst there is no overall maximum investment limit, every business case is reviewed with the full impact of the decision assessed before a decision to proceed or abandon the scheme being made.

4.1.5 Further details on the capital expenditure plans and the associated prudential indicators which include the commercial activities can be found in the Treasury Management Strategy Statement. The Council's capital expenditure plans are the key driver of treasury management activity with the output of these plans reflected in the TMSS and prudential indicators. These are designed to assist Member's overview and confirm capital expenditure plans.

4.2 Risk Management and Mitigation

4.2.1 Specific risks for individual schemes are contained within the project business cases. The scale and importance of the project will dictate the level of business case evaluation. Sound business case protocols can mitigate the risk of business case collapse with appropriate levels of contingency being built into the business case to mitigate risks.

4.2.2 In addition to specific risks associated with projects there are a number of cross cutting risks that apply to all capital investments.

- Interest Rate Risk - This is managed indirectly through the TMSS and through our treasury advisers Link Asset Services
- Inflation Risk – Whilst we are in a period of low inflation, inflation risk should always be a concern as slippage can potentially decrease the purchasing power. This can be mitigated by good project management and clearly identified cash flow projections.
- Legal Risk – Capital schemes need to comply with the latest relevant regulations which can change and lead to an impact on construction costs for example. This is mitigated by awareness of pipelines changes and through contingencies
- Market health and commercial values – when projects are entered, the business case often depends on key assumptions or estimates of future market positions. Should market movements mean that these assumptions are inaccurate then this may lead to a change in the project

financials. This risk can be mitigated through performance monitoring and contingencies.

- Supplier financial stability – To mitigate this the Council considers the financial robustness of all contractors and partners and requests appropriate financial standing assurance.
- Reputational Risk – This is particularly relevant to the public sector and can result in the public losing faith in the organisation. The risk can be mitigated by good project management and communication with clear expectations of all stakeholders being key.
- Financial risk due to programme delay – as the schemes progress into delivery phase the costs of the programmes become more significant, including the costs of any borrowing, of the holding costs of construction sites and the operating costs of the joint venture partners, which will be incurred even during times of delay. This can occur for external reasons – e.g. inclement weather that stops work on site – or reasons internal to the council – e.g. delays from slipped planned phasing or decision making deadlines. Many external causes can be mitigated by insurance cover or contingency sums, and close contract management with partners. The internal process risk can be mitigated by clear planning and timetabling of key decisions and project approval phasing, and monitoring and management of the project plans against those deliverables.

4.3 Knowledge and Skills

- 4.3.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council also has a training and development programme to support staff to study towards relevant professional qualifications.
- 4.3.2 Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.
- 4.3.3 Member training was undertaken as part of the induction programme following the recent election, and training and advice is provided to relevant cabinet portfolio members.

REASONS & OPTIONS

Reasons for the Decision

The Council is required to approve the Capital Strategy as per the 2017 updates to the Prudential Code for Capital Finance in Local Authorities and the Treasury Management in the Public Services Code of Practice.

Alternative Options Considered

There are no alternative options in so far as approving the capital strategy and setting the capital programme. However, there are options in respect of the various elements of the capital programme.

IMPLICATIONS & RISKS

Financial Implications and Risks

The existing Capital Programme has historically been largely funded from the use of capital receipts however going forward it is acknowledged that the capital ambition of the Council will exceed the potential capital receipts available and will therefore require the Council to plan for the inclusion and cost of prudential borrowing for prioritised schemes.

The Council needs to manage and control its future capital programme and investment very carefully to ensure that it meets its fiduciary responsibilities. It will need to carefully prioritise future capital investment to deliver optimum outcomes as resources become increasingly scarce. A number of new schemes rely upon borrowing which creates a long term budgetary commitment for the Council for which it anticipates that it will receive financial returns of income in addition to meeting the primary objectives of economic development and regenerations. It is therefore essential that there is robust and proactive management of all capital projects going forward in order to deliver the financial plans set out in each approved business case. In particular, the delivery of income streams due from the series of Regeneration led projects for housing development are crucial and underpin the Council's ability to meet the cost of this capital investment and generate future revenue returns to support the delivery of the MTFs. Failure to deliver to plan, could result in significant financial pressures for the Council and therefore robust programme and project governance will be essential. This framework and the expected returns on investment will be included in the revised Capital Strategy.

In allocating funding to these proposals the principle of financing capital expenditure from prudential borrowing as a last resort, was used. Going forward, the use of external funding sources will be maximised, pulling together the co-ordination of grant funding, s106 and any future CIL payments and the use of capital receipts, revenue and reserves.

Legal Implications and Risks

There are no apparent direct legal implications of this report.

Human Resource Implications and Risks

There appear to be no HR implications or risks arising directly that impact on the Councils workforce.

Equalities and Social Inclusion Implication and Risks

The Equality Act 2010 Public Sector Equality Duty will be applied in any decision making on the use of these funds.

DRAFT



CABINET

Subject Heading:

2019/20 Budget and 2019-2023 Medium Term Financial Strategy

Cabinet Member:

Councillor Damian White, Leader of the Council

SLT Lead:

Jane West
Section 151 officer

Report Author and contact details:

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Policy context:

This report sets out the Council's revenue budget requirement for 2019/20 and MTFS for the following three years. It makes proposals regarding the level of Council Tax required to meet the budget requirement. The report also provides an update on the outcome of the 2019/20 local government financial settlement.

Financial summary:

This report includes:

- the approach to setting the Council's 2019/20 budget and MTFS for the following three years
- The outcome of the local government finance settlement
- Recommended Council Tax levels

Is this a Key Decision?

Yes

When should this matter be reviewed?

Annually

Reviewing OSC:

Overview and Scrutiny Board

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

The report sets out the Council's current financial situation and its approach to achieving financial balance over the period 2019/20 to 2022/23.

This report consists of the following sections:

- Policy and Strategic Context (Section 1)
- Background to the budget process and details of the local government finance settlement (Section 2)
- Budget proposals and Council Tax recommendations (Section 3)
- Update on the Medium Term Financial Strategy (Section 4)
- Impact of proposals on Council Tax levels (Section 5)
- Proposed Fees and Charges (Section 6)
- Contingencies and General Balances (Section 7)
- Update on the Capital Programme (Section 8)
- Budget risks and uncertainties (Section 9)
- S151 Officer statement regarding the robustness of the budget (Section 10)

RECOMMENDATIONS

Cabinet is asked to:

- Agree the Council's General Fund Budget Requirement for 2019/20 to be set at £124.813m as set out in paragraph 5.3.2 and Appendix A of the report;
- The Delegated Schools' draft budget set out in section 2.5 of this report;

- Agree a 1.25% increase in Council Tax for 2019/20 as set out in paragraph 5.1;
- Agree an additional 2% Adult Social Care Precept as in paragraph 5.1;
- Note the Medium Term Financial Strategy position as set out in Section 4 and Appendix F
- Agree the fees and charges schedule as set out in Section 6 and Appendix C
- Note the budget and risks as set out in Section 9
- Approve the Council's approach to general balances as set out in paragraph 7.3
- Note the requirements of S106 of the LGA 1992 Act as set out in Section 1
- Agree that if there are any changes to the GLA precept and/or levies, the Chief Financial Officer authorised to amend the recommended resolutions accordingly and report these to the next Council meeting as required.
- Agree that to facilitate the usage of unringfenced resources, the Chief Financial Officer in consultation with Service Directors will review any such new funds allocated to Havering; make proposals for their use; and obtain approval by the Cabinet Member for Financial Management, ICT (Client) & Transformation.
- Delegate to the Chief Financial Officer in consultation with Service Directors the authority to make any necessary changes to service and the associated budgets relating to any subsequent specific grant funding announcements, where delays may otherwise adversely impact on service delivery and/or budgetary control, subject to consultation with Cabinet Members as appropriate.

Cabinet is asked to recommend to Council for consideration and approval:

- The Council's General Fund Budget Requirement for 2019/20 to be set at £124.813m as set out in paragraph 5.3.2 and Appendix A of the report;
- The Delegated Schools' draft budget set out in section 2.5 of this report;
- A 1.25% increase in Council Tax for 2019/20 as set out in paragraph 5.1;
- An additional 2% Adult Social Care Precept as in paragraph 5.1;

- That it pass a resolution as set out in section 11 of this report to enable Council Tax discounts to be given at the 2018/19 level.

REPORT DETAIL

1. Policy and Strategic context

- 1.1 This report presents the proposed 2019/20 budget and also an update of the Medium Term Financial Strategy (MTFS) between 2019/20 and 2022/23 that will support the delivery of the Council's objectives and priorities. The report includes a recommendation to increase Council Tax levels by 3.25% in order to meet the new budget requirement whilst maintaining tight financial control and ensuring prudent levels of reserves and balances are maintained.

Councillors are reminded that Section 106 of the Local Government Finance Act 1992 requires any Member who is two months or more in arrears on their Council Tax to declare their position and not to vote on any issue that could affect the calculation of the budget or the Council Tax. Any Member affected by Section 106 who fails to declare could be subject to prosecution.

- 1.2 A new Corporate Plan has been developed that sets out the Council's strategic direction for the next year. The new vision for the Council is Cleaner, Safer, Prouder, Together.
- 1.3 The Council's Corporate Plan has four cross-cutting priorities: The Themes and strategic goals are listed below

Communities

Helping young and old fulfil their potential through high-achieving schools and by supporting people to live safe, healthy and independent lives.

- Healthy and active
- Best start to life
- Achievement at school
- Families and communities look after themselves and each other
- Supporting our most vulnerable

Places

Making sure that our neighbourhoods are great places to live by investing in them and keeping them clean, green and safe with access to quality parks and leisure facilities.

- Keeping Havering clean and safe
- Quality Housing
- Delivering excellent leisure facilities
- Award winning parks

Opportunities

Helping people get on in life by creating jobs and skills opportunities and building genuinely affordable homes.

- Helping our businesses grow
- Helping people succeed in life
- Genuinely affordable quality homes
- Delivering value for money

Connections

Making it easy for people to get around and get online by investing in road, transport links, faster internet and free Wi-Fi in town centres.

- Smart Havering
- Improving Havering's roads and pavements
- Making it easier to get around

2. Background

2.1 Budget progress to date

On 29th November 2018, Cabinet was updated on the latest position on the medium term financial strategy. This showed an initial gap of £14.2m in the 2019/20 budget proposals. The report Cabinet proposed a series of savings measures following an extensive consultation process in the summer months. These proposals were approved and reduced the 2019/20 budget gap to £6.5 million. This report provides proposals to close the remaining budget gap and set a robust balanced budget for 2019/20.

2.2 The Local Government Financial Settlement

On 13th December the provisional local government finance settlement was announced. The figures represented the final year of the four year settlement the

Government had set out after the last spending review. As such the figures published were broadly as previously expected in the MTFS.

The settlement confirms the final year of the 4 year settlement with a significant reduction in settlement funding assessment (SFA) of 11.7% for Havering. The table below demonstrates that this scale of reduction was much higher than average, even for other London Boroughs. This is true for 2019/20 but also across the four year settlement period over which Havering's SFA has reduced by 44.1% since 2015/16.

Table 3 - Change in headline SFA by class of local authority

Authority group	Services			Change in SFA from previous year				Cumulative change since 2015/16
	Lower tier	Upper tier	Fire	2016/17	2017/18	2018/19	2019/20	
Havering	✓	✓		-17.1%	-15.2%	-10.0%	-11.7%	-44.1%
Unitaries without fire	✓	✓		-13.6%	-11.5%	-7.1%	-7.5%	-34.4%
Metropolitan Districts	✓	✓		-10.9%	-9.0%	-5.6%	-6.4%	-28.4%
Inner London Boroughs	✓	✓		-9.6%	-7.8%	-4.7%	-5.6%	-25.1%
Outer London Boroughs	✓	✓		-13.0%	-11.0%	-6.8%	-7.4%	-33.2%
Unitaries with fire	✓	✓	✓	-13.6%	-11.8%	-7.4%	-8.4%	-35.4%
Counties with fire		✓	✓	-16.7%	-15.1%	-9.9%	-8.6%	-41.7%
Counties without fire		✓		-17.0%	-15.0%	-9.9%	-9.9%	-42.7%
Shire Districts	✓			-16.9%	-15.0%	-8.0%	-5.8%	-38.8%
Fire Authorities			✓	-6.8%	-8.9%	-4.1%	-2.4%	-20.6%
England				-12.4%	-10.6%	-6.3%	-6.5%	-31.4%

	2018/19	2019/20	Change
Headline Settlement Funding Assessment	40.089	35.379	-11.7%
Adjusted Settlement Funding Assessment for pilots ^a	40.089	35.379	-11.7%
<i>Of which:</i>			
Revenue Support Grant	0.000	0.000	
Baseline Funding Level	40.089	35.379	

2.3 Core Spending Power

The Government uses Core Spending Power as a measure to highlight what it believes is the potential increase in ability to spend for Havering. For 2019/20, the government believes that Havering's ability to spend will increase by 2.8%. The table below confirms that this includes:

- grant changes (increases to the Improved Better Care Fund (IBCF) for Adult Social Care, and the new £1.7m Social Care Grant for Adults' and Children's Social Care, partially offset by a reduction to New Homes Bonus and other grants falling out)
- An assumption that Council Tax income will go up through the annual Council Tax increase, an increased Council Tax Base with new homes coming on stream in the borough and through the Council implementing the Adult Social Care Precept. At an increase of 7.3%, the government is assuming that the Council will increase Council Tax by the full amount of the government imposed cap of 4.99%. However, Council Tax increases are ultimately a local political decision so the real change in Core Spending Power will also be determined locally. In Havering's case, the Council is not proposing to increase the Council Tax by the full amount allowed under the government's capping arrangements.

	2018/19	2019/20	Change
Core Spending Power	170.808	175.573	2.8%
<i>Of which:</i>			
Settlement Funding Assessment	40.089	35.379	-11.7%
Assumed Council Tax	119.125	127.786	7.3%
Other Grants	11.594	12.408	7.0%

2.4 The other main settlement headlines were:

- **Council Tax** – The council tax referendum limit will again be 3% for local authorities (as in 2018/19)
- **New Homes Bonus** – As expected and reported in July to Cabinet, Havering did not reach the threshold to qualify for additional new homes bonus in the 2019/20 settlement. Havering received an additional £10k through building 29 new affordable homes (£350 NHB each).

It should be noted that the MTFs currently projects no further drop off of New Homes Bonus from 2020/21 onwards. To achieve this position will require significant new builds in 2019 and this will be closely monitored over the forthcoming months.

Havering Cumulative NHB Payments	2018/19	2019/20
	(£M)	(£M)
2015/16 Award	1.429	
2016/17 Award	2.117	2.117
2017/18 Award	0.817	0.817
2018/19 Award	0.014	0.014
2019/20 Award		0.010
Total Grant	4.377	2.958

- **Business Rates Pilots** - The London-wide 75% Business Rate Pool has been confirmed for 2019/20. Havering will benefit from shared growth through being in the pool.
- **Top Up/Tariff Adjustments (Negative RSG)** – As expected, the government has decided to provide an additional £153m in funding to those authorities that were due to pay negative RSG for 2019/20. This does not affect Havering as we are now a tariff authority as a result of being in the London Business Rate Pool
- **£180m additional funding** – There has been an additional £180m of new one off funding announced. This has been provisionally allocated via the 2013/14 Settlement Funding Amount allocations. Havering will receive a one off levy reimbursement amount of £522k
- **Social Care Funding (£650m)** - Announced at Budget 2018, the government has now indicated how this funding will be allocated. This confirms our previously expected position that Havering will receive £1.0m for winter pressures in Adult Social Care and £1.7m for Adults’ and Children’s social care support grant (Total Allocation £2.7m)

2.5 Dedicated Schools Grant and Schools Funding

2.5.1 The Dedicated Schools Grant (DSG) is a ring-fenced grant that is allocated to local authorities to meet their responsibilities for early years’ education, the funding of schools and for provision and support for pupils with special educational needs and disabilities and for pupils requiring alternative provision. The grant is allocated in four “blocks” and the Havering’s allocation for financial year 2019-20 is shown in table 1 below.

2.5.2 Schools Funding

With effect from financial year 2018-19 the Government funds local authorities according to a national funding formula for schools. This provides funding based on data collected from schools at an October census date within a published range of formula factors (e.g. pupil numbers and deprivation) for local authorities to distribute to its schools and academies. 2019-20 will be the second of the transitional years in which local authorities can make local adjustments to the national funding formula in its calculation of the funding that it allocates to its schools following consultation with its Schools Forum and schools.

Following agreement with the Schools Funding Forum and consultation with all schools, Havering is able to apply the national funding formula in full with a 0.5% per pupil increase for all mainstream schools and academies with a cap of 2% for schools that would have otherwise have received a higher per pupil increase.

The effect on Havering schools of implementing the NFF in 2019-20 is as follows:

	No of schools receiving the minimum 0.5% increase per pupil	No of schools receiving an increase between 0.5% and 2% per pupil	No of schools receiving the maximum 2% increase per pupil
Infant	7	3	2
Junior	1	3	8
Primary	12	12	13
Secondary	16	2	0
Total	36	20	23
	46%	25%	29%

This is the second financial year that schools will receive an increase in their funding following six years of flat cash settlements during which they have been under increasing financial pressure in having to fund national pay awards, incremental progression, increases in employer national insurance and pension contributions and inflationary increases on goods and services. School governors and head teachers are therefore continuing to implement efficiencies in the costs of running of their schools in an attempt to avoid falling into deficit.

The figures in table 1 below show a reduction in the funding received for premises, pupil growth and falling rolls. This element of the funding formula funds local authorities for the costs of national non domestic rates in schools and also for pupil growth. From 2019-20 the pupil growth and falling rolls funding that was previously allocated to local authorities will be redistributed according to a formula. This will reduce the allocation to Havering from £3.3m to £2.5m in 2019-20 with the risk of further reduction in future financial years for a borough that that is projecting an increase in its pupil population.

2.5.3 High Needs Funding

As with schools' funding, from 2018-19 the distribution of funding from central to local government is through a national formula. The formula for High Needs funding includes a number of factors including historic funding, pupil population, deprivation and the number of pupils attending special schools and post 16 provision.

The figure in the table below also includes Havering's allocation from an additional £125m in each of the 2018-19 and 2019-20 financial years announced by the Secretary of State for Education in December 2018. Havering's allocation for each year is £611,278. As with a significant number of other local authorities, Havering will have difficulty in containing its expenditure with the allocation of funding because of an increasing number of pupils and students with Education, Health and Care plans and increasing complexity of need.

Table 1 - Havering's DSG allocation

	Schools Block				High Needs Block	Early Years	Central School Services Block	Total DSG
Year	GUF per pupil (£)	Pupil number allocation (£m)	Premises, pupil growth, falling rolls (£m)	Total Schools Block (£)	Allocation (£m)	Allocation (£m)	Allocation (£m)	Allocation (£m)
2019-20	4,623.49	169.06	4.66	173.72	25.29	17.63	1.57	218.21
2018-19	4,586.21	166.74	5.47	172.21	23.89	17.63	1.57	215.29
Diff	37.28	2.32	-0.81	1.51	1.40	0.00	0.00	2.92

Notes:

1. All of the above figures are before recoupment by the DfE for pupils attending academies, non maintained special schools and post 16 special educational needs provision.
2. The increase in the Schools Block is mainly due to the increase in number of pupils that are to be funded.
3. Funding for premises (business rates) pupil growth and falling rolls has reduced because of the introduction of a formula to allocate pupil growth funding.
4. The Early Years block is indicative and will be recalculated based on the January 2019 and 2020 early years censuses.

2.5.4 Early Years Funding

The national funding formula for early years education commenced in 2017-18. Local authorities receive funding for the provision of the universal free entitlement of 15 hours per week for 3 and 4 year olds, and additional 15 hours for working families and 15 hours per week for disadvantaged 2 year olds.

As in 2018-19, for 2019-20 the pass-through rate to providers is 95% including contingencies and an inclusion fund to support access for children with special educational needs and disabilities. The remaining 5% is for local authorities to carry out their statutory duty to ensure sufficiency of provision, quality assurance, the funding to providers, data management control and business support.

The DfE has announced the rates of funding to local authorities for 2019-20 which have not changed from the 2018-19 rates. For Havering these are: £5.66 for 2 year old provision and £5.28 for 3 and 4 year olds.

Local authorities must then anticipate the number of hours of provision for which they will receive the early years grant based on the January census dates and in consultation with early years providers determine the amount of contingency, special education needs inclusion fund and central fund to be retained. This process also determines the rate at which Havering will fund its providers. This has allowed an increase in the hourly rate paid to providers of 5p from £5.35 to £5.40 for 2 year old provision and of 12p per hour from £4.53 to £4.65 for 3 and 4 year old provision.

Early Years providers have been consulted and agreed on these rates and they were agreed at the Schools Forum at the meeting held on 17th January 2019.

2.5.5 Central School Services Block

The Central School Services Block is to fund some of the statutory education functions of local authorities that in previous years has been funded from the Schools Block and an Education Services Grant. This block also allocates funding for an LA's historic commitments previously funded within the Schools Block. Statutory functions include school admissions, the funding of national copyright licences, servicing the Schools Forum and other statutory duties previously funded from an Education Services Grant.

2.5.6 Education Services Grant (ESG)

The ESG ceased from September 2017 and local authorities now receive funding on a per pupil basis through the Central Schools Services Block of the Dedicated Schools Grant. The reduction in grant leaves a shortfall against the cost of providing LA statutory services in spite of the savings made centrally and a contribution from LA maintained schools to meet the cost of central services relating only to that sector. The table from the December report is repeated below at Table 2.

Table 2 – Shortfall in funding	£m
Estimated service costs in 2019/20	1.769
DSG Central Services Block for LA central duties (previously ESG grant)	(0.578)
Contribution from schools	(0.304)
Shortfall	0.887

The intention is to manage the shortfall in funding as part of the ongoing transformational review of the service. The service will come forward with longer-term proposals for implementation aimed at minimising the future funding gap. In the meantime, a contribution from the reserves held to support the investment in education traded services will be used to supplement the funding already earmarked corporately to cover the shortfall shown above.

2.6 Further consultation papers issued by the Government

The government has released two consultation papers as part of the settlement.

- Business Rate Retention Reform

This consultation seeks views on proposals for sharing risk and reward, managing volatility in income and setting up the reformed business rates retention system. The reform of the business rates retention system will sit alongside wider changes to the local government finance system which the government aims to introduce in 2020.

- Review of Local Authorities' relative needs and resources

This consultation seeks views on the approach to measuring the relative needs and resources of local authorities, which will determine new baseline funding allocations for local authorities in England in 2020-21.

The consultation:

- proposes to simplify the assessment of local authorities' relative needs
- considers the type of adjustment that will be made to an authority's relative needs assessment to take account of the relative resources available to them to fund local services
- proposes a set of principles that will be used to design potential transitional arrangements and examines how the baseline for the purposes of transition should be established.

2.7 Future Funding beyond 2019/20

2019/20 was the final year of the Governments four year settlement period. The reductions in formula grant announced in December were therefore widely expected and had been built into planning. The future beyond 2019/20 however is far less clear and financial planning will need to be updated as information becomes clearer during 2019. There are a number of key information releases which will allow projections of funding for 2020/21 and beyond. These are listed below.

- **Spending Review 2019**

This is probably the most significant financial announcement for local government in 2019. The Spending Review will determine the overall funding levels for government departments for the spending period. This will therefore set the total amount to be spent on public finance for 2020/2021 and future years.

- **The Adult Social Care Green Paper**

The Adult Social Care Green paper has been delayed through 2018. The paper is expected to set out the pressures facing Adult Social Care up to 2025 and the funding gap that will need to be closed. The paper is expected to set out options to close this funding gap. There is clearly a potential significant pressure on local authorities depending on the path the government chooses to take on funding.

- **The Fair Funding Review**

The Fair Funding review is aiming to review all the distribution formulae and data used for allocating funding to individual authorities. This will include population data, deprivation indices, sparsity and density factors and a whole series of other datasets including area cost adjustments used to distribute funding. The outcome of this review is likely to result in significant distributional changes between local authorities across the country. All London Boroughs and London Councils have lobbied hard to ensure that population growth, cost of living and deprivation factors experienced in London are fully reflected in the new formula.

- **Business Rate Reform**

The settlement has confirmed that Havering will be part of a 75% Londonwide Business Rate Pool in 2019/20 (previously 100% in 2018/19). Havering will benefit from this arrangement through the re-distribution of business rate growth across London. Currently the arrangements for the Londonwide Business Rates Pool have to be signed off annually between the government and the 33 London Boroughs.

- **Rebasing of funding**

One of the features of the four year settlement has been the announcement of grant figures up to and including 2019/20. Whilst this has provided stability up until now it does equally create significant uncertainty from 2020/21 onwards. As an example the Council currently receives S31 grants to compensate for losses to

business rates through national initiatives. It is expected that these will be discontinued when the whole finance system is rebased next year.

In 2019/20 Havering will receive £5.6m in Improved Better Care Funding (IBCF) but no announcements have been made for future years. It is expected that updates on IBCF or its replacement will be included in the Adult Social Care future proposals but at the moment there is no clarity to give confidence for future planning

3. Budget Proposals, consultation proposals and recommendations on Council Tax levels

- 3.1 The 2019/20 budget process has been robust including update reports to Cabinet firstly in July and then in November. The November Cabinet report included a section setting out the comprehensive consultation process that was undertaken over the summer to gather views on Council priorities.

The Consultation Process

The Consultation process included a Residents' Survey across the borough by Ipsos MORI in March/April 2018. In addition, a budget consultation took place over the summer, with thirteen public meetings, an on-line survey, a paper-based survey and a feature in the 'Living in Havering' magazine. There was also an opportunity for residents to talk to officers about the budget consultation on both days of the Havering Show. Over one thousand responses were received to this consultation.

A number of proposals from July have been revised in line with the feedback from residents. The Improving Traffic Flows proposal has been extended to include a significant investment programme into roads and pavements in the borough. The proposal to turn off or dim the street lighting on some roads in the borough was very unpopular and will now not be put forward for implementation. Finally, the proposal to review discretionary business rate relief for charities will not be undertaken and there will be no change in the current arrangements.

- 3.2 In November Cabinet approved a series of savings proposals (attached at Appendix B) which enabled the following MTFS position to be reached.

Cabinet February 2019

Position reported to November Cabinet	2019/20	2020/21	2021/22	2022/23	TOTAL
	£m	£m	£m	£m	£m
Gap before savings	14.231	15.111	6.637	6.812	42.791
Efficiencies, Service Reductions and Income Changes	-0.770	-0.400	-0.400	-0.532	-2.102
Departmental Savings	-3.156	-1.763	-1.450	-1.048	-7.417
Transformation Savings	-4.776	-4.040	-4.414	-5.315	-18.545
Revised Gap	5.529	8.908	0.373	-0.083	14.727
Revenue Contribution to Roads and Transport Capital Programme (funded from the Improving Traffic Flows savings of £3.658 million)	1.000	1.000	0.000	0.000	2.000
Revised Gap November Cabinet	6.529	9.908	0.373	-0.083	16.727

3.3 As further information has become available the MTFs assumptions have been updated to give the most accurate estimate for the 2019/20 budget. The table below shows these updates which are proposed to be included in the final budget

Description	2019/20	2020/21	2021/22	2022/23	4 Year Plan
	£m	£m	£m	£m	£m
Gap November 29th Cabinet	6.529	9.908	0.373	(0.083)	16.727
Corporate Adjustments	0.127				0.127
Adjusted Regeneration financing assumptions	0	(0.426)	2.428	0.891	2.893
Revised Social Care Assumptions	0	0.250	0.250	0.750	1.250
Revision to inflation assumptions	0.352	0.352	0.352	0.352	1.408
Communications and Community Projects	0.261				0.261
Appropriate Member and Governance Support	0.165				0.165
Additional Legal Support	0.200				0.200
Communications team	0.130				0.130
Reduction in HB admin Grant	0.086				0.086
Universal Credit	0.250				0.250
Demand Led Street Cleansing Improvements	0.400				0.400
Business Rates Risk Reserve	0.400				0.400
Planned contributions to reserves*		0.500	1.500		2.000
Adjustment to Pension Fund contribution		0.500	(1.500)	(1.500)	(2.500)
Revised Gap after adjustments	8.900	11.084	3.403	0.410	23.797

*An additional contribution to reserves will be made in 2019/20 from the redistribution of £522k as part of the Provisional Local Government Settlement in 2.4.

3.4 Proposals to close the 2019/20 financial gap

3.4.1 Business Rate Pooling

The local government financial settlement confirmed that Havering would be part of a Londonwide pool pilot which will be allowed to retain 75% of Business Rates. Participation in the pool includes a 'no detriment' guarantee to ensure that the pool cannot be worse off than the participating authorities would have been collectively if they had not entered the pilot pool. As a result the London scheme guarantees that no authority will lose out because of participating. Authorities will retain at least as much of their growth as they would have done prior to the pool and stand to gain a share of the aggregated benefits of pooling.

The pool arrangement has significant potential benefit to all London Boroughs with an expected distribution of Londonwide growth across all boroughs. Early projections forecast the benefit of these growth proposals to be at least £1.8m for Havering.

Despite the clear benefits of entering the pool there are still risks attached. The risk of non collection and successful business rate appeals lie with Havering and the GLA. This will be monitored closely through the year

3.4.2 Section 31 Grants

The government pays councils Section 31 grants to fund new responsibilities that have been introduced by the government rather than locally by councils themselves. There are a range of these grants and a recent review of them suggests that the MTFs is under-estimating the value of those likely to be received in 2019/20. An additional £1.5 million has therefore been built back into the budget.

3.4.3 Social Care Grant and precept

In the October budget statement the Chancellor announced a total of £2.7m extra funding for Adults' and Children's social care for Havering. £1m of this is a continuation of the funding originally provided in 2018/19 specifically for winter pressures in Adult Social Care with the remainder a more general recognition of the extreme pressure both Adults' and Children's social care are facing. This financing is announced for 2019/20 only with the future funding of this sector from 2020/21 onwards to be determined by the decisions taken following Spending Review 2019, the Fair Funding Review and the Adult Social Care green paper consultation process.

The 2019/20 funding will help mitigate the current pressures both Adults' and Children's social care are reporting in the revenue monitoring report. The MTFS position also recognises further demographic and inflationary pressures in 2019/20 which will be ongoing as client numbers continue to rise.

In relation to the Adult Social Care pressure, the Council intends to mitigate this pressure by increasing the Council Tax by 2% as a precept to directly support this area. This was put forward as one of the options in the budget consultation paper and was supported in the responses.

3.4.4 General Council Tax Recommendation

In order to close the remaining gap and set a balanced budget it is proposed to increase general Council Tax by 1.25% for 2019/20. (3.25% including the Adult Social Care Precept)

This proposal will balance the 2019/20 budget and provide a realistic outlook for the position over the following three years

Description	2019/20	2020/21	2021/22	2022/23	4 Year Plan
	£m	£m	£m	£m	£m
Revised Gap	8.900	11.084	3.403	0.410	23.797
Business Rate Growth	(1.800)				(1.800)
S31 Additional Grant	(1.500)				(1.500)
Adult Social Care Precept 2%	(2.400)				(2.400)
Social Care funding (one off)	(1.700)	1.700			0.000
Council Tax increase (1.25%)	(1.500)				(1.500)
TOTAL	0.000	12.784	3.403	0.410	16.597

4. The Medium Term Financial Strategy 2019-2023

The proposals in section 3.4 will balance the 2019/20 budget. There is however still a gap of £16.6m over the remaining 3 years of the medium term financial strategy. Appendix F sets out the main reasons for the gap

The table below demonstrates that the Council is facing significant pressures in the medium term and delivery of the current savings proposals is essential to mitigate the position.

Description	2019/20	2020/21	2021/22	2022/23	4 Year Plan
	£m	£m	£m	£m	£m
Corporate pressures	5.998	7.315	9.459	5.305	28.077
Demographic Pressures	6.005	4.213	3.435	3.592	17.245
Potential loss of grant	7.368	9.402	0.000	0.000	16.770
Assumed savings	(13.257)	(9.146)	(9.491)	(8.487)	(40.382)
Proposals to close 2019/20 budget	(8.900)				(8.900)
Growth	2.786	1.000			3.786
TOTAL	0.000	12.784	3.403	0.410	16.597

Closing the Medium Term Financial Gap

At this stage it is prudent to flag the continuing risks for 2020/21 but there is work ongoing which it is expected will close the gap for that year during 2019. This includes:

- Further transformation savings (est £5m-7m in 2020/21)

The initial transformation business cases identified £18.5m of savings over the MTFS period (2019-23). These savings have been thoroughly reviewed and scrutinised and have been incorporated into the proposed 2019/20 budget and the MTFS for future years. There are however several transformation proposals which have yet to have savings figures confirmed. These proposals are being worked on at the moment and are expected to generate additional savings from 2020/21 onwards

- Potential improvement in the funding position following the Spending Review 2019

There is still considerable uncertainty about future external support from 2020/21 onwards so the Council has sensibly adopted a cautious position in its medium term planning. Currently the MTFS provides for further central grant reductions (£1.3m) and the discontinuation of Improved Better Care Fund (IBCF) and the new Social Care Grant (totalling £7.3m). Other councils are assuming elements such as the Improved Better Care Funding continue into 2019/20, but this cannot be guaranteed.

The Adult Social Care Green Paper is expected in 2019 and will hopefully provide some clarity on the options the Government are considering to fund this sector. It

is anticipated that the future proposals will confirm the continuation of external funding to support Adult Social Care but it is prudent not to change the MTFS assumptions until this is clarified.

5.0 Total Council Tax Impact

- 5.1 Havering is proposing to increase Council Tax by 1.25%. It is proposed in addition to increase the Council Tax by a further 2% via the Adult Social Care Precept.
- 5.2 As set out in the section below the Mayor is proposing to increase the GLA precept by 8.9%. This gives a total net increase in Council Tax of 4.26% as shown in the table below

	2018/19	2019/20	2019/20	2019/20
	HAVERING	HAVERING	GLA	TOTAL
		(3.25% INC)	(8.93% INC)	(4.26% INC)
Band A	£909.22	£938.77	£213.67	£1,152.44
Band B	£1,060.76	£1,095.22	£249.29	£1,344.51
Band C	£1,212.29	£1,251.69	£284.90	£1,536.59
Band D	£1,363.83	£1,408.15	£320.51	£1,728.66
Band E	£1,666.90	£1,721.08	£391.73	£2,112.81
Band F	£1,969.98	£2,033.99	£462.96	£2,496.95
Band G	£2,273.05	£2,346.92	£534.18	£2,881.10
Band H	£2,727.66	£2,809.22	£641.02	£3,450.24

GLA Council Tax Proposals

The Mayor is proposing to provide the Metropolitan Police with additional resources in 2019/20. In order to fund this, the Mayor is proposing to increase his share of Council Tax by an average of 50p a week - the maximum amount allowed by the government. In total, the Mayor proposes to commit an additional £95m next year to policing and tackling crime. This money will be raised from Council Tax and business rates. The Mayor's proposal would see his share of Council Tax increase overall by nearly 9 per cent or £26.28 a year in cash terms for an average Band D council tax payer.

This will generate an additional £84.8m to invest in the Metropolitan Police, which will be split between a number of crime fighting measures. This includes funding new officers, specialist investigators to disrupt gang violence and cutting-edge equipment for officers on the frontline, such as digital fingerprinting, rapid drug testing, technology to help with digital investigations, and advanced techniques to combat child sexual exploitation online. The Mayor aims to make the Violent

Crime Taskforce more effective and visible on the streets and help tackle the crimes that impact most on the safety of Londoners.

The Mayor also intends to direct £6.8m from Council Tax and business rates to invest in a new Violence Reduction Unit. The Mayor announced the Violence Reduction Unit in September to expand his work on a public health approach to tackling all forms of violence. Using data to form a strong evidence base, the unit will use this money to identify where and how to make early interventions in a young person's life as part of a long-term strategy to prevent the spread of violence.

This new investment – which is on top of an initial £500,000 the Mayor invested towards initial set-up costs, will be directed towards local services and programmes to provide greater capacity to deliver early interventions to help prevent the spread of violence, and supporting projects that will help tackle the complex root causes.

A further £3.5m will be spent on other anti-violence initiatives, for example making permanent the successful 'Information Sharing to Tackle Violence' pilot that aims to develop more effective data sharing between Community Safety Partnerships, health services and other violence reduction partners. It uses a new approach to collect and analyse data from hospital emergency departments to help develop strategies to tackling violence.

The Mayor also intends to increase his non-policing precept by 2.99%, again the maximum permitted by the Government. This is the equivalent of £2.28 a year or just over 4p a week. The proceeds of this increase will be allocated directly to the London Fire Brigade.

Overall, this means that the Mayor's overall precept for an average Band D taxpayer will increase from £294.23 to £320.51. However, these are only proposals and this may change when the GLA meeting to approve the Council Tax takes place on 25 February. The final figure will be confirmed at the Full Council meeting on 27 February.

5.3 Budget Requirement, Council Tax resolution and Taxbase

The budget requirement, taxbase and Council Tax Resolution is set out in full at Appendix A.

5.3.1 Taxbase:

The 2019/20 Council Tax Base is calculated as;

89,803 Band D equivalents
98.70% Assumed Collection Rate
88,636 Total Council Tax Base

5.3.2 Budget Requirement

That the following amounts be now calculated by the Council for the year 2019/20 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended:

(a)	506,406,138	being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act.
(b)	(381,593,355)	being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
(c)	124,812,783	being the amount by which the aggregate at 5(a) above exceeds the aggregate at 5(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year.
(d)	£1,408.15	being the amount at 5(c) above divided by the taxbase, calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year.

5.4 The new Council Budget for 2019/20 is set out in Appendix E

6 Fees and Charges

6.1 The Council annually reviews its fees and charges to customers. Appendix C sets out the proposed fees and charges for 2019/20.

In setting the fees and charges the Council takes account of:

Full cost recovery where appropriate

- Statutory fees
- Inflation
- Benchmarking and other market comparators
- Delivery costs for social care providers

7 Contingency, Reserves and Balances

7.1 The Council maintains a £1m central contingency budget as a sensible and prudent measure to mitigate unforeseen in-year events. When departments show an in-year overspend position the expectation is that they will develop an action plan to mitigate the pressure. The medium term financial strategy recognises

demographic and inflationary pressures so the central contingency is maintained purely for unforeseen events.

7.2 Earmarked Reserves

Earmarked Reserves are time limited reserves for specific purposes. Some reserves such as the Insurance Fund will need to be replenished each year in line with projected future claims whilst others will be expected to be spent over the next four years. The Council makes decisions to set up reserves where funding is required in future years as projects are identified.

It should be noted that the Council will always seek to contain costs and minimise the need to draw on the planned reserves where possible. The Council reviews reserves through the year and particularly at year end in order to ensure appropriate funds are set aside for future year projects and requirements and funds are released where they are no longer required.

7.3 General Balances

The Council's currently holds £11.7m in general balances. This figure is assessed annually at year end based on the inherent risks facing the authority and is reviewed as part of the external audit process. With the uncertainty of the current Brexit situation and also more generally the continuing impact of 10 years of austerity the MTFS makes provision to increase balances from 2020/21 onwards.

It is recommended that the Council consider increasing its level of general reserves. The historic rule of thumb from the now defunct Audit Commission was that 5% of net budget should be held as a General Reserve that should be untouchable except in major emergencies. The Council holds slightly more than this at 7% of net budget. However, the volume and complexity of the issues facing local government and the level of public expectation of councils from their residents suggests this is no longer sufficient. Many London Boroughs hold 14% and some significantly more. The events at Grenfell have made all councils reconsider the reserves they hold. It is recommended that a number of additions are made to the Council's reserves over the next four years to build them up towards £20 million or 14% by 2023/24.

8 The Capital Programme

The Capital Strategy and four year programme are subject of a separate report elsewhere on this Cabinet agenda. The revenue funding (MRP and Interest on borrowing) of the proposed programme has been fully incorporated into the Council's MTFS.

The Capital Programme includes a number of ambitious regeneration opportunities which provide critically needed new housing and also rejuvenate parts of the borough. These proposals provide income flows to the Council from

the joint ventures which again have been built into Medium Term Financial Strategy where appropriate. The cost of borrowing and repayment of debt have also been provided for in the MTFS.

It should be noted that the nature of these regeneration schemes results in investment in early years which only generate full yield at the maturity of the project. All the regeneration proposals are the subject of full business cases which confirm viability and set out associated risk. These are set out elsewhere on this Cabinet agenda.

In 2019/20, the Council is planning capital expenditure of £276.6m (including HRA) as summarised below:

	2017/18 actual £m	2018/19 budget £m	2019/20 budget £m	2020/21 budget £m	2021/22 budget £m
General Fund services	51.165	71.120	72.651	62.745	12.662
Council housing (HRA)	33.056	67.459	57.217	66.363	35.441
Regeneration Programme	4.472	6.279	146.735	132.243	72.709
TOTAL	88.693	144.858	276.603	261.351	120.812

The main General Fund capital projects include highways, schools maintenance and expansions, IT infrastructure and leisure, and these can be seen in the February 2019 detailed capital strategy report.

9. Budget Risks and Uncertainties

9.1 There are a number of risks and uncertainties which could potentially impact on the 2019/20 budget and also medium term forecasting. This section summarises those risks. **Appendix D sets out these risks in more detail.**

- **Spending Review 2019:**

The Government will announce a Spending Review in 2019. The spending review is likely to set the overall financial envelope for local government from 2020/21 onwards, although at this stage it is not clear how many years it will cover.

- **Review of Adult Social Care:**

The Adult Social Care Green Paper is expected to set out the national funding gap for adult social care. The paper will also need to set out options in order to

close this gap. It is unclear at present the extent to which local government and indeed local taxation will be expected to foot this bill.

- **Fair Funding Review**

The Fair Funding Review outcomes will be built into the 2020/21 budget. The review is expected to be wide ranging and will cover all cost drivers for local authorities. It is unclear at present how the government will choose to weight the various formulae and datasets available. There is therefore a direct risk to Havering's funding if the demographic pressures the borough is facing are not fully reflected in the revised formula.

- **Potential implications from the change in the relationship between the UK and the EU**

The potential implications of the UK leaving the EU remain unclear. There is the potential for changes to the strength of the pound, interest rates and inflation in terms of goods, services and staffing. There may be additional short term costs.

- **Loss / Reduction in Business Rates**

In 2019/20 Havering will be part of the 75% Londonwide business rate pool. This is widely expected to be beneficial to the borough due to continued growth in central London. The risk of non collection and successful business rate appeals lie with Havering and the GLA. This risk needs close monitoring through the year

- **New Legislation/Burdens**

The Government periodically reviews national service provision and can transfer new burdens onto local government. When this happens there is always a risk that either the amount or the funding mechanism results in a new pressure for authorities.

- **Changes to Interest Rates/ Inflation**

The national economic situation is uncertain. As a result changes to interest rates and inflation levels are possible. An increase in inflation will potentially result in pressures on both pay and price locally and nationally.

- **Demographic pressures**

Increased population has resulted in demographic pressures over a number of years. Demographic pressures continue to be a significant risk both through government underfunding and accelerated population growth in the borough.

- **Pension Fund Performance**

The medium term financial strategy takes account of the latest triennial actuarial review of the pension fund. Provision has been made to make contributions to the fund up to and including 2019/20 in accordance with that review. There will be a further review in 2019 and there is a risk of increased general fund and HRA contributions if the deficit has increased on the fund.

- **In-year pressures and overspends**

The 2019/20 budget is a robust balanced budget that takes account of all known pressures facing services. There remains a risk however that increased demand over forecasts will result in service overspend next year.

- **Future waste disposal arrangements**

The current contractual arrangements with Renewi expire in 2027. ELWA are planning significant investment to secure future arrangements after that date. Future potential costs are therefore volatile and subject to those negotiations.

- **Risks associated with the delivery of the regeneration programme**

The Council has an ambitious and far reaching regeneration programme which will rejuvenate key areas of the borough. There are however associated risks with the programme which are set out in detail in the business cases of the various schemes. The risks include:

- Cost of delays: Delays to the programme result in some work needing to be repeated and updated and the cost of finance being incurred before it is required
- Additional cost of re-design and changing plans. If the plans are changed significantly this causes both delay costs as described above and potentially abortive costs on the original plans.
- Impact of a downturn in housing prices: The schemes assume sales valuations in order to achieve returns on investment. Clearly a downturn in the Housing market, eg due to delays in Crossrail, will affect these assumptions.
- Impact of inflation: The models assume costs over the medium term. If inflation increased significantly this would have a direct impact on these costs.
- Changing build costs / Variations. As the schemes progress it is possible that variations to the original specifications or additionality is required to deliver the required outcomes
- Changes in legislation; All assumptions are based on current regulations. Should any national legislation change regarding building works then this could affect the overall costs
- Issues with land eg contamination: There are currently no expected issues with any of the land involved in the various regeneration schemes. It is possible albeit unlikely that an issue may emerge as the projects progress.
- Overall financial risk: The Council will invest significantly in the early years of these schemes with a return on investment in some cases maturing only in the medium term. Adverse movement in the assumptions caused by any of the above reasons will affect the financial modelling set out in the business cases and is therefore a material risk to the Council.

In mitigation, the Regeneration Joint Ventures include a number of mechanisms for the partners to exit from arrangements where schemes become unviable.

10. Chief Finance Officer (S151 Officer) statement regarding the robustness of the budget and MTFS

10.1 Section 25 of the Local Government Act 2003 requires Chief Financial Officers to report to their authorities about the robustness of estimates and the adequacy of reserves when determining their budget and level of council tax. Authorities are required to consider their Chief Financial Officer's report when setting the level of council tax.

10.2 Robustness of Reserves and Balances

The budget has been prepared using a four year Financial Strategy agreed by Cabinet in July 2018 as its starting point. This Strategy has been developed through:

- The forecast position as set out in the Cabinet reports in July and November 2018
- The outcome and forecast impact on the Council of the Provisional Local Government Financial settlement as presented in this report;
- The Chancellor's Autumn Budget Statement 2018.

As the development of the budget for 2019/20 has progressed, the position has been the subject to review and challenge with Heads of Service, the Senior Leadership Team, the Leader of the Council and Cabinet Members. Due consideration has been given to the the delivery of corporate priorities in this challenge process and this is reflected in the detailed budget proposals.

Budget proposals have been developed within the context of current and future service plans. The Council has reviewed its pressures using the latest demographic and inflationary trends. In respect of savings, the proposals have been risk assessed and will be monitored closely during the year. A review of legislation takes place on an ongoing basis as part of the budget development process to assess possible implications.

At a more detailed level, budgets have been built having due regard to:

- Staffing changes incorporating proposed restructures;
- Inflation;
- Contractual commitments;
- Existing budgets;
- The proposals for budget adjustments and savings;
- The impact of changes to specific grants.

The budget includes a contingency that will provide a reasonable level for unforeseen issues that could arise during the year. This has had due regard to a risk assessment. Further information on the basis of this is set out later in this statement.

A review of the 2018/19 significant budget variances has taken place to assess any impact on the 2019/20 budget outside of the proposals in order to:

- Ensure action plans are in place where a possible adverse variance could occur;
- Ensure use of any possible additional favourable variance is considered in the context of the overall strategy;
- Inform the risk assessment of contingency and reserves.

10.3 The Adequacy of Estimates Reserves and Balances

Local authorities are required to maintain adequate balances to deal with unforeseen demands upon financial resources. It is the responsibility of each authority to set its level of reserves based on local conditions, but taking into account national factors. Although a view can be sought from the external auditors it is not their responsibility to prescribe or recommend the appropriate level. In setting the level, the Authority should take into consideration the advice of their Chief Finance Officer (CFO), taking into account all local relevant circumstances.

The General Fund Balance stood at £11.766m at 31 March 2018. An annual review of the balance has taken place as part of the budget setting process. It is recommended that the Council consider increasing its level of reserves. The historic rule of thumb from the now defunct Audit Commission was that 5% of net budget should be held as a General Reserve that should be untouchable except in major emergencies. The Council holds slightly more than this at 7% of net budget. However, the volume and complexity of the issues facing local government and the level of public expectation of councils from their residents suggests this is no longer sufficient. Many London Boroughs hold 14% and some significantly more. The events at Grenfell have made all councils reconsider the reserves they hold. It is recommended that a number of additions are made to the Council's reserves over the next four years to build them up towards £20 million or 14% by 2023/24. This includes an additional £522k received as part of the Provisional Local Government Settlement for 2019/20, an additional £500k added into the base budget in 2020/21 and then a further £1.5 million built into the base in 2021/22.

Members will be aware that the working balances provide protection against unforeseen events that could impact on the authority. Reserves must be used carefully and can be used only once. As reflected in the revenue budget strategy, the Council will not utilise General Fund Balances to subsidise its budget or suppress council tax increases. Further it will not use any specified or earmarked reserves to subsidise its budget or to suppress council tax increases on an on-going basis as this is neither financially sustainable nor prudent.

It may, in exceptional circumstances, utilise appropriate specified or earmarked reserves to bridge short term forecast budget shortfalls to facilitate delivery and implementation of projects and service initiatives that will generate additional income or reduce on-going expenditure to achieve a balanced budget. Approval of decisions to utilise reserves in this manner will require the appropriate approval of a robust business case including implementation plan.

The Council maintains a number of earmarked funds for specific purposes and their use is planned and approved for these purposes. Often they are used to comply with accounting policies, manage arrangements across financial years, or to fund known future commitments.

The sums established within earmarked reserves were agreed by the Senior Leadership Team as at 1st April 2018 and were fully allocated to projects or liabilities. Other reserves continue to be expended/ planned in accordance with their specific approved purpose. A review is planned to take place as part of the accounts closure process over the next few months. The working balances of the HRA are also subject to a risk assessment; this is included in a report on the HRA budget for 2019/20 elsewhere on this Cabinet agenda.

10.4 Opportunity Cost of Reserves

Holding general reserves to meet unexpected events or emergencies is a necessary requirement. However, there are opportunity costs and benefits of holding cash balances, which can be measured in different ways, depending on what these resources were alternatively to be used for. For example, holding cash gives a financial benefit in contrast to using the cash to fund capital expenditure. The financial benefit would be the difference between the investment return and the total borrowing cost. At the current time due to low interest rates, these are in fact broadly neutral. However, a cost of around 4% will be incurred in respect of a requirement make revenue provision to repay debt.

On this basis, for every £1m of cash held, the purely financial benefit could be deemed to be £0.040m per annum or approximately £0.400m per year for balances of £10 million. This is dependent on prevailing money market conditions, which in the current economic climate can fluctuate significantly. Using the balances to repay debt earlier would not achieve a matching saving given the costs around early redemption and the similarity in short-term lending rates and long-term borrowing rates. For information, £1.2m equates very approximately to 1% on the level of Band D Council Tax.

If, however, this is considered in the context of using these balances to fund one off expenditure, then the opportunity cost is the improvements that would accrue from that expenditure. This might for example be improvements in services, increased performance or some other measure and would be assessed via a business case. Such items have been considered by officers during the course of developing the MTFs, but these have not generally been included within the final

proposals or the detailed budget given the broad financial constraints within which Havering is operating.

Should these items be included within the budget, they would obviously provide a basis for additional and/or improve services; with the need to appreciate that reserves exist for various reasons, and once expended, either have to be replenished, or the funding terminated. This is the opportunity that is being potentially foregone by holding general reserves. However this is only relevant to the extent that such proposals align to Council's priorities and Medium Term Financial Strategy.

It is important that in considering the level of working balances that the issue of the opportunity costs and benefits of such an approach is also considered and that Members weigh up the potential benefits against the risks. The other important factor in making this judgement is to consider is that balances can as indicated only be spent once, and can realistically only be used to support one off expenditure, or to allow time for management action to be implemented to address ongoing expenditure requirements.

As stated above, the use of significant levels of balances to fund ongoing spending or reductions in Council Tax can pose material financial risks, especially given that the Council's ability to generate funds to replenish reserves through Council Tax is severely restricted by the Council Tax capping regime. Hence the level of reserves held overall requires a balance to be struck between the opportunity cost of holding balances against the unknown risks facing the Council and the need to safeguard the provision of local services if such risk were to crystalize.

10.5 Review of Reserves and Contingency

The assessment of the sums required for reserves and contingency purposes is reviewed regularly, taking into account the various risks facing the Council, the level of risk, the actions taken to mitigate risk, and the financial assessment of the risk. The review include consideration of the Corporate Risk Register, with the objective of ensuring that all such risks having a potential financial impact are covered in the reserves and contingency assessment.

The Corporate Risk Register is kept under review by the Senior Leadership Team, so any changes are then reflected when the reserves and contingency assessment is updated.

10.6 Summary of Robustness of the Budget and MTFS

The 2019/20 budget and 2019/23 MTFS has been prepared taking into account the following:

- The estimated impact of inflationary pressures and pay awards. Allowance has been made for cost increases over and above the general rate of inflation where these are known;
- The estimated impact of demographic change and the effect of increasing demands on services where these are unavoidable;
- Provision for legislative change and changes to the Council's statutory responsibilities;
- The estimated impact of underlying cost pressures, evidenced by financial monitoring reports in the current year;
- The estimated impact of Capital financing charges for the Capital programme including regeneration and highways schemes
- Provision for the impact of government grant reductions in 2019/20 and the continued risk of further tightening of finances in future years.

Furthermore, taking into account the budget risks and uncertainties, and assuming that the recommendations set out above are agreed, the Council's contingencies and balances are considered prudent. The S151 Officer is therefore of the view that the budget is robust. However, Members' attention is drawn to the need for close monitoring of the budget and, in particular, the achievement of the targets for savings. It will be essential for firm financial management to be exercised throughout the year to ensure that expenditure is contained within budget and targets for service improvements are met.

11 Discount for Council Tax Payers Paying in Full

11.1 The Council has agreed in the past, to offer a discount to Council Tax payers who pay their Council Tax in full. It is necessary for Cabinet to recommend Council to agree a specific resolution for this purpose or for any change proposed as the current assumption is that the discount remains at 1.5%. Cabinet should note that a similar discount is not permitted under business rate regulations.

11.2 Resolution

"Any Council Tax payer who is liable to pay an amount of Council Tax to the authority in respect to the year ending on 31 March 2020, who is served with a demand notice under Article 20(2) of the Council Tax (Administration and Enforcement) Regulations 1992 and who makes payment to the authority of the full balance of the estimated amount shown on that demand by 1 April 2019, may deduct a sum equivalent to 1.5% from the estimated amount and such reduced amount shall be accepted in full settlement of that estimated amount".

11.3 Resolution for Council Tax

The Council meeting in February will receive a resolution in the form required reflecting the recommendations of Cabinet.

REASONS AND OPTIONS

Reasons for the decision:

The Council is required to set a balanced budget in advance of the beginning of each financial year. This report sets out the process to reach a balanced budget for 2019/20 and sets out the Council's future plans for balancing the budget in the medium term from 2020/21 to 2022/23.

Other options considered:

The report outlines all the options identified for balancing the 2019/20 budget. Officers will continue to seek further options for balancing the budgets for 2020/21 to 2022/23.

IMPLICATIONS AND RISKS

Financial Implications and Risks

The financial implications of the Council's MTFs are the subject of this report and are therefore set out in the body of this report.

Legal Implications and Risks

Under S151 of the Local Government Act 1972 a local authority has to make proper arrangements for the administration of its financial affairs.

Under S28 of the Local Government Act 2003 a local authority has to review its budget calculations from time to time during the financial year and take appropriate action if there is any deterioration in its budget.

The Council is also required to set a balanced budget, taking into account a range of factors, including consultation feedback, and decisions must also be taken in accordance with the Council's duties under the Equality Act 2010.

The budget consultation and approval process is separate from individual decisions

which may need to be taken for example in relation to service delivery; these may require a separate consultation process and equality impact assessment before a final decision is taken.

Human Resource Implications and Risks

The Council continues to work closely with its staff and with Trades Unions to ensure that the effects on staff of the savings required have been managed in an efficient and compassionate manner. All savings proposals or changes to the funding regime that impact on staff numbers, will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change & Redundancy policy and associated guidance.

Equalities and Social Inclusion Implications and Risks

Havering has a diverse community made up of many different groups and individuals. The Council values diversity and believes it essential to understand and include the different contributions, perspectives and experience that people from different backgrounds bring.

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the council, when exercising its functions, to have due regard to:

- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, gender, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council demonstrates its commitment to the Equality Act in its decision-making processes, the provision, procurement and commissioning of its services, and employment practices concerning its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing of all Havering residents in respect of socio-economics and health determinants.

Any decisions which need to be taken in furtherance of the budget proposals will be undertaken in accordance with the duty set out in Section 149 of the Equality Act 2010

and where appropriate full Equality Assessments will be undertaken and form part of the decision making process.

BACKGROUND PAPERS

July 2018 MTFS report to Cabinet
November 2018 MTFS report to Cabinet

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Gross Budget, Taxbase and Council Tax Resolution

New General Fund Budget

GENERAL FUND BUDGET	2019/2020	2018/2019
	Net	Net
	Exp	Exp
	£000	£000
Planning & Economic Development	(2,116)	(534)
Roads, Pavements & Car Parking	666	1,901
Education	41,134	42,568
Rubbish, Waste Collection & Street Cleaning	6,152	6,730
Environmental Health & Trading Standards	2,384	2,789
Housing (General Fund Only)	4,125	3,534
Culture and Leisure	4,882	5,773
Social Services	58,107	54,363
Public Health	(1,816)	(1,651)
Other Services	38,840	38,837
Total - all services	152,358	154,310
Contingency and Provisions	1,000	1,000
HAVERING'S NET EXPENDITURE	153,358	155,310
Levies		
East London Waste Authority	17,176	15,887
Environment Agency - Thames Region	193	184
Environment Agency - Anglian Region	22	21
Lee Valley Regional Park Authority	222	211
London Pension Fund Authority	321	306
Unringfenced Grants	(12,897)	(11,991)
TOTAL EXPENDITURE	158,395	159,928

The variance to the General Fund budget

Change in Council's Expenditure

	£m
2019/20 Budget	158.4
2018/19 Budget	160.0
Net Total Change	(1.6)
Budget Pressures	13.3
Inflation	1.9
Increase in Levies	1.3
Provisions & Other Issues (including Grant & Funding Changes)	(4.6)
Sub Total	11.9

That the following amounts be now calculated by the Council for the year 2019/20 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended:

(a)	506,406,138	being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act.
(b)	(381,593,355)	being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
(c)	124,812,783	being the amount by which the aggregate at 5(a) above exceeds the aggregate at 5(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
(d)	£1,408.15	being the amount at 5(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year.

That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the amounts shown in the table below as the amounts of Council Tax for 2019/20 for each of the categories of dwellings.

Valuation Bands London Borough of Havering			
	Havering	Adult Social Care	Total
	£ p	£ p	£ p
A	869.87	68.90	938.77
B	1,014.84	80.38	1,095.22
C	1,159.82	91.87	1,251.69
D	1,304.80	103.35	1,408.15
E	1,594.76	126.32	1,721.08
F	1,884.71	149.28	2,033.99
G	2,174.67	172.25	2,346.92
H	2,609.60	206.70	2,816.30

That it be noted for the year 2019/20 the major precepting authority (the GLA) has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below as proposed by the Mayor.

Valuation Bands Greater London Authority	
	£ p
A	213.67
B	249.29
C	284.90
D	320.51
E	391.73
F	462.96
G	534.18
H	641.02

That, having calculated the aggregate in each case of the amounts at 6 and 7 above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2019/20 for each of the categories of dwellings shown below:

Valuation Bands	£ p
A	1,152.44
B	1,344.51
C	1,526.59
D	1,728.66
E	2,112.81
F	2,496.95
G	2,881.10
H	3,457.32

The effect of adopting this resolution would be to set the Council Tax for a Band D property at £1,728.66

That Council having considered the principles approved under the Local Government Finance Act 1992 by the Secretary of State for Communities and Local Government concludes that the Council's basic relevant amount of Council Tax for 2018/19 is not excessive.

Calculation of the Tax Base - 'The Band D Equivalent'

The Council Tax regime covers eight bands of property. Each band has an arithmetic relationship with the other - and all bands are related to Band D for charge purposes as follows:

Band	Proportion of Band D Charge	
A	$\frac{6}{9}$	of Band D
B	$\frac{7}{9}$	of Band D
C	$\frac{8}{9}$	of Band D
D	$\frac{9}{9}$	of Band D
E	$\frac{11}{9}$	times Band D
F	$\frac{13}{9}$	times Band D
G	$\frac{15}{9}$	times Band D
H	$\frac{18}{9}$	times Band D

It is therefore, possible to work out a tax base by multiplying the number of properties in each of the bands by the relevant proportion (see Annexe A). Known single person discount properties and student properties are also taken into account in arriving at this figure.

Certain other factors also have to be taken into account. These are:

- Number of properties that are yet to be listed in the appropriate band for all or part of the coming year.
- Properties Eligible for the Long Term Empty Premium
- A reduction for the number of properties that attract disabled relief, which for Bands B-H receive a charge relating to one band lower than the band allocated to the property. Properties in Band A are also entitled to disabled relief, thereby reducing the charge to 5/9ths of a Band D property charge.
- A reduction for the estimated number of successful appeals against the banding allocated for individual properties.
- A reduction for the estimated number of properties becoming subject to single person discount, and student discount during the year.
- A reduction for the estimated number of properties eligible for Council Tax Support (CTS)
- At Cabinet on 25 July 2018, eight options to change the Council Tax Support (CTS) Scheme were considered that proposed changes to the Council Tax Scheme (CTS) Scheme expenditure to varying degrees. Members recommended the option set in the table below.

The net effect of these adjustments is incorporated in a single figure called the Band D equivalent figure. Thereafter, the estimated effect of possible non collection also has to be considered, the effect of which is to reduce the equated number of properties taken into account in setting the Council Tax and this final figure is the "Council Tax Base".

1. Assessed Level of Non Collection

The estimated non collection level for 2018/19 was 1.25%. As at period 8, the council tax forecast is on budget and on track for delivery. Due to the changes to Council Tax Support (CTS), a small increase in bad debt provision is required. The non-collection rate for 2019/20 is recommended to increase to 1.30% for 2019/20.

2. Detail of the Calculation of the Council Tax Base

Section 33 of the Local Government Finance Act 1992 has been expanded via an amendment to the Act to accommodate the changes to the taxbase in calculating the final taxbase figure - item T.

The manner of calculation of the Council Tax base is set out in the local Authorities (Calculation of Council Tax Base) (England) Regulations 2012

'T' is determined by the formula:

$$A \times B$$

Where: -

A is the total of the relevant amounts for that year for each of the valuation bands which is shown or is likely to be shown for any day in that year in the Council's valuation list as applicable to one or more dwellings situated in its area (i.e. the Band D equivalent).

B is the Council's estimate of its collection rate for that year.

The regulations lay down a formula for the calculation of A and these are attached at Annexe A.

The calculations are as follows: -

A	=	89,803
B	=	98.70%
T	=	88,636

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COUNCIL TAX BASE CALCULATION 2019/20
THE BAND D EQUIVALENT

Item A is found by applying the formula $((H+Q+J+E)+Z)/G$ to each of the Council Tax bands and totalling the amounts calculated

	A1*	A	B	C	D	E	F	G	H	Total
Where										
H is the number of properties in the valuation list - Regulation 4(2) as at 30th November	0	5,477	10,952	27,846	35,916	15,270	6,412	3,045	326	105,244
Less										
the number of properties exempt from a charge - Regulation 4(2)	0	-127	-194	-294	-409	-188	-70	-24	0	-1,306
Property Base - Item H	0	5,350	10,758	27,552	35,507	15,082	6,342	3,021	326	103,938
Q Is the factor to take account of discounts	-2	-749	-1,450	-2,345	-2,238	-824	-272	-112	-10	-8,002
J is the expected change to the property tax base during the year Regulations 4(6) to 4(8)										
Additions	9	82	147	382	350	161	74	30	2	1,237
Reductions	0	-67	-102	-169	-248	-124	-69	-51	-16	-846
Z Is the estimate reduction in relation to claimants receiving Council Tax Support	-2	-1,328	-2,181	-2,993	-2,092	-528	-105	-29	-1	-9,259
Total tax base adjustment	7	-1,313	-2,136	-2,780	-1,990	-491	-100	-50	-15	-8,868
Total projection per band	5	3,288	7,172	22,427	31,279	13,767	5,970	2,859	301	87,068
F Is the proportion of each band in relation to band D	5	6	7	8	9	11	13	15	18	
G Is the proportion specified for band D	9	9	9	9	9	9	9	9	9	
$((H+Q+J) +Z) \times F/G =$	3	2,192	5,578	19,935	31,279	16,826	8,623	4,765	602	89,803
The Band D equivalent item A is therefore										89,803

**LONDON BOROUGH OF HAVERING
PROVISIONAL COUNCIL TAX STATEMENT – 2019/20 BUDGET**

2018/19 £	Havering's Expenditure	Estimate 2019/20 £	
154,310,024	Service Expenditure	152,358,175	
1,000,000	General Contingency	1,000,000	
155,310,024	Havering's Own Expenditure	153,358,175	a
	Levies		
15,887,000	East London Waste Authority	17,176,000	Provisional
184,161	Environment Agency (Thames)	193,369	Estimate
20,971	Environment Agency (Anglia)	22,020	Estimate
211,211	Lee Valley Regional Park Authority	221,772	Estimated
305,752	London Pensions Fund Authority (LPFA)	321,040	Estimated
16,609,095	Sub Total – Levies	17,934,201	b
(11,990,898)	Unringfenced Grant	(12,896,607)	c
159,928,221	Sub Total – Total Expenditure	158,395,769	d=a+b-c
	External Finance		
10,363,832	Business Rates Top-up	3,369,857	Provisional
(51,623,259)	National Non Domestic Rate	(37,076,785)	Final
(41,259,427)	Sub Total – External Finance	(33,706,928)	e
(181,000)	Council Tax Deficit/(Surplus)	(461,196)	Final
637,301	Business Rates Deficit/(Surplus)	585,138	Final
119,125,095	Havering's Precept on the Collection Fund	124,812,783	h=d+e+f+g

2018/19		<u>The Collection Fund</u>		Estimate 2019/20	
£	£ p	Expenditure		£	£ p
112,479,812	1,287.75	London Borough of Havering		115,652,253	1,304.80
6,645,283	76.08	Adult Social Care		9,160,530	103.35
119,125,095	1,363.83	Total London Borough of Havering	h	124,812,783	1,408.15
25,699,814	294.23	Greater London Authority (Provisional)		28,408,724	320.51
51,623,259	591.02	London Borough of Havering Retained Business Rates		37,076,785	418.30
29,038,083	332.45	Greater London Authority - Retained Business Rates		20,855,692	235.30
0	0.00	Central Government - Retained Business Rates		0	0.00
272,140	3.12	Cost of NNDR collection		271,673	3.07
225,758,390	2,584.64	Total Expenditure	i	211,425,657	2,385.32
		Total Income			
-80,933,482	-926.58	National Non-Domestic Rate			
		NNDR receivable	j	-58,204,150	-656.66
144,824,908	1,658.06	COUNCIL TAX per Band D property	k=i-j	153,221,507	1,728.66
87,346		Council Tax Base		88,636	

Council Tax percentage change 4.26%

Valuation as at 1/4/91		Council Taxes Per Property Band		Change	
£	p			£	p
Under £40,000	1,134.92	Band A		1,152.44	17.52
£40,000 - £52,000	1,324.07	Band B		1,344.51	20.44
£52,001 - £68,000	1,513.24	Band C		1,536.59	23.35
£68,001 - £88,000	1,702.38	Band D		1,728.66	26.28
£88,001 - £120,000	2,080.69	Band E		2,112.81	32.12
£120,001 - £160,000	2,458.98	Band F		2,496.95	37.97
£160,001 - £320,000	2,837.30	Band G		2,881.10	43.80
Over £320,000	3,404.76	Band H		3,457.32	52.56

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Full Year effects of decisions agreed Feb 18	2019/20	2020/21	2021/22	2022/23	TOTAL
	£m	£m	£m	£m	£m
Total Full Year effect savings	-4.554	-2.943	-3.227	-1.592	-12.317

Efficiencies, service cuts and income changes	2019/20	2020/21	2021/22	2022/23	TOTAL
	£m	£m	£m	£m	£m
Increase Business Rates income - Actions of the Opportunities service plan		-0.300	-0.300	-0.432	-1.032
Changes to Council Tax Support scheme	-0.600				-0.600
Shared Emergency Planning	-0.020				-0.020
Commercial Property Income	-0.100	-0.100	-0.100	-0.100	-0.400
Insurance Contractual Saving	-0.050				-0.050
Total Efficiency savings	-0.770	-0.400	-0.400	-0.532	-2.102

Departmental proposals	2019/20	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m	£m
Adults	-0.823	-1.000	-1.000	-1.000	-3.823
Chief Operating Officer	-0.851	0	0	0	-0.851
Neighbourhoods	-0.502	-0.115	0	0	-0.617
One Source	-0.410	-0.475	-0.450	-0.048	-1.383
Children's	-0.570	0	0	0	-0.570
Public Health	0.000	-0.173	0	0	-0.173
Total	-3.156	-1.763	-1.450	-1.048	-7.417
Cumulative Total	-3.156	-4.919	-6.369	-7.417	-7.417

Transformation - Communities	2019/20	2020/21	2021/22	2022/23	TOTAL
	£m	£m	£m	£m	£m
Localities Gateways and Integration	-0.060	-1.477	-1.477	-1.134	-4.148
Review of Transport	-0.100	-0.045	-0.030	-0.005	-0.180
Revision of Charging Policy	-0.043	0.000	0.000	0.000	-0.043
Total Savings	-0.203	-1.522	-1.507	-1.139	-4.371

Transformation - Places	2019/20	2020/21	2021/22	2022/23	TOTAL
	£m	£m	£m	£m	£m
Asset Optimisation	TBC	TBC	TBC	TBC	TBC

Bretons	0.000	0.000	0.000	-0.500	-0.500
Registration and Bereavement Services	-0.095	-0.117	-0.114	-0.143	-0.469
Review of Front Doors	0.000	-0.093	-0.050	-0.050	-0.193
Total Savings	-0.095	-0.210	-0.164	-0.693	-1.162

Transformation - Opportunities	2019/20	2020/21	2021/22	2022/23	TOTAL
	£m	£m	£m	£m	£m
Contracts Review	-0.300	-0.640	-1.090	-1.580	-3.610
Digital Platform Replacement	-0.038	-0.077	-0.116	0.000	-0.231
Full Cost Recovery	-0.250	-0.150	-0.150	-0.150	-0.700
Income Debt Management and Enforcement	-0.067	-0.044	-0.027	-0.044	-0.182
Process Automation and Robotics	0.000	-0.050	-0.100	-0.150	-0.300
Service Redesign	-0.151	-0.583	-1.154	-1.559	-3.447
Transformation of Post and Print	-0.050	0.000	0.000	0.000	-0.050
Total Savings	-0.856	-1.544	-2.637	-3.483	-8.520

Transformation - Connections	2019/20	2020/21	2021/22	2022/23	TOTAL
	£m	£m	£m	£m	£m
Business Intelligence and Analytics	-0.622	-0.106	-0.106	0.000	-0.834
Managing Traffic Flows	-3.000	-0.658	0.000	0.000	-3.658
Total Savings	-3.622	-0.764	-0.106	0.000	-4.492

Transformation - Summary	2019/20	2020/21	2021/22	2022/23	TOTAL
	£m	£m	£m	£m	£m
Communities	-0.203	-1.522	-1.507	-1.139	-4.371
Places	-0.095	-0.210	-0.164	-0.693	-1.162
Opportunities	-0.856	-1.544	-2.637	-3.483	-8.520
Connections	-3.622	-0.764	-0.106	0.000	-4.492
Total Savings	-4.776	-4.040	-4.414	-5.315	-18.545

TOTAL SAVINGS	-13.256	-9.146	-9.491	-8.487	-40.381
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**Schedule
of
Fees and Charges**

Adults Adult Services

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
1 Respite Care Weekly charges* Age over Pension Credit age Age 25 up to Pension Credit age Age 18 to 24 Annual increase subject to DWP minimum income allowance Net of personal expense allowance set by DOH * These charges will change in Jan/Feb 2019 when the new benefit, pension, and personal expense allowance rates are announced.	125.65 81.75 66.55	TBC TBC TBC	09/02/18 09/02/18 09/02/18	L L L

Basis of Increase:

- C - An increase dependent on committee approval
- G - An increase below inflation in line with a corporate growth plan
- I - Based on relevant inflationary change
- N - A nominal adjustment e.g. due to rounding of charge
- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

- P - The Corporate Charging Policy
- L - A local charging policy that deviates from the Corporate Charging Policy

Adults Adult Services

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
2 Court of Protection				
Annual charges - Fixed Costs as directed by Court of Protection* Work up to and including the date upon which the court makes an order appointing a deputy for property and affairs	745.00	745.00	01/04/17	Court Direction
Annual management fee where the court appoints a local authority deputy for property and affairs, payable on the anniversary of the court order				
(a) for the first year:	775.00	775.00	01/04/17	Court Direction
(b) for the second and subsequent years:	650.00	650.00	01/04/17	Court Direction
Where the net assets are below £16,000, an annual management fee not exceeding 3.5% of net assets on the anniversary of the court order appointing the local authority as deputy				
Annual property management fee to include work involved in preparing property for sale, instructing agents, conveyancers, etc or the ongoing maintenance of property including management and letting of a rental property	300.00	300.00	01/04/17	Court Direction
Preparation of Annual Report for the Public Guardian	216.00	216.00	01/04/17	Court Direction
Preparing basic HMRC tax return	70.00	70.00	01/04/17	Court Direction
Preparing complex HMRC tax return	140.00	140.00	01/04/17	Court Direction
Travel time £40 per hour in units of £10/15 mins	40/hour	40/hour	01/04/17	Court Direction
Recoup of Application fee paid from HMRC Account	400.00	385.00	24/07/18	Court Direction
Increase subject to Court of Protection/Direction and the 2017 Rate is the 1st increase since 2011				

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Adults Adult Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
1. Personal care and Support Provision of homecare delivery to Service Users Homecare rate - hourly charge; per minute of actual care <i>The individual contribution is subject to the individual means test assessment</i> Homecare rates are currently subject to review and may change following the publishing of these fees and charges	16.92	16.92	01/04/17	C/L
2. Care home Provision of care home delivery to Service Users Care home rate based on authority's 'usual costs' -weekly charge				
Residential Frail	516.00	TBC	01/04/18	L
Residential Dementia	579.00	TBC	01/04/18	L
Nursing Frail	528.00	TBC	01/04/18	L
Nursing Dementia	565.00	TBC	01/04/18	L
Nursing Higher Rate	565.00	TBC	01/04/18	L
3. Day Centre Day care delivery to Service Users	40.00	40.00	07/04/14	L
Day Centre daily rate	10.00	10.00	07/04/14	L
Transport to Day Centre (inclusive of return journey)				

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Adults Adult Services

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4. Extra Care Housing				
Dreywood Court - hourly rate	15.00	15.28	01/04/18	L
St Ethelburga Court - hourly rate	15.00	15.28	01/04/18	L
Paines Brook Court - hourly rate	15.00	15.28	01/04/18	L
5. Deferred Payment Admin fees				
Initial set-up fee	658.00	658.00	11/04/16	L
Annual review charge	89.00	89.00	11/04/16	L

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**Chief Operating Officer
Culture and Customer Access**

(B) Charges determined by Committee

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
LIBRARY SERVICES:				
Fines (per item, per day)				
Adults	0.38	0.39	01/04/19	I/N/P
Children	no charge	no charge	01/04/14	D/L
Spoken Words	0.38	0.39	01/04/19	I/N/P
Lost Tickets	4.20	4.30	01/04/19	I/N/P
Lost Items - Replacement Cost (Minimum charge £10 + fines)	Cost + fines	Cost + fines	01/04/14	D/P
Pre Overdue by email	Cost + fines	Cost + fines	01/04/14	D/P
Overdue notifications				
1st Overdue (E-Mail)	No Charge	No Charge	01/04/14	D/P
1st Overdue (Text/Telephone)	0.21	0.22	01/04/19	I/N/P
Reservations				
Adult (E-mail)	1.26	1.30	01/04/19	I/N/P
Adult (Text/Telephone)	1.46	1.50	01/04/19	I/N/P
Adult (Post)	1.89	1.95	01/04/19	I/N/P
Children	No Charge	No Charge	01/04/14	D/P

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*VAT inclusive

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Items not held within borough				
Adult	2.85	2.94	01/04/19	I/N/P
British Library Loans (plus postage)	13.20	13.60	01/04/19	I/N/P
Children	No Charge	No Charge	01/04/14	D/P
CDs				
Per week:				
Singles	1.35	1.40	01/04/19	I/N/P
Sets	2.35	2.40	01/04/19	I/N/P
Per 3 weeks:				
Spoken Word (registered blind exempt)	1.26	1.30	01/04/19	I/N/P
DVDs (per week)	3.25	3.35	01/04/19	I/N/P
Music Scores (3 Months)				
Cost to be agreed with customer before progressing order	Quoted	Quoted	01/04/15	D/P
Computer Use				
IT Hub - reservation fee per computer, per hour	No Charge	No Charge	01/04/15	D/P

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Photo Copies				
B/W A4	0.34	0.35	01/04/19	I/N/P
B/W A3	0.39	0.40	01/04/19	I/N/P
Colour A3	2.16	2.20	01/04/19	I/N/P
Colour A4	1.50	1.55	01/04/19	I/N/P
Photocopying single sided	0.34	0.35	01/04/19	I/N/P
Photocopying double sided	0.52	0.54	01/04/19	I/N/P
People's Network - Printing				
B/W A4 (Printout per page)	0.34	0.35	01/04/19	I/N/P
Colour A4 (Printout per page)	1.50	1.55	01/04/19	I/N/P
Library Space				
2 hours for sole & guaranteed use of specific space, to include use of a desk/table & chair(s) to organisations for activities that benefit their members or participants, or where "drop in" services are being offered	10.30	11.00	01/04/19	I/N/P
Office Space in libraries	10.30	11.00	01/04/19	I/N/P

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Community Group Room Hire	20% discount	20% discount	01/04/17	D/P
Elm Park Library Elm Park Meeting Room per hour (Equiv. Hornchurch CR2)	16.00	17.00	01/04/19	I/N/P
Harold Hill Library Harold Hill Meeting Room per hour	21.10	22.00	01/04/19	I/N/P
Harold Hill Office Space per hour	15.50	16.00	01/04/19	I/N/P
Hornchurch Library Hornchurch Large meeting room - First Hour	26.25	27.00	01/04/19	I/N/P
Hornchurch Large meeting room - Additional Hours	21.10	22.00	01/04/19	I/N/P
Hornchurch - After 10pm £26.25 locking up fees	26.25	27.00	01/04/19	I/N/P
Hornchurch Class Room One, per hour	26.25	27.00	01/04/19	I/N/P
Hornchurch Class Room Two, per hour	16.00	17.00	01/04/19	I/N/P
Hornchurch Office Space per hour	10.30	11.00	01/04/19	I/N/P
Upminster Library Upminster Meeting Room per hour	21.10	22.00	01/04/19	I/N/P
Upminster - After closing time £26.25 locking up fees	26.25	27.00	01/04/19	I/N/P

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Rainham Library				
Rainham Library Meeting Room 1 (large room) First Hour	26.25	27.00	01/04/19	I/N/P
Rainham Library Meeting Room 1 (large room) Additional Hours	21.10	22.00	01/04/19	I/N/P
Rainham Library Meeting Room 2 per hour	21.10	22.00	01/04/19	I/N/P
Rainham Library Meeting Room 3 per hour	21.10	22.00	01/04/19	I/N/P
Rainham Library Meeting Room 4 per hour	16.00	16.50	01/04/19	I/N/P
Rainham Library Meeting Room 5 per hour	16.00	16.50	01/04/19	I/N/P
Rainham - After closing time £26.25 locking up fees	26.25	27.00	01/04/19	I/N/P
Nursery Room	21.10	22.00	01/04/19	I/N/P
Romford Library				
Romford Large meeting room - First Hour	26.25	27.00	01/04/19	I/N/P
Romford Large meeting room - Additional Hours	21.10	22.00	01/04/19	I/N/P
Romford second meeting room per hour	21.10	22.00	01/04/19	I/N/P
Romford - After closing time £26.25 locking up fees	26.25	27.00	01/04/19	I/N/P
South Hornchurch Library				
South Hornchurch Library Room 1 per hour	10.30	11.00	01/04/19	I/N/P
South Hornchurch Library Room 2 per hour	10.30	11.00	01/04/19	I/N/P
South Hornchurch Library Room 3 per hour	16.00	16.50	01/04/19	I/N/P
Harold Wood Library				
Harold Wood Library Meeting Room per hour	16.00	16.50	01/04/19	I/N/P

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<p>Room Hire Cancellation</p> <p>Notice of cancellation of room hire under 24 hours</p> <p>Notice of cancellation of room hire 1-3 days</p> <p>Notice of cancellation of room hire 3-7 days</p>	<p>75% of room hire fee</p> <p>50% of room hire fee</p> <p>25% of room hire fee</p>	<p>75% of room hire fee</p> <p>50% of room hire fee</p> <p>25% of room hire fee</p>	<p>01/04/14</p> <p>01/04/15</p> <p>01/04/15</p>	<p>D/P</p> <p>D/P</p> <p>D/P</p>

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Exhibitions (per week)				
Upminster at exhibitors liability for one week	No Charge	No Charge	01/04/12	D/P
Hornchurch at exhibitors liability for one week	No Charge	No Charge	01/04/12	D/P
Cost of Recovery				
Accounts owing up to £99.00	10.30	10.61	01/04/19	I/N/P
Accounts owing £100.00 plus	20.60	21.22	01/04/19	I/N/P
Cost of Digital images				
Image on disc (including disc)	3.75	3.85	01/04/18	I/N/P
Image on USB (excluding USB)	3.75	3.85	01/04/18	I/N/P
Image on Paper price on application plus postage	Quoted	Quoted	01/04/14	D/P
Commercial Reproduction price on application	Quoted	Quoted	01/04/14	D/P

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FAIRKYTES				
Off Peak: Mon-Fri** up to 6pm*** (per hour unless otherwise stated)				
Main Room	18.50	19.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	40.50	42.00	01/04/19	I/N/P
Room 12	15.00	15.50	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	32.00	33.00	01/04/19	I/N/P
Room 13	11.50	12.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	25.00	26.00	01/04/19	I/N/P
Room 9	11.50	12.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	25.00	26.00	01/04/19	I/N/P
Art Room	14.00	15.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	29.50	31.00	01/04/19	I/N/P
Sculpture (includes access to Kiln Room when available)	11.50	12.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	24.00	25.00	01/04/19	I/N/P
Studio 1	27.00	28.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	58.00	60.00	01/04/19	I/N/P
Studio 2	18.00	18.50	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	40.00	41.00	01/04/19	I/N/P

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Off Peak: Mon-Fri** up to 6pm*** (continued) (per hour unless otherwise stated)				
Studio 3	11.50	12.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	24.00	25.00	01/04/19	I/N/P
Billet Studio 1	18.00	18.50	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	40.00	41.00	01/04/19	I/N/P
Billet Studio 2	12.00	13.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	25.00	26.50	01/04/19	I/N/P
Gallery Studio	15.50	16.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	35.00	36.00	01/04/19	I/N/P
Peak rate: Mon-Fri 6pm*** to close, all day Sat,Sun,public holidays (per hour unless otherwise stated)				
Main Room	22.00	23.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	48.00	49.50	01/04/19	I/N/P
Room 12	18.50	19.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	40.00	41.00	01/04/19	I/N/P
Room 13	15.00	15.50	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	32.00	33.00	01/04/19	I/N/P
Room 9	14.00	15.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	29.50	31.00	01/04/19	I/N/P

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Peak rate: Mon-Fri 6pm*** to close, all day Sat,Sun,public holidays (per hour unless otherwise stated)				
Art Room	18.50	19.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	40.00	41.00	01/04/19	I/N/P
Sculpture (includes access to Kiln Room when available)	12.50	13.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	26.00	27.00	01/04/19	I/N/P
Studio 1 ****	36.00	37.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	75.50	78.00	01/04/19	I/N/P
Studio 2	21.00	21.50	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	45.50	47.00	01/04/19	I/N/P
Studio 3	13.50	14.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	29.00	30.00	01/04/19	I/N/P
Billet Studio 1	21.00	21.50	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	45.50	47.00	01/04/19	I/N/P
Billet Studio 2	14.50	15.50	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	30.50	32.00	01/04/19	I/N/P
Gallery Studio	19.50	20.00	01/04/19	I/N/P
<i>Three hour hire discounted rate</i>	43.50	45.00	01/04/19	I/N/P

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Peak rate: Mon-Fri 6pm*** to close, all day Sat,Sun,public holidays (per hour unless otherwise stated)				
Private Studio/Workshop/Office (flat rate per calendar month)	195.00	201.00	01/04/19	I/N/P
Private/Commercial Function Rates in Studio 1 (Main Hall)**** (The below charged at a flat rate per hire including staffing charge)				
Saturday 6.00pm - 11pm †	280.00	290.00	01/04/19	I/N/P
Sunday & Public Holidays 6.00pm - 10.30pm †	250.00	260.00	01/04/19	I/N/P
Friday 6.00-10.30pm †	195.00	201.00	01/04/19	I/N/P

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HORNCHURCH STADIUM				
Weekday Use by Athletics Clubs (excluding training session)*				
Half Day*	84.50	87.00	01/04/19	I/N/P
Full Day*	159.00	164.00	01/04/19	I/N/P
Saturday Use by Athletics Clubs (excluding training session)*				
Half Day*	105.60	109.00	01/04/19	I/N/P
Full Day*	196.00	202.00	01/04/19	I/N/P
Sunday Use by Athletics Clubs (excluding training session)*				
Half Day*	139.00	143.00	01/04/19	I/N/P
Full Day*	266.00	274.00	01/04/19	I/N/P
Use by Schools (excluding training session)**				
Half Day**	101.00	104.00	01/04/19	I/N/P
Full Day**	208.00	214.00	01/04/19	I/N/P
Schools Training Sessions (per hour Inc. equipment)**	38.10	39.00	01/04/19	I/N/P
Occasional use - Football - without lights Seniors (3 hours)**	196.00	202.00	01/04/19	I/N/P
Occasional use - Football - without lights Juniors (2.5 hours)**	108.10	111.00	01/04/19	I/N/P
Occasional use - Football - with lights Seniors (3 hours)**	307.00	316.00	01/04/19	I/N/P
Occasional use - Football - with lights Juniors (2.5 hours)**	136.00	140.00	01/04/19	I/N/P
* VATable unless block (10 or more) booking				
** VATable unless block (10 or more) booking or Havering schools				

Basis of Increase:

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**Chief Operating Officer
Culture and Customer Access**

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Marketing Advertising in Fairkytes and other culture publications				
Full page (A4)	250.00	258.00	01/04/19	I/N/P
Full page (A5) or Half page (A4)	125.00	129.00	01/04/19	I/N/P
Half page (A5) or Quarter page (A4)	65.00	67.00	01/04/19	I/N/P
Quarter page (A5) or Eighth page (A4)	35.00	36.00	01/04/19	I/N/P
Online ticket sales				
10% of ticket price to be added to the charge for Culture Events when sold on-line	10% of ticket price	10% of ticket price	01/04/16	D/L

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
MUSIC SCHOOL:				
Associate Ensemble Membership Associate Member (Adult)	49.45	51.00	01/04/19	I/N/P
Hire of Instruments (Annual Charge)	35.00	40.00	01/04/19	S/L

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
<p>Scholarships Secondary - Individual Lesson (30 minutes) (Direct Debit fees now Please note: Scholarships are no longer offered to primary age children. <i>Those that are still running are all 30mn lessons and the charge is based on the Gold 3rd Instrument rate.</i></p> <p>Administration fees Examination entries Assisted Instrument Purchase Scheme Timetable changes (new charge 2019)</p> <p>Exam fees Including any required piano accompaniment are collected on a cost recovery basis (accompaniment required for most instruments except piano/ guitar/ percussion).</p>	Deleted	Deleted	01/04/17	
	Withdrawn	Withdrawn	01/04/18	
	2.00	2.00	01/04/17	D/L
	5.50	6.00	01/04/19	C/L
		20.00	01/04/19	P
	Cost Recovery	Cost Recovery	01/04/17	D/L

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Childrens Services Learning and Achievement

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
1 Non Attendance and Holiday Fines				
1a Penalty Notices				
Penalty Notice paid within 21 days	60.00	60.00	01.09.12	
Penalty Notice paid after 21 days	120.00	120.00	01.09.12	
Charges are per child, per parent				
Fines must be paid within 28 days to avoid prosecution				

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Childrens Learning & Achievement

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
1 Schools Meals				
1a Primary School Meal	2.20	2.20	01.09.16	C/L
1b Secondary School Meal	2.50	2.50	01.09.16	C/L
1c Special Infant	2.20	2.20	01.09.16	C/L
Special Junior	2.20	2.20	01.09.16	C/L
Adult	3.35	3.35	01.09.16	C/L

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Childrens Childrens Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
MY PLACE: (All charges are for 1hr unless stated otherwise)				
Off Peak (Mon - Fri 9am - 6pm)				
Performance Hall	23.00	23.00	01/04/17	D/L
Performance Hall with sound and lighting:	28.50	29.50	01/04/17	I/N
Performance Hall with staging 4 hrs (if stage erected by myplace staff)	137.00 *	141.00 *	01/04/19	I/N
Music Studio 1 hr	11.00 *	11.50 *	01/04/19	I/N
Technician	23.75 *	23.75 *	01/04/18	D/L
Games Room	18.00	18.00	01/04/17	D/L
Art Room	9.90	10.00	01/04/19	I/N
Health Room	8.30	8.50	01/04/19	I/N
IAG Room	7.80	8.00	01/04/19	I/N
Counselling Room	7.80	8.00	01/04/19	I/N
Large Meeting Room	14.60	15.00	01/04/19	I/N
<p>N.B The above room hire charges are maximum charges that are to be applied. Managers will have the discretion to negotiate lower charges per hour/session if a hirer pays in advance and commits to a long term hire, with such discounts to be agreed by the Head of Service.</p>				

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Childrens Childrens Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Off Peak (Mon - Fri 9am - 6pm)				
Small Meeting Room	10.00	10.50	01/04/19	I/N
Bike Workshop	13.20	13.50	01/04/19	I/N
IT Hub - reservation fee per computer	No charge	No charge	01/04/13	D/L
Peak (Mon - Fri after 6pm)				
Performance Hall	28.00	28.00	01/04/17	D/L
Performance Hall with sound and lighting:	40.00	41.00	01/04/18	I/N
Performance Hall with staging				
4 hrs (if stage erected by myplace staff)	191.50 *	197.00 *	01/04/19	I/N
Music Studio				
1 hr	14.00 *	14.50 *	01/04/19	I/N
Technician	23.75 *	23.75 *	01/04/18	D/L
Games Room	24.00	24.50	01/04/19	I/N
Art Room	13.10	13.50	01/04/19	I/N
Health Room	11.00	11.50	01/04/19	I/N
IAG Room	10.50	11.00	01/04/19	I/N
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Childrens Childrens Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Peak (Mon - Fri after 6pm)				
Counselling Room	10.40	11.00	01/04/19	D/L
Large Meeting Room	18.00	18.50	01/04/19	I/N
Small Meeting Room	12.50	13.00	01/04/19	I/N
Bike Workshop	16.50	17.00	01/04/19	I/N
IT Hub - reservation fee per computer	No charge	No charge	01/04/13	D/L
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Childrens Childrens Services

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Saturday and Sunday				
Performance Hall	72.50	74.50	01/04/19	I/N
Performance Hall with sound and lighting:	94.40	97.00	01/04/19	I/N
Performance Hall with staging 4 hrs (if stage erected by myplace staff)	424.00 *	437.00 *	01/04/19	I/N
Music Studio 1 hr	46.95 *	48.50 *	01/04/19	I/N
Technician	29.00 *	29.00 *	01/04/15	D/L
Games Room	71.40	73.50	01/04/19	I/N
Art Room	52.40	54.00	01/04/19	I/N
Health Room	49.00	50.50	01/04/19	I/N
IAG Room	47.60	49.00	01/04/19	I/N
Counselling Room	49.00	50.50	01/04/19	I/N
Large Meeting Room	60.20	62.00	01/04/19	I/N
Small Meeting Room	51.00	52.50	01/04/19	I/N
Bike Workshop	57.70	59.50	01/04/19	I/N
IT Hub - reservation fee per computer	No charge	No charge	01/04/13	D/L
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Neighbourhoods Bereavement Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
BEREAVEMENT SERVICES:				
Interments				
Cemeteries (fees doubled for non-residents of LBH)				
Over 16 years	1,320.00	1,360.00	01/04/19	I/N/P
2 simultaneous full body interments aged over 16 years	1,980.00	2,040.00	01/04/19	I/N/P
Cremated remains	250.00	258.00	01/04/19	I/N/P
Surcharge for cremated remains in full coffin	224.00	230.00	01/04/19	I/N/P
Extra depth (each interment over two) or casket/walled grave per depth	238.00	245.00	01/04/19	I/N/P
Resident child not over 16 Years	No Charge	No Charge	01/04/19	
Non resident stillborn to 1 month in child's grave or public grave	238.00	245.00	01/04/19	I/N/P
2 simultaneous non resident stillborn/to 1 month in child's or public grave	357.00	368.00	01/04/19	I/N/P
Non resident child not over 10 years in child's grave or public grave	367.00	378.00	01/04/19	I/N/P
Non resident child not over 16 years in child's grave	2,492.00	2,567.00	01/04/19	I/N/P
Use of chapel including organist at Upminster cemetery (subject to availability)	92.00	95.00	01/04/19	I/N/P
Hospital Contract NVB burials	240.00	248.00	01/04/19	I/N/P
Exclusive Right of Burial (50 years with option of further 10 years)				
Lawn Section grave	2,070.00	2,132.00	01/04/19	I/N/P
Traditional Grave	3,210.00	3,306.00	01/04/19	I/N/P
Children's section (under 10)	428.00	440.00	01/04/19	I/N/P
Children's section (under 16)	855.00	880.00	01/04/19	I/N/P

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Surcharges				
Saturday full burial surcharge	660.00	680.00	01/04/19	I/N/P
Sunday full burial surcharge	1,320.00	1,360.00	01/04/19	I/N/P
Weekend cremated remains surcharge	250.00	258.00	01/04/19	I/N/P
Funeral After Published Time or 48 hours of booking	310.00	320.00	01/04/19	I/N/P
Booking cancelled after 48 hours of booking	310.00	320.00	01/04/19	I/N/P
Booking cancelled within 48 hours of burial	310.00	320.00	01/04/19	I/N/P
Extension of Right of Burial for 10 years				
Lawn Section Grave	510.00	526.00	01/04/19	I/N/P
Traditional Grave	640.00	660.00	01/04/19	I/N/P
Children's Section (under 10)	112.00	115.00	01/04/19	I/N/P
Children's Section (under 16)	230.00	237.00	01/04/19	I/N/P
Walled graves	1,224.00	1,260.00	01/04/19	I/N/P
Other Charges				
Transfer of Exclusive Rights by Will, Letters of Administration or Assignment	50.00	52.00	01/04/19	I/N/P
Transfer of Exclusive Rights by Statutory Declaration or combination of methods	92.00	95.00	01/04/19	I/N/P
Certified extract from Burial Register	60.00	62.00	01/04/19	I/N/P

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Other Charges (continued)				
Staff attendance to select a new grave by appointment	48.00	49.00	01/04/19	I/N/P
Exhumation of cremated remains resident	250.00	258.00	01/04/19	I/N/P
Exhumation of cremated remains non-resident	500.00	516.00	01/04/19	I/N/P
Permit Charge				
Clean and Renovate/ NAMM fixing	No Charge	No Charge	01/04/19	
Lawn (Standard) Headstone & kerb/Additional Memorial	128.00	131.00	01/04/19	I/N/P
Additional Inscription on headstone or permit for a vase only/ Lawn kerb	86.00	88.00	01/04/19	I/N/P
Full kerb Traditional Grave	328.00	337.00	01/04/19	I/N/P
Grave Maintenance Fees				
Bi annual Spring and Summer planting Service	261.00 *	268.00 *	01/04/19	I/N/P
Annual maintenance clean and tidy Service	162.00 *	167.00 *	01/04/19	I/N/P
Turfing (Winter months only after grave has settled)	105.00	108.00	01/04/19	I/N/P
Cremated Remains Burial Plots				
Purchase of exclusive rights (25 year term)	602.00	620.00	01/04/19	I/N/P
Extension of exclusive rights of burial for 10 years flat stone cremated remains plot	355.00	366.00	01/04/19	I/N/P
Tablet with First inscription	459.00	473.00	01/04/19	I/N/P

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Neighbourhoods Bereavement Services

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Cremated Remains Burial Plots (continued)				
Additional / subsequent inscriptions	148.00	152.00	01/04/19	I/N/P
Blank stone	347.00	357.00	01/04/19	I/N/P
Photograph fixed to memorial	305.00	315.00	01/04/19	I/N/P
Granite memorial vases for use with cremated remains tablets (includes 45 letters)	350.00	360.00	01/04/19	I/N/P
Regilding or additional letter on granite vase	3.50	3.60	01/04/19	I/N/P
South Essex Crematorium				
Cremation includes organ/organist/polytainer or biodegradable casket:				
Over 16 years	875.00	905.00	01/04/19	D/I/P
Resident child not exceeding 16 years	No Charge	No Charge	01/04/19	
Non resident to 6 years but not exceeding 16 yrs	210.00	216.00	01/04/19	I/N/P
Non resident up to 6 years	106.00	110.00	01/04/19	I/N/P
Hospital Contract Non-viable foetus cremation	75.00	78.00	01/04/19	I/N/P
Saturday Cremation (subject to availability)	1,312.00	1,358.00	01/04/19	D/L
Sunday Cremation (subject to availability)	1,750.00	1,810.00	01/04/19	D/L
Unattended Cremation (adult)	499.00	550.00	01/04/19	D/L
Early Adult Cremation 15 minute service	700.00	725.00	01/04/19	D/L

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Neighbourhoods Bereavement Services

(B) Charges determined by Committee

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Additional Services and Surcharges				
Bookings cancelled after 10am one working day before reserved time	258.00	266.00	01/04/19	I/N/P
Surcharge for services over-running	258.00	266.00	01/04/19	I/N/P
Surcharge for Cremation after 4pm	258.00	266.00	01/04/19	I/N/P
Surcharge for unattended cremation and use of chapel at a different time - NEW		100.00	01/04/19	L
Use of chapel for private memorial service or extra time	258.00	266.00	01/04/19	I/N/P
CD recording of service	84.00 *	87.00 *	01/04/19	I/N/P
CD discs 2-10	24.00 *	25.00 *	01/04/19	I/N/P
DVD recording of service	103.00 *	106.00 *	01/04/19	I/N/P
DVD discs 2-10	31.00 *	32.00 *	01/04/19	I/N/P
Webcast of service	108.00 *	112.00 *	01/04/19	I/N/P
Visual Tributes 10 photographs	46.00 *	48.00 *	01/04/19	I/N/P
Visual Tributes per additional 5 photographs	17.00 *	18.00 *	01/04/19	I/N/P
Per minute of video used plus set up cost	13.00 *	14.00 *	01/04/19	I/N/P
Tributes embedded into DVD recording of the service	116.00 *	120.00 *	01/04/19	I/N/P
DVD or USB of Visual Tribute only (first disc) - NEW	*	62.00 *	01/04/19	L
DVD or USB of Visual Tribute only (disc 2 -10) - NEW	*	42.00 *	01/04/19	L
Strewing (burial) of cremated remains from elsewhere	110.00	113.00	01/04/19	I/N/P
Witness Committal	52.00	54.00	01/04/19	I/N/P
Weekend Witness committal	104.00	108.00	01/04/19	I/N/P

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Additional Services and Surcharges (continued)				
Storage of cremated remains after one month per quarter	54.00 *	56.00 *	01/04/19	I/N/P
Storage of cremated remains after one month per year	125.00 *	130.00 *	01/04/19	I/N/P
Genealogy Searches per search not through Deceased Online	26.00 *	27.00 *	01/04/19	I/N/P
Containers				
Bronzed metal urns	71.00 *	73.00 *	01/04/19	I/N/P
Standard wooden or metal casket	88.00 *	90.00 *	01/04/19	I/N/P
Juvenile caskets	34.00 *	35.00 *	01/04/19	I/N/P
Various Decorative urns/caskets (new charge)	RRP *	RRP *	01/04/19	
Dedicated Hymn Book	82.00 *	85.00 *	01/04/19	I/N/P
Various keepsake memorials made from or to contain cremated remains including diamonds, paperweights, jewellery	RRP *	RRP *	01/04/19	
Memorials				
Kerb Plaques				
Perspex Plaque only	120.00 *	124.00 *	01/04/19	I/N/P
Bronze Plaque only	242.00 *	249.00 *	01/04/19	I/N/P
Rights to second dedication (plus cost of plaque)	115.00	118.00	01/04/19	I/N/P
Kerb plaque Rights or Renewal	240.00	247.00	01/04/19	I/N/P

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Neighbourhoods Bereavement Services

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Memorials (continued)				
Bronze Wall Plaque				
Bronze wall plaque only	242.00 *	249.00 *	01/04/19	I/N/P
Bronze wall plaque renewal	240.00	247.00	01/04/19	I/N/P
Large Wall Plaques				
Single Slate or Large Bronze Wall Plaques				
Single plaque only (slate or bronze tablet)	324.00 *	333.00 *	01/04/19	I/N/P
Single plaque - Rights or Renewal fee for 10 years	240.00	247.00	01/04/19	I/N/P
Double Slate Wall Plaque single inscription	487.00 *	500.00 *	01/04/19	I/N/P
Double Slate Wall Plaque double inscription	783.00 *	806.00 *	01/04/19	I/N/P
Double Slate Wall Plaque second inscription within 1 year of original dedication	174.00 *	179.00 *	01/04/19	I/N/P
Double Plaque - Rights or Renewal 10 year renewal	480.00	495.00	01/04/19	I/N/P
Wall Niche for 10 years				
Renewal or Pre-purchase for Single Niche for 10 years	850.00	876.00	01/04/19	I/N/P
Renewal for Single Niche for 5 years	520.00	535.00	01/04/19	I/N/P
Replacement single plaque	572.00 *	589.00 *	01/04/19	I/N/P
Renewal Rights or Pre-purchase for Double Niche for 10 years	1,721.00	1,772.00	01/04/19	I/N/P

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Neighbourhoods Bereavement Services

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Wall Niche for 10 years (continued)				
Renewal for Double Niche for 5 years	952.00	980.00	01/04/19	I/N/P
Replacement double plaque	883.00 *	910.00 *	01/04/19	I/N/P
Wall Niche rights for second inscription	145.00	150.00	01/04/19	I/N/P
Wall Niche Additional Items:				
Motif (optional)	90.00	93.00	01/04/19	I/N/P
Additional Bud Vase	31.00	32.00	01/04/19	I/N/P
Additional Inscription	265.00	272.00	01/04/19	I/N/P
Casket including nameplate	92.00	95.00	01/04/19	I/N/P
Photograph	305.00	315.00	01/04/19	I/N/P
Sanctum ii Vaults for 10 years				
Second Interment	160.00	165.00	01/04/19	I/N/P
Sanctum Second inscription	540.00 *	556.00 *	01/04/19	I/N/P
Sanctum Plaque	431.00 *	444.00 *	01/04/19	I/N/P
10 Year Rights or Renewal	1,095.00	1,128.00	01/04/19	I/N/P
5 Year Renewal	638.00	657.00	01/04/19	I/N/P
Regilding (Inc. postage)	117.00 *	120.00 *	01/04/19	I/N/P
Replacement vase	18.00 *	19.00 *	01/04/19	I/N/P

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Neighbourhoods Bereavement Services

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Vase Blocks and Tablets (includes Scented Garden Memorials)				
Vaseblock tablet	258.00	266.00	01/04/19	I/N/P
Vaseblock Rights or Renewal for 10 years	562.00	579.00	01/04/19	I/N/P
Memorials				
Summer House Memorial				
Floris plaque only	160.00 *	165.00 *	01/04/19	I/N/P
Floris plaque Renewal Rights for 10 years	240.00	247.00	01/04/19	I/N/P
Posy Holder rights or Renewal for 10 years	150.00	154.00	01/04/19	I/N/P
Posy Holder Memorial	19.00 *	20.00 *	01/04/19	I/N/P
Shrub, Rose or Tree with 10 Year dedication				
Shrub or Rose (including Bronze Stem Plaque)	242.00 *	250.00 *	01/04/19	I/N/P
Shrub 10 Year Rights or Renewal (also applies to vase block with rose)	644.00	663.00	01/04/19	I/N/P
Shrub 5 Year Renewal Rights (also applies to vase block with rose)	415.00	427.00	01/04/19	I/N/P
Tree (including bronze Stem or Strap plaque)	242.00 *	249.00 *	01/04/19	I/N/P
Tree 10 Year Rights or Renewal	776.00	800.00	01/04/19	I/N/P
Tree 5 Year Renewal Rights	480.00	495.00	01/04/19	I/N/P

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Neighbourhoods Bereavement Services

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Benches and Chairs - 10 Year dedications				
Bench / Replacement Bench	1,200.00 *	1,236.00 *	01/04/19	I/N/P
Chair / Replacement Chair	700.00 *	721.00 *	01/04/19	I/N/P
Bench 10 Year Rights or Renewal	1,094.00	1,127.00	01/04/19	I/N/P
Chair 10 Year Rights or Renewal	966.00	995.00	01/04/19	I/N/P
Regular maintenance (per 2 years of remaining lease if not purchased or renewed since 1/1/2001)	47.00 *	49.00 *	01/04/19	I/N/P
Renovation of Bench	210.00 *	216.00 *	01/04/19	I/N/P
Renovation of Chair	134.00 *	138.00 *	01/04/19	I/N/P
Replacement Summerhouse Chair	690.00 *	710.00 *	01/04/19	I/N/P
Summerhouse Chair Renewal Rights	460.00	474.00	01/04/19	I/N/P
Bench, Tree & Shrub Additional dedications				
Rights to second dedication within 1 year of original (plus cost of plaque)	115.00	118.00	01/04/19	I/N/P
Rights to second dedication after 1 year of original or renewal per remaining year of lease (plus cost of plaque)	21.00	22.00	01/04/19	I/N/P
Rights to 2nd Dedication Life time of item (plus cost of plaque)	459.00	475.00	01/04/19	I/N/P
Replacement bronze plaque	242.00 *	249.00 *	01/04/19	I/N/P
Replacement Perspex plaque	120.00 *	124.00 *	01/04/19	I/N/P

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Neighbourhoods Bereavement Services

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Miscellaneous Memorials				
Mallard Bridge	326.00 *	336.00 *	01/04/19	I/N/P
Admin Fee for private purchase of plaque (plus cost of plaque)	26.00 *	27.00 *	01/04/19	I/N/P
Replacement metal vase	18.00 *	19.00 *	01/04/19	I/N/P
Floral arrangements stand - plus cost of flowers	31.00 *	32.00 *	01/04/19	I/N/P
Hanging baskets (per year)	130.00 *	134.00 *	01/04/19	I/N/P
Sculpture Garden Memorial	258.00	266.00	01/04/19	I/N/P
Sculpture Garden Rights	562.00	579.00	01/04/19	I/N/P
Birdbath Rights	562.00	579.00	01/04/19	I/N/P
Books of Remembrance				
2 line entry	107.00 *	110.00 *	01/04/19	I/N/P
3 - 5 lines	154.00 *	158.00 *	01/04/19	I/N/P
6 - 8 lines	222.00 *	228.00 *	01/04/19	I/N/P
Cards of Remembrance & Additional Entries in existing miniature books				
2 line entry	38.00 *	39.00 *	01/04/19	I/N/P
3 - 5 lines	66.00 *	68.00 *	01/04/19	I/N/P
6 - 8 lines	103.00 *	106.00 *	01/04/19	I/N/P

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Miniature Triptych of Remembrance/Book of Remembrance				
2 line entry	76.00 *	78.00 *	01/04/19	I/N/P
3 - 5 lines	107.00 *	110.00 *	01/04/19	I/N/P
6 - 8 lines	140.00 *	144.00 *	01/04/19	I/N/P
Book of Remembrance Sundries				
Motif	80.00 *	82.00 *	01/04/19	I/N/P
Triptych photograph	80.00 *	82.00 *	01/04/19	I/N/P
Mini Headstone Cremated Remains Burial Plots				
Purchase of exclusive rights (25 year term)	1,050.00	1,080.00	01/04/19	I/N/P
Extension of exclusive rights of burial for 10 years mini headstone cremated remains plot	445.00	458.00	01/04/19	I/N/P
Memorial and installation with first 60 characters	1,125.00	1,158.00	01/04/19	I/N/P
Additional inscription rate per letter	3.50	3.60	01/04/19	I/N/P
Blank headstone only	280.00	288.00	01/04/19	I/N/P
Photograph fixed to memorial	305.00	315.00	01/04/19	I/N/P
Replacement Granite memorial vase only for Mini Headstone Only	72.00	74.00	01/04/19	I/N/P
Inscription first 60 characters on a pre purchased memorial	249.00	256.00	01/04/19	I/N/P
Blank memorial headstone only	820.00	844.00	01/04/19	I/N/P

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Mini Headstone Cremated Remains Burial Plots (continued)				
Stone chippings per bag	56.00	58.00	01/04/19	I/N/P
Flower Holder	19.00	20.00	01/04/19	I/N/P
Book of Remembrance Memorial Tree				
Memorial Tree leaf 10 Year Rights or Renewal	232.00	239.00	01/04/19	I/N/P
Memorial Tree leaf plaque	150.00 *	154.00 *	01/04/19	I/N/P
Rights for 2nd inscription - Rights remain the same (plus cost of plaque)	112.00	115.00	01/04/19	I/N/P
Advertising fees - pre funeral brochure				
Display Advertisement Quarter A4 page	620.00 *	639.00 *	01/04/19	I/N/P
Display and Directory Entry Quarter A4 page and directory entry	775.00 *	798.00 *	01/04/19	I/N/P
Display Advertisement half A4 page	825.00 *	850.00 *	01/04/19	I/N/P
Display and Directory Entry half A4 page and directory entry	980.00 *	1,009.00 *	01/04/19	I/N/P
Display Advertisement Full A4 page	1,010.00 *	1,040.00 *	01/04/19	I/N/P
Display and Directory Entry Full A4 page and directory entry	1,160.00 *	1,195.00 *	01/04/19	I/N/P
Display Advertisement Full inside back A4 page	1,240.00 *	1,277.00 *	01/04/19	I/N/P
Display and Directory Entry Full inside back A4 page and directory entry	1,390.00 *	1,432.00 *	01/04/19	I/N/P
Copy design simple half page	50.00 *	52.00 *	01/04/19	I/N/P
Copy design complex full page	75.00 *	77.00 *	01/04/19	I/N/P
All fees discounted by 10% for repeat customers				

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Table 1:
Charges for New Dwellings <150m²

New Houses and Blocks of Flats on the same site constructed at the same time

Number of Dwellings	Total
1	£1,012.00
2	£1,350.00
3	£1,574.00
4	£1,911.00
5	£2,136.00
6	£2,472.00
More than 6 - Please contact Building Control for individually assessed charges	

Table 2:
Charges for: Extensions, Garage Conversions and Loft Conversions

Separate Extensions constructed at the same time may be aggregated together

Type of work	Total
1. Detached non-habitable building having a floor area not exceeding 40m ² in total	£524.00
2. Garage Conversions where the total floor area does not exceed 30m ² , including means of access and work in connection with that extension.	£524.00
3. Any extension or Loft Conversion where the total floor area of which does not exceed 30m ² , including means of access and work in connection with that extension.	£670.00
4. Any extension or Loft Conversion where the total floor area of which exceeds 30m ² but does not exceed 60m ² , including means of access and work in connection with that extension.	£922.00
5. Any extension or Loft Conversion where the total floor area of which exceeds 60m ² but does not exceed 100m ² , including means of access and work in connection with that extension.	£1,096.00
6. Extension etc >100m ² - Please refer to Table 3 otherwise contact Building Control for Individually assessed charges	

Table 3:
Charges for other work

For all other work not covered in Tables 1 or 2

Estimated Cost of Work	Total
£0-2,000	£242.00
£2,000-5,000	£361.00
£5,000-10,000	£524.00
£10,000-20,000	£685.00
£20,000-30,000	£833.00
£30,000-40,000	£956.00
£40,000-50,000	£1,079.00
£50,000-60,000	£1,169.00
£60,000-70,000	£1,259.00
£70,000-80,000	£1,349.00
£80,000-90,000	£1,451.00
£90,000-100,000	£1,551.00
£100,000-120,000	£1,658.00
£120,000-140,000	£1,793.00
£140,000-170,000	£1,900.00
£170,000-200,000	£2,119.00
Over £200,000 - Please contact Building Control for individually assessed charges.	

The Building Regulation charges are the same for corresponding building work for a: Full Plans Application; Building Notice; Regularisation Application; and, Reversion Application (refer to note 7 for Partnership Applications). All charges are shown with VAT at 20%. Only a charge for a Regularisation Certificate and a Reversion Certificate are exempt VAT however it is subject to a 20% uplift therefore the total fee is equivalent to all other Building Control Charges for corresponding building work.

Explanatory Notes

1. Before you build, extend or convert, you or your Agent must advise your Local Authority either by submitting Full Plans or a Building Notice. The Charge payable depends on the type of work, the number of dwellings in a building and/or the total floor area. The following tables (which are an integral part of this Schedule) may be used in conjunction with the current Charge Scheme to calculate the Charges. If you have any difficulties calculating the Charges please consult building control.

2. **Table 1:** Charges for new dwellings e.g. certain houses and flats - applicable where the total internal floor area of each dwelling, does not exceed 150m² and the building has no more than three storeys. Excluding dwellings with a basement level for basements and any other case, Table 3 applies.

3. **Table 2:** Loft conversion – For the purpose of calculating charges a reference to an extension includes a room or rooms in the roof space (including access) of an existing building not exceeding three storeys in height. Where work comprises more than one extension which is to be constructed at the same time (including rooms in roofs and associated access in buildings of three storeys or less) the total internal floor areas of all storeys of all the extensions shown on the application may be added together to determine the relevant Charge. If the extension(s) exceed 100m² or three storeys in height then Table 3 applies. All work contained within the footprint of an extensions or loft conversion is included in the fee but does not include work outside the footprint of the extension or loft conversion. For additional internal or external alterations Table 3 should be used. For multiple work that is to be carried out at the same time and falls into Table 3 as well as Table 2 the Table 3 fee may be discounted by 25%.

4. **Table 3:** Applicable to all other building work not covered by Tables 1 or 2. Total estimated cost means an estimate accepted by the local authority of a reasonable cost that would be charged by a person in business to carry out the work shown or described in the application, excluding VAT, and any professional fees paid to an architect, engineer or surveyor etc, and also exc

5. **Disabled Persons:** Building works to provide access and/or facilities for disabled people to existing dwellings and buildings to which the public have access may be exempt from Charges.

6. **Supplementary Charges:** The Building (Local Authority Charges) Regulations 2010 allow a local authority to make supplementary charges if additional costs arise as a result of confirming compliance with the Building Regulations. Such supplementary charges may be considered if costs result from: consultant costs; inaccurate/incomplete plans; revised schemes; work not being ready for inspection or additional site inspection; and, non compliant work etc.

7. **Partnership Applications:** Proposed building work outside the boundaries of the London Borough of Havering will be subject to a plan fee equating to 25% of the full plans application charge. Partnership Applications for building work checked by a Partnering Authority will be subject to an inspection fee equating to 75% of the full plans application charge.

8. **Making a Payment:** Payment can be made by credit/debit card by telephoning 01708 432700 (please note there is a 1.5% surcharge for credit card payments) or by cheque, made payable to - The London Borough of Havering.

Building Control may be contacted by telephone: 01708 432700 or by e-mail at: buildingcontrol@havering.gov.uk
Further information on submitting a Building Control application is available on our website at:

www.havering.gov.uk/buildingcontrol

Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Borough Roads:				
Note: Unlicensed Skips/Materials will be on the spot fined & removed @ £620	600.00	620.00	01/04/19	D/P
Each Skip / Builders materials on public highway				
Up to first 14 days	70.00	75.00	01/04/19	N/P
Each additional period of up to 7 days	60.00	65.00	01/04/19	N/P
Structures / Hoardings / Scaffolds				
Bond				
£100 per linear metre - Minimum 6 Metres	600.00	630.00	01/04/19	L
Licence				
Each additional period of up to 28 days/occasion				
£78.00 per linear metre - minimum 6 metres up to 28 days	450.00	468.00	01/04/19	L
£195 for 3 x NRSWA inspections @ £65 each inspection	195.00	195.00	01/04/19	D/L
Minimum charge length 6 mtrs & combined inspection = Total £663.00 min	645.00	663.00		
(ii) Vehicle Crossovers (per square metre)				
Non refundable charge for assessing applications	140.00	145.00	01/04/19	D/P
Waste disposal surcharge	50.00	100.00	01/04/19	D/L
	10.00 per sq.m	18.50 per sq.m	01/04/19	D/L

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(iii) Road Closures (per road)	2,050.00	2,150.00	01/04/19	D/L
(iv) Clearance of Blocked Drains (Vatable unless working under Statutory power)	122.50	126.00	01/04/19	N/P
(v) Parking Bay suspensions price per parking space per day (1 - 14 days)	35.00	35.00	01/04/18	D/L
price per parking space per day (15th and subsequent days)	40.00	40.00	01/04/18	D/L
(vi) Crane license (charges based on TMA 2004 permitted charges) Minimum	300.00	315.00	01/04/19	D/L
Maximum	550.00	570.00	01/04/19	N/P
(vii) Section 50 Licence (private individual to place/maintain apparatus in highway)	745.00	775.00	01/04/19	L
(£195 for 3 x NRSWA inspections @ £65 each inspection)	150.00	195.00	01/04/19	L
Total of Section 50 licence and inspections	895.00	970.00		

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Refuse Collection:				
(i) Bulky Household Refuse				
1 to 3 items	40.00	42.00	01/04/19	I/N/P
Each additional item	10.00	11.00	01/04/19	I/N/P
(ii) Compostable garden refuse sacks				
(Year's supply of 5 rolls of 10 sacks per roll)				
Standard	55.00	55.00	01/04/18	L
Top up roll (10 sacks)	11.00	11.00	01/04/18	L
Top up roll delivery	4.50	5.00	01/04/19	L
(iii) Green Waste Collection Service (per annum) (Wheeled bin hire included)				
Full year	55.00	55.00	01/04/18	L
Late payment charge	5.00	5.00	01/04/16	L
Late payment charge after bin collection	11.00	11.00	01/04/18	L
Replacement bin charge	28.00	28.00	01/04/18	L

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(B) Charges determined by Committee

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
(iv) Trade Refuse Collection Service				
From 1st April 2015 this service has been independently operated by Serco. These charges will only apply if a business within the borough exercises its legal right to require the Council to undertake the collection.				
Trade refuse sacks (pack of 26)	152.44	157.00	01/04/19	I/L
Trade refuse sacks (pack of 26) for Charity shops	118.97	123.00	01/04/19	I/L
Cardboard Collection	5.00	6.00	01/04/19	I/N/P
Container emptying and disposal:				
1100 / Palladin / 660 litre bin -1st bin per visit	33.00	34.00	01/04/19	I/N/P
2nd & subsequent bins	32.00	33.00	01/04/19	I/N/P
360 litre wheeled bin	27.00	28.00	01/04/19	I/N/P
Charity shops	27.00	28.00	01/04/19	I/N/P
LBH Schools	27.00	28.00	01/04/19	I/N/P
2nd collection from residential blocks per bin	9.00	10.00	01/04/19	I/N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
(iv) Trade Refuse Collection Service (continued)				
Container hire (per annum):				
Eurobins:				
1100 litres	226.50	234.00	01/04/19	I/N/P
660 litres	168.50	174.00	01/04/19	I/N/P
Chamberlains:				
940 litres	168.50	174.00	01/04/19	I/N/P
Palladin:				
940 litres	152.50	174.00	01/04/19	I/N/P
Container Sale				
360 litres recycling	80.00	83.00	01/04/19	I/N/P
(v) Collection & disposal of trade clinical waste (per bag / box)	13.00	14.00	01/04/19	I/N/P
(vi) Special clearances of rubbish:				
Up to 30 minutes on site	105.06	109.00	01/04/19	I/N/P
Up to 1 hour on site	210.12	217.00	01/04/19	I/N/P
Each 15 minute thereafter	53.00	55.00	01/04/19	I/N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
FOOTBALL AT PARKS WITH CRICKET (28 WEEKS)				
Pavilion with washing facilities				
Adult				
Each Saturday or Sunday during Season**	1,660.00	Withdrawn	01/04/19	L
Each alternate Saturday or Sunday during Season**	838.00	863.00	01/04/19	I/N/P
Additional Matches during Season	60.00 *	Withdrawn *	01/04/19	L
Junior (under 18)				
Each Saturday or Sunday during Season**	814.00	Withdrawn	01/04/19	L
Each alternate Saturday or Sunday during Season**	379.00	321.00	01/04/19	I/N/P
Additional Matches during Season	30.00 *	Withdrawn *	01/04/19	L
Pavilion without washing facilities Each Saturday or Sunday during Season				
Adult				
Each Saturday or Sunday during Season**	1,376.00	Withdrawn	01/04/19	L
Each alternate Saturday or Sunday during Season**	675.00	Withdrawn	01/04/19	L
Additional Matches during Season	48.00 *	Withdrawn *	01/04/19	L
**Bookings of less than 10, will attract a VAT charge.				

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(B) Charges determined by Committee

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FOOTBALL AT PARKS WITH CRICKET (28 WEEKS) (continued)				
Junior (under 18)				
Each Saturday or Sunday during Season**	623.00	Withdrawn	01/04/19	L
Each alternate Saturday or Sunday during Season**	312.00	Withdrawn	01/04/19	L
Additional Matches during Season No Pavilion Facilities	23.00 *	Withdrawn *	01/04/19	L
No Pavilion Facilities				
Adult				
Each Saturday or Sunday during Season**	999.00	Withdrawn	01/04/19	L
Each alternate Saturday or Sunday during Season**	505.00	Withdrawn	01/04/19	L
Additional Matches during Season	37.00 *	Withdrawn *	01/04/19	L
Junior (under 18)				
Each Saturday or Sunday during Season**	464.00	478.00	01/04/19	I/N/P
Each alternate Saturday or Sunday during Season**	231.00	Withdrawn	01/04/19	L
Additional Matches during Season	16.00 *	Withdrawn *	01/04/19	L
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Neighbourhoods Environment

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
FOOTBALL AT PARKS WITH CRICKET (32 WEEKS)				
Pavilion with washing facilities				
Adult				
Each Saturday or Sunday during Season**	1,928.00	1,986.00	01/04/19	I/N/P
Each alternate Saturday or Sunday during Season**	965.00	994.00	01/04/19	I/N/P
Additional Matches during Season	61.00 *	Withdrawn *	01/04/19	L
Junior (under 18)				
Each Saturday or Sunday during Season**	876.00	Withdrawn	01/04/19	L
Each alternate Saturday or Sunday during Season**	438.00	Withdrawn	01/04/19	L
Additional Matches during Season	27.00 *	Withdrawn *	01/04/19	L
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FOOTBALL AT PARKS WITH NO CRICKET (32 WEEKS)				
Pavilion without washing facilities				
Adult				
Each Saturday or Sunday during Season**	1,527.00	Withdrawn	01/04/19	L
Each alternate Saturday or Sunday during Season**	763.00	Withdrawn	01/04/19	L
Additional matches during Season	48.00 *	Withdrawn *	01/04/19	L
Junior (under 18)				
Each Saturday or Sunday during Season**	705.00	Withdrawn	01/04/19	L
Each alternate Saturday or Sunday during Season**	353.00	Withdrawn	01/04/19	L
Additional Matches during Season	23.00 *	Withdrawn *	01/04/19	L
No Pavilion Facilities				
Adult				
Each Saturday or Sunday during Season**	1,152.00	Withdrawn	01/04/19	L
Each alternate Saturday or Sunday during Season**	576.00	Withdrawn	01/04/19	L

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No Pavilion Facilities (continued)				
Junior (under 18)				
Each Saturday or Sunday during Season**	528.00	544.00	01/04/19	I/N/P
Each alternate Saturday or Sunday during Season**	264.00	Withdrawn	01/04/19	L
FOOTBALL AT WESTLANDS FIELD				
Pavilion with washing facilities				
Adult				
Each Saturday or Sunday during Season**	2018.00	2,079.00	01/04/19	I/N/P
Each alternate Saturday or Sunday during Season**	1055.00	1,087.00	01/04/19	I/N/P
Additional Matches during Season	151.00 *	Withdrawn *	01/04/19	L
MINI SOCCER				
1 Hour Slots (during season)				
Each Saturday or Sunday**	354.00	365.00	01/04/19	I/N/P
Alternate Saturday or Sunday**	176.00	181.00	01/04/19	I/N/P
RUGBY (per game)**	12.00	Withdrawn	01/04/19	L

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CRICKET				
No Pavilion Facilities				
Adults Each Saturday or Sunday during Season**	1,527.00	1,573.00	01/04/19	I/N/P
Colts (under 18) Teams Each Saturday or Sunday during Season**	763.00	Withdrawn	01/04/19	L
Occasional Matches Adults	85.00 *	Withdrawn *	01/04/19	L
Occasional Matches Colts Team	43.00 *	Withdrawn *	01/04/19	L
Pitches with Pavilions				
Adults Each Saturday or Sunday during Season**	2,742.00	2,824.00	01/04/19	I/N/P
Adults Additional Bank Holiday Mondays 3 per season**	914.00	Withdrawn	01/04/19	L
Adults Alternate Saturday or Sunday**	1,372.00	Withdrawn	01/04/19	L
Colts (under 18) Teams Each Saturday or Sunday during Season**	1,372.00	Withdrawn	01/04/19	L
Colts (under 18) Teams Additional Bank Holiday Mondays (per game)**	457.00	Withdrawn	01/04/19	L
Colts (under 18) Teams Alternate Saturday or Sunday**	686.00	Withdrawn	01/04/19	L
Occasional Matches Adults	152.00 *	Withdrawn *	01/04/19	L
Occasional Matches Colts (under 18) Team	76.00 *	Withdrawn *	01/04/19	L
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BOOT CAMPS & PERSONAL TRAINING (annual licence)				
1-5 clients 1- 3 sessions per week	560.00	576.00	01/04/19	I/N/P
1-5 clients 4 - 7 sessions per week	1,540.00	1586.00	01/04/19	I/N/P
6-20 clients 1-3 sessions per week	1,040.00	1071.00	01/04/19	I/N/P
6-20 clients 4-7 sessions per week	2,860.00	2946.00	01/04/19	I/N/P
<i>charges based on previous year's fee x median no. sessions x 40(weeks)</i>				
ALLOTMENTS				
Land charge per acre	195.00	201.00	01/04/19	I/N/P
Plot Rent (This fee is set by the Allotment Society and therefore is not published in the Councils fees and charges)				
WEDDING PHOTOGRAPHY				
Exclusive use of area of a park for wedding photography	53.00	55.00	01/04/19	I/N/P
FUNFAIRS & CIRCUSES (Circuses were charged a flat rate in 2014/15)				
Ground rent per day of operation - self standing	1,200.00	Withdrawn	01/04/19	L
part of larger event	1,500.00	Withdrawn	01/04/19	L
Ground rent per day of operation (up to 5 rides / 500 seating capacity)	New Charge	500.00	01/04/19	L
Ground rent per day of operation (more than 5 rides /500 seating capacity)	New Charge	1000.00	01/04/19	L

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FUNFAIRS & CIRCUSES (continued)				
Returnable deposit per visit.	Negotiated according to the size of the event	Negotiated according to the size of the event	01/04/19	D/L
Additional ground rent for extra non-operational days spent on site	360.00	371.00	01/04/19	D/L
TENNIS				
Licence fee per court per day for Coach/Club** **Bookings of less than 10, will attract a VAT charge.	6.00	Withdrawn	01/04/19	L
PARKS (all events and activities are subject to appropriate licence fees at a separate charge)				
Minimum charge for the hire of park & open space <i>Charges to be negotiated with organiser based on details of event provided on the application . Factors to be considered are the type of organisation/individual, park and area being used, is it exclusive use of the space, time of usage, and scale of the event</i>	88.00	91.00	01/04/19	I/N/P
Inflatables (per item)	By Negotiation 75.00	By Negotiation Withdrawn	01/04/19	I/N/P
Mobile catering unit (per month)	250.00	258.00	01/04/19	I/N/P
Raphael Park Meeting Room (charge per hour)	16.00	16.00	01/04/19	I/N/P
Westlands Pavilion hire (charge per hour)	20.00	21.00	01/04/19	I/N/P

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CHARGES FOR NON SCHEDULED WORKS				
Week day rates				
18 tonne grab lorry and driver per hour	158.00 *	163.00 *	01/04/19	I/N/P
2 staff & a van (includes tools & machinery) per hour	76.00 *	79.00 *	01/04/19	I/N/P
1 staff & a van (includes tools & machinery) per hour	44.00 *	46.00 *	01/04/19	I/N/P
Tractor & implement, or trailer with operator per hour	48.00 *	50.00 *	01/04/19	I/N/P
Ride on mower & operator per hour	44.00 *	46.00 *	01/04/19	I/N/P
Member of staff per hour (standard hours)	32.00 *	33.00 *	01/04/19	I/N/P
Charge hand per hour (standard hours)	40.00 *	42.00 *	01/04/19	I/N/P
Supply & plant memorial tree (up to 2metre football Inc. stakes & ties)	304.00 *	314.00 *	01/04/19	I/N/P
Initial mark - rugby pitch per pitch per occasion	125.00 *	129.00 *	01/04/19	I/N/P
Re-mark - rugby pitch per pitch per occasion	44.00 *	46.00 *	01/04/19	I/N/P
Initial mark – football pitch per pitch per occasion	113.00 *	117.00 *	01/04/19	I/N/P
Re-mark football pitch per pitch per occasion	38.00 *	40.00 *	01/04/19	I/N/P
Initial mark six lane 400 metre running track per occasion	496.00 *	511.00 *	01/04/19	I/N/P
Re-mark six lane 400 metre running track per occasion	113.00 *	117.00 *	01/04/19	I/N/P
Initial mark hockey pitch per occasion	76.00 *	79.00 *	01/04/19	I/N/P
Re-mark hockey pitch per occasion	26.00 *	27.00 *	01/04/19	I/N/P
Remove or install goal post socket each (excludes socket)	76.00 *	79.00 *	01/04/19	I/N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

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Week day rates (continued)				
Preparation of new or renovation of shrub beds per m2	52.00 *	54.00 *	01/04/19	I/N/P
Shrub bed planting (five 3 litre container grown shrubs) per m2	46.30 *	48.00 *	01/04/19	I/N/P
Shrub bed mulching (using composted whole tree mulch) per m2	3.00 *	4.00 *	01/04/19	P
Hedge cutting per linear metre	8.00 *	9.00 *	01/04/19	P
Prepare ground, supply & lay turf per m2	8.00 *	9.00 *	01/04/19	P
Prepare ground, supply and sow grass seed per m2	5.00 *	6.00 *	01/04/19	P
Saturday rates				
1 staff & a van (includes tools & machinery) per hour	60.00 *	62.00 *	01/04/19	I/N/P
2 staff & a van (includes tools & machinery) per hour	108.00 *	112.00 *	01/04/19	I/N/P
Member of staff per hour (standard hours)	48.00 *	50.00 *	01/04/19	I/N/P
Charge hand per hour (standard hours)	59.00 *	61.00 *	01/04/19	I/N/P

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

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ENVIRONMENTAL HEALTH:				
Defra				
Stray Dog Service - Environmental Protection (Stray Dogs) Regulation 1992				
Impounding fee per dog	25.00	25.00	01/04/92	P
Gambling Act 2005				
Bingo club - Gambling Act 2005 Dept. of Culture and Media and Sport				
Copy licence	25.00	25.00	01/10/06	P
Notification of change	50.00	50.00	01/10/06	P
Betting shop - Dept. of Culture and Media and Sport				
Copy licence	25.00	25.00	01/10/06	P
Notification of change	50.00	50.00	01/10/06	P
Betting premises tracks - Dept. of Culture and Media and Sport				
Copy licence	25.00	25.00	01/10/06	P
Notification of change	50.00	50.00	01/10/06	P

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Family entertainment centres - Dept. of Culture and Media and Sport				
Application to vary	1,000.00	1,000.00	01/10/06	P
Copy licence	25.00	25.00	01/10/06	P
Notification of change	50.00	50.00	01/10/06	P
Adult gaming centres - Dept. of Culture and Media and Sport				
Application to vary	1,000.00	1,000.00	01/10/06	P
Copy licence	25.00	25.00	01/10/06	P
Notification of change	50.00	50.00	01/10/06	P
Lottery - Dept. of Culture and Media and Sport				
New registration	40.00	40.00	01/10/06	P
Annual re registration	20.00	20.00	01/10/06	P
Permit fees - Dept. of Culture and Media and Sport				
Notification of right of licensed premises to have 2 gaming machines	50.00	50.00	01/10/06	P
Family entertainment centre - Dept. of Culture and Media and Sport				
New application	300.00	300.00	01/10/06	P
Change of name	25.00	25.00	01/10/06	P
Copy of permit	15.00	15.00	01/10/06	P

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(A) Statutory and Nationally Agreed Charges -

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Prize Gaming permit (S 16) Dept. of Culture and Media and Sport				
New application	300.00	300.00	31/03/05	P
Change of name	25.00	25.00	31/03/05	P
Copy of permit	15.00	15.00	31/03/05	P
Licensed premises gaming machine permit - Dept. of Culture Media and Sport				
New application (new operator)	150.00	150.00	31/03/05	P
New application (existing operator)	100.00	100.00	31/03/05	P
Vary a permit	100.00	100.00	31/03/05	P
Transfer application	25.00	25.00	31/03/05	P
Annual fee (1st fee payable within 30 days of issue)	50.00	50.00	31/03/05	P
Change of name	25.00	25.00	31/03/05	P
Copy of permit	15.00	15.00	31/03/05	P

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*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Club gaming machine permit - Dept. of Culture and Media and Sport				
New application	200.00	200.00	31/03/05	P
Renewal	100.00	100.00	31/03/05	P
New application (existing operator)	100.00	100.00	31/03/05	P
Vary a permit	100.00	100.00	31/03/05	P
Copy of permit	15.00	15.00	31/03/05	P
Annual fee (1st fee payable within 30 days of issue)	50.00	50.00	31/03/05	P
Environment Protection Act (Defra)				
Application Fee				
Standard Process	1,650.00	1,650.00	01/04/18	P
Additional fee for operating without a permit	1,188.00	1,188.00	01/04/18	P
Reduced fee activities (except VRs)	New Charge	155.00	01/04/19	P
Service stations PVR I/dry cleaner/ waste oil burner <0.4MW	257.00	Withdrawn	01/04/18	P
Vehicle refinisher	362.00	362.00	01/04/18	P
Reduced fee activities: Additional fee for operating without a permit.	New Charge	99.00	01/04/19	P

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Environment Protection Act (Defra) (continued)				
Service station PVR I& II combined	257.00	257.00	01/04/18	P
Additional fee for operating without a permit	71.00	Withdrawn	01/04/19	P
Mobile screening and crushing plant	1,650.00	1,650.00	01/04/18	P
For the third to seventh applications	985.00	985.00	01/04/18	P
For the eight and subsequent applications	498.00	498.00	01/04/18	P
Note: Where an application for any of the above is for a combined Part B and	No Charge	No Charge	01/04/18	P
Annual subsistence charge				
Standard process Low (+£103*)	772.00	772.00	01/04/18	P
Standard process Medium (+£156.00*)	1,161.00	1,161.00	01/04/18	P
Standard process High (+£207*)	1,747.00	1,747.00	01/04/18	P
<i>(+) to be added when the above standard process is for combined part B and waste site</i>				
Service stations PVR I/dry cleaner/ waste oil burner <0.4MW				
Low	79.00	79.00	01/04/18	P
Medium	158.00	158.00	01/04/18	P
High	237.00	237.00	01/04/18	P

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Environment Protection Act (Defra) (continued)				
Vehicle refinisher				
Low	228.00	228.00	01/04/18	P
Medium	365.00	365.00	01/04/18	P
High	548.00	548.00	01/04/18	P
Service station PVRI and II combined				
Low	113.00	113.00	01/04/18	P
Medium	226.00	226.00	01/04/18	P
High	341.00	341.00	01/04/18	P
Odourising of natural gas				
Low	New Charge	79.00	01/04/19	P
Medium	New Charge	158.00	01/04/19	P
High	New Charge	237.00	01/04/19	P
Mobile screening and crushing plant For the first and second plants				
Low	626.00	646.00	01/04/19	P
Medium	1,034.00	1,034.00	01/04/18	P
High	1,551.00	1,506.00	01/04/19	P

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Environment Protection Act (Defra) (continued)				
For the third to seventh applications				
Low	385.00	385.00	01/04/18	P
Medium	617.00	617.00	01/04/18	P
High	924.00	924.00	01/04/18	P
Subsistence Charge under Reg 33 for Part B solvent waste & solvents				
Low	104.00	Withdrawn	01/04/19	P
Medium	156.00	Withdrawn	01/04/19	P
High	207.00	Withdrawn	01/04/19	P
For the eighth and subsequent applications				
Low	198.00	198.00	01/04/18	P
Medium	314.00	316.00	01/04/19	P
High	473.00	473.00	01/04/18	P
Where a part B is subject to E-PRTR Regulations reporting, add £104 to above	104.00	Withdrawn	01/04/19	P
Late payment fee	52.00	Withdrawn	01/04/19	P
Transfer and Surrender of a permit				
Standard process transfer	169.00	169.00	01/04/18	P
Standard process partial transfer	497.00	497.00	01/04/18	P
New operator at low risk reduced fee activity	78.00	78.00	01/04/18	P

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Transfer and Surrender of a permit (continued)				
Surrender: all Part B activities	No Charge	No Charge	01/05/12	P
Transfer : Service Stations and Waste Oil burners <0.4MW	No Charge	No Charge	01/05/12	P
Reduced fee activities: Transfer	No Charge	No Charge	01/05/12	P
Reduced fee activities: partial transfer	47.00	47.00	01/04/18	P
Temporary				
First transfer	New Charge	53.00	01/04/19	P
Transfer for mobiles				
Repeat transfer	New Charge	11.00	01/04/19	P
Repeat following enforcement or warning	New Charge	53.00	01/04/19	P
Substantial changes to s10 and s11				
One off annual payment				
Standard process	1,050.00	1,050.00	01/04/18	P
Standard process where the substantial change results in a new PPC activity	1,650.00	1,650.00	01/04/18	P
Reduced fee activities	102.00	102.00	01/04/18	P
Note: Reduced fee activities are; Service Stations, Vehicle Refinishers, Dry Cleaners and Small Waste Oil burners under 0.4MW				

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Environmental Protection Act (DEFRA): LAPPC mobile plant charges				
Number of Permits				
1 Low	New Charge	646.00	01/04/19	P
1 Medium	New Charge	1,034.00	01/04/19	P
1 High	New Charge	1,506.00	01/04/19	P
2 Low	New Charge	646.00	01/04/19	P
2 Medium	New Charge	1,034.00	01/04/19	P
2 High	New Charge	1,506.00	01/04/19	P
3 Low	New Charge	385.00	01/04/19	P
3 Medium	New Charge	617.00	01/04/19	P
3 High	New Charge	924.00	01/04/19	P
4 Low	New Charge	385.00	01/04/19	P
4 Medium	New Charge	617.00	01/04/19	P
4 High	New Charge	924.00	01/04/19	P
5 Low	New Charge	385.00	01/04/19	P
5 Medium	New Charge	617.00	01/04/19	P
5 High	New Charge	924.00	01/04/19	P
6 Low	New Charge	385.00	01/04/19	P
6 Medium	New Charge	617.00	01/04/19	P
6 High	New Charge	924.00	01/04/19	P

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Neighbourhoods Environment

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*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Environmental Protection Act (DEFRA): LAPPC mobile plant charges (continued)				
7 Low	New Charge	385.00	01/04/19	P
7 Medium	New Charge	617.00	01/04/19	P
7 High	New Charge	924.00	01/04/19	P
8 and over Low	New Charge	198.00	01/04/19	P
8 and over Medium	New Charge	316.00	01/04/19	P
8 and over High	New Charge	473.00	01/04/19	P
<p>Note: Subsistence charges can be paid in four equal quarterly instalments paid on 1st April, 1st July, 1st October and 1st January. Where paid quarterly the total amount payable to the local authority will be increased by £36.</p>				
Payment in 4 equal instalments (1st April, 1st July, 1st October, 1st January)				
Standard process	1,088.00	Withdrawn	01/04/19	P
Standard process where the substantial change results in a new PPC activity	1,688.00	Withdrawn	01/04/19	P
Service stations/Dry cleaners /waste oil burner <0.4MW/ vehicle re-sprayers	140.00	Withdrawn	01/04/19	P

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Licensing Act 2003 fees set by Home Office				
Application for the grant or renewal of a personal licence	37.00	37.00	01/11/05	P
Temporary event notice	21.00	21.00	01/11/05	P
Theft, loss, etc. of premises licence or summary	21.00	21.00	01/11/05	P
Application for a provisional statement where premises being built etc.	10.50	10.50	01/11/05	P
Notification of change of name or address	10.50	10.50	01/11/05	P
Application to vary licence to specify individual as premises supervisor	23.00	23.00	01/11/05	P
Application for transfer of premises licence	23.00	23.00	01/11/05	P
Interim authority notice following death etc. of licence holder	10.50	10.50	01/11/05	P
Theft, loss etc. of certificate or summary	23.00	23.00	01/11/05	P
Notification of change of name or alteration of rules of club	23.00	23.00	01/11/05	P
Change of relevant registered address of club	23.00	23.00	01/11/05	P
Theft, loss etc. of temporary event notice	10.50	10.50	01/11/05	P
Theft, loss etc. of personal licence	10.50	10.50	01/11/05	P
Duty to notify change of name or address	10.50	10.50	01/11/05	P
Right of freeholder etc. to be notified of licensing matters	10.50	10.50	01/11/05	P

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Main Fee Levels				
Based on non domestic rateable value:				
Band A	£0 - £4,300			
Band B	£4,301 - £33,000			
Band C	£33,001 - £87,000			
Band D	£87,001 - £125,000			
Band E	£125,001 and over			
Premises Licences				
New Applications and variation				
Band A	100.00	100.00	01/11/05	P
Band B	190.00	190.00	01/11/05	P
Band C	315.00	315.00	01/11/05	P
Band D	450.00	450.00	01/11/05	P
Band E	635.00	635.00	01/11/05	P
Multiplier applied to premises used exclusively or primarily for the supply of alcohol for consumption on the premises (bands D & E only)				
Band D x 2	900.00	900.00	01/11/05	P
Band E x 3	1,905.00	1,905.00	01/11/05	P

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Premises Licences (continued)				
Annual maintenance fee to keep premises licence current.				
Band A	70.00	70.00	01/11/05	P
Band B	180.00	180.00	01/11/05	P
Band C	295.00	295.00	01/11/05	P
Band D	320.00	320.00	01/11/05	P
Band E	350.00	350.00	01/11/05	P
Annual charge multiplier applied to premises used exclusively or primarily for the supply of alcohol for consumption on the premises (bands D & E only)				
Band D x 2	640.00	640.00	01/11/05	P
Band E x 3	1,050.00	1,050.00	01/11/05	P
Additional Fees				
There are additional fees for premises licence applications, and the annual fee for exceptionally large scale events (5000+), unless certain conditions apply. Please read Regulation 4(4) and 4(5) of the licensing Act (Fees) Regulations 2005.				

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Neighbourhoods Environment

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Additional Premises licence fee				
Numbers in attendance at any one time				
5,000 - 9,999	1,000.00	1,000.00	01/11/05	P
10,000 - 14,999	2,000.00	2,000.00	01/11/05	P
15,000 - 19,999	4,000.00	4,000.00	01/11/05	P
20,000 - 29,999	8,000.00	8,000.00	01/11/05	P
30,000 - 39,999	16,000.00	16,000.00	01/11/05	P
40,000 - 49,999	24,000.00	24,000.00	01/11/05	P
50,000 - 59,999	32,000.00	32,000.00	01/11/05	P
60,000 - 69,999	40,000.00	40,000.00	01/11/05	P
70,000 - 79,999	48,000.00	48,000.00	01/11/05	P
80,000 - 89,999	56,000.00	56,000.00	01/11/05	P
90,000 and over	64,000.00	64,000.00	01/11/05	P

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Neighbourhoods Environment

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Additional annual maintenance fee payable (if applicable)				
Numbers in attendance at any one time				
5,000 - 9,999	500.00	500.00	01/11/05	P
10,000 - 14,999	1,000.00	1,000.00	01/11/05	P
15,000 - 19,999	2,000.00	2,000.00	01/11/05	P
20,000 - 29,999	4,000.00	4,000.00	01/11/05	P
30,000 - 39,999	8,000.00	8,000.00	01/11/05	P
40,000 - 49,999	12,000.00	12,000.00	01/11/05	P
50,000 - 59,999	16,000.00	16,000.00	01/11/05	P
60,000 - 69,999	20,000.00	20,000.00	01/11/05	P
70,000 - 79,999	24,000.00	24,000.00	01/11/05	P
80,000 - 89,999	28,000.00	28,000.00	01/11/05	P
90,000 and over	32,000.00	32,000.00	01/11/05	P

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Neighbourhoods Environment

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Club premises certificates				
New application variation				
Band A	100.00	100.00	01/11/05	P
Band B	190.00	190.00	01/11/05	P
Band C	315.00	315.00	01/11/05	P
Band D	450.00	450.00	01/11/05	P
Band E	635.00	635.00	01/11/05	P
Annual maintenance fee				
Band A	70.00	70.00	01/11/05	P
Band B	180.00	180.00	01/11/05	P
Band C	295.00	295.00	01/11/05	P
Band D	320.00	320.00	01/11/05	P
Band E	350.00	350.00	01/11/05	P
Fireworks Explosives Regulations 2014 (set by HSE)				
Registration (Unlimited) initial application	500.00	500.00	01/04/17	P
Renewal	552.00	552.00	01/04/17	P
Licence (limited) to store explosives (fireworks)				
New Application 1 year	109.00	109.00	01/04/17	P
Renewal 1 year	52.00	52.00	06/04/16	P
Renewal 3 year	120.00	120.00	01/04/17	P

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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Fireworks Explosives Regulations 2014 (set by HSE) - Continued				
Licence to store explosives where a minimum separation distance is prescribed				
New application 1 year	185.00	185.00	06/04/16	P
Renewal 1 year	86.00	86.00	06/04/16	P
Renewal 3 years	206.00	206.00	06/04/16	P
Varying a licence				
Varying the name of licensee or address of site	36.00	36.00	06/04/16	P
Transfer of licence	36.00	36.00	06/04/16	P
Replacement of licence if lost	36.00	36.00	06/04/16	P

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Neighbourhoods Planning

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
LOCAL LAND CHARGES:				
Certain fees are laid down in regulations made under the Local Land Charges Act 1975.				
Fees for Official Local Land Charge Certificates				
Registration of a charge in Part II of the registers	88.00	91.00	01/04/19	I/N/P
Official search (including issue of official certificate of search)				
a) in only part of the register (one parcel)	8.50	9.00	01/04/19	I/N/P
b) in only part of register (each additional parcel thereafter),	2.25	2.50	01/04/19	I/N/P
c) in the whole of the register - post or fax (one parcel)	21.00	21.50	01/04/19	I/N/P
d) in the whole of the register - post or fax (each additional parcel thereafter)	5.25	5.50	01/04/19	I/N/P
e) in the whole of the register - where the requisition is made by electronic means in accordance with rule 16 (one parcel)	21.00	21.50	01/04/19	I/N/P
f) in the whole of the register - where the requisition is made by electronic means in accordance with rule 16 (each additional parcel thereafter)	5.25	5.50	01/04/19	I/N/P
Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to these rules)	1.75	1.80	01/04/19	N/P

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Neighbourhoods Planning

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Office copy of any plan or other document filed pursuant to these rules:				
Personal Searches in whole or part of the Register	No Charge	No Charge	01/07/10	L
Extract of register in place of personal search				
First Page	2.25	2.30	01/04/19	I/N/P
Subsequent pages	0.25	0.30	01/04/19	I/N/P
CON29(R) Enquiries				
One parcel of land	106.00 *	109.00 *	01/04/19	I/N/P
Several parcels of land				
Each additional (fees that exceed 100 to be fixed by arrangement)	45.50 *	47.00 *	01/04/19	I/N/P
Update Search Fee	75.25 *	77.50 *	01/04/19	I/N/P
Part 2 Enquiries				
Each printed enquiry	21.75 *	22.50 *	01/04/19	I/N/P
With exception to Question 4	33.50 *	34.50 *	01/04/19	L
With exception of surrounding area enquiries	37.25 *	38.50 *	01/04/19	I/N/P
Provision of access data to external body to answer CON29(R) and (O) questions Data for CON 29(R) questions	No charge	No charge	01/07/10	L

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Neighbourhoods Planning

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Copying Charges - Legal Documents				
Certified Copy of Land Search - Paper Copy	15.50	16.00	01/04/19	I/N/P
First Page	2.25	2.50	01/04/19	N/P
Subsequent pages	0.25	0.30	01/04/19	N/P
Certified copy of extract of Highways Register (letter and extract)	31.00	32.00	01/04/19	I/N/P
Certified copy of extract of Highways Register (extract only and collection only)	15.50	16.00	01/04/19	P
New Residential Addresses - (building names included) in an existing road				
1 dwelling	62.00	64.00	01/04/19	I/N/P
2 - 5 dwellings	82.50	85.00	01/04/19	I/N/P
6 - 25 dwellings	98.00	101.00	01/04/19	I/N/P
26 - 45 dwellings	201.00	207.00	01/04/19	I/N/P
46 - 100 dwellings	428.00	441.00	01/04/19	I/N/P
100+ plots (plus an extra fee of £95 for each additional 10 dwellings (or part thereof))	721.00	743.00	01/04/19	I/N/P
	98.00	101.00	01/04/19	I/N/P

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Neighbourhoods Planning

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
New Residential Addresses (building names included) plus single road name				
1 - 5 dwellings	139.00	144.00	01/04/19	D/L
6 - 25 dwellings	160.00	165.00	01/04/19	I/N/P
26 - 45 dwellings	257.50	265.00	01/04/19	I/N/P
46 - 100 dwellings	484.50	499.00	01/04/19	I/N/P
100+ plots (plus an extra fee of £155 for each additional 10 dwellings (or part thereof)	777.50	801.00	01/04/19	I/N/P
	160.00	165.00	01/04/19	I/N/P
For each additional road name	67.00	69.00	01/04/19	I/N/P
New Commercial/Industrial Addresses (building name included) in an existing road				
1 unit	62.00	64.00	01/04/19	I/N/P
2 - 5 units	82.50	85.00	01/04/19	I/N/P
6 - 10 units	98.00	101.00	01/04/19	I/N/P
11 units plus	139.00	143.00	01/04/19	I/N/P

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Neighbourhoods Planning

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
New Commercial/Industrial Addresses (building name included) plus a single road name				
1 unit	82.50	85.00	01/04/19	I/N/P
2 - 5 units	98.00	101.00	01/04/19	I/N/P
6 - 10 units	118.50	122.00	01/04/19	I/N/P
11 units plus	160.00	165.00	01/04/19	I/N/P
For each additional road name	67.00	69.00	01/04/19	I/N/P
New street name without any new dwellings or units	67.00	69.00	01/04/19	I/N/P
Naming of land parcel	67.00	69.00	01/04/19	I/N/P
Renaming of existing road or building (residential, commercial or industrial)	67.00	69.00	01/04/19	I/N/P
(plus an extra fee of £21.50 for each additional dwelling or building affected)	20.75	21.50	01/04/19	I/N/P
Research time: flat fee for research into possible street names	41.25	42.50	01/04/19	I/N/P
Non-refundable in the event that the suggested name(s) are not selected. One set of research to be undertaken.				

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Neighbourhoods Registrars (A) - Statutory

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Registrar of Births, Deaths and Marriages and Civil Partnerships:				
Places of Worship Registration Act 1855 Section 5 Certification of place of meeting for religious worship	29.00	29.00	01/09/14	P
Marriage Act 1949:				
Section 27 (6) Entering a notice of marriage in a marriage notice book				
(A) Where both parties to the proposed marriage are exempt persons within the meaning of section 49 Immigration act 2014	35.00	35.00	01/04/12	P
(B) In any other cases from 2nd March 2014	47.00	47.00	02/03/15	P
Section 41 (6) Registration of building for solemnization of marriages	123.00	123.00	01/09/14	P
Section 51 Fee of registrar for attending marriage/civil partnership:				
(i) At a register office	46.00	46.00	01/04/12	P
(ii) At a registered building or at a place where the house hold or detained person usually resides	86.00	86.00	01/09/14	P
(iii) Fee of Superintendent Registrar for attending marriage/civil partnership at the place where:				
a) Housebound or	84.00	84.00	01/09/14	P
b) Detained person usually resides	94.00	94.00	01/09/14	P

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Neighbourhoods Registrars (A) - Statutory

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Immigration Act 2016 :				
Consideration by a Superintendent Registrar of a divorce/civil partnership dissolution obtained outside of the British Isles (from 01/11/17)	50.00	50.00	01/04/18	P
Consideration by the Registrar General of a divorce/civil partnership dissolution obtained outside of the British Isles (from 01/11/17)	75.00	75.00	01/04/18	P
Consideration of a reduction in the 28 day notice to marry or form a civil partnership (from 01/11/17)	60.00	60.00	01/04/18	P
Marriage Act 1949 (continued):				
Section 64(1)				
Certified copy of entry issued under the subsection:				
(i) When application is made at the time of registering	4.00	11.00	16/02/19	P
(ii) After the time of registration	7.00	11.00	16/02/19	P
Certified copy of entry for Civil Partnerships:				
(i) At the time of registration	4.00	11.00	16/02/19	P
(ii) After the time of registration	10.00	11.00	16/02/19	P

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Neighbourhoods Registrars (A) - Statutory

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Marriage Act 1949 (continued):				
Section 64(2) General search of indexes of register of books kept by superintendent registrars	18.00	18.00	01/04/04	P
Certified copy of entry issued under that sub-section	10.00	11.00	16/02/19	P
Section 65(2) Certified copy of entry ,following search of indexes kept at General Register Office	10.00	11.00	16/02/19	P
Births, Deaths Registration Act 1953:				
At the time of registration	New Charge	11.00	16/02/19	P
After the time of registration	New Charge	11.00	16/02/19	P
Section 30(2) certified copy of entry following search of indexes kept at General Register Office	10.00	11.00	16/02/19	P

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Neighbourhoods Registrars (A) - Statutory

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Immigration Act 2016 :				
Fees for corrections to Initial Registration				
Forename added within 12 months of birth registration	40.00	40.00	01/11/17	P
Consideration by Registrar/Superintendent Registrar of a correction application (from 01/11/17)	75.00	75.00	01/11/17	P
Consideration by Registrar General of a correction application	90.00	90.00	01/11/17	P
Priority Certificate Fee 24 hr service	New Charge	35.00	16/02/19	P
Fees for conversion of a Civil Partnership into Marriage				
Conversion of a civil partnership into marriage At the Register Office	45.00	45.00	01/11/17	P
Two stage procedure on other premises				
Completing the declaration	27.00	27.00	01/11/17	P
Signing the declaration in a religious building registered for the marriage of same sex couples	91.00	91.00	01/11/17	P

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Neighbourhoods Registrars - Non Statutory

(B) Charges determined by Committee

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
REGISTRAR OF BIRTHS, DEATHS, MARRIAGES AND CIVIL PARTNERSHIPS:				
Off site attendance to officiate at an approved premise wedding/civil partnership:				
Monday to Friday	585.00	605.00	01/04/19	I/N/P
Saturday	700.00	720.00	01/04/19	I/N/P
Sunday/ Bank Holiday	715.00	735.00	01/04/19	I/N/P
On site attendance to officiate at a wedding/civil partnership held in Langtons Hall:				
Monday to Thursday	530.00	545.00	01/04/19	I/N/P
Friday (Inc. red carpet)	640.00	660.00	01/04/19	I/N/P
Saturday (Inc. red carpet)	880.00	905.00	01/04/19	I/N/P
Sunday/ Bank Holiday (Inc. red carpet)	815.00	840.00	01/04/19	I/N/P
On site attendance to officiate at a wedding/civil partnership at Langtons House/Orangery				
Monday to Thursday	290.00	300.00	01/04/19	I/N/P
Friday	470.00	485.00	01/04/19	I/N/P
Saturday	585.00	600.00	01/04/19	I/N/P
Sunday/ Bank Holiday	715.00	735.00	01/04/19	I/N/P

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Neighbourhoods Registrars - Non Statutory

(B) Charges determined by Committee

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Other Civil Ceremonies				
Welcoming Ceremonies / Re-affirmation of vows (* prices include VAT) Held in Langtons Wedding Rooms				
Monday to Thursday	290.00 *	300.00 *	01/04/19	I/N/P
Friday	470.00 *	485.00 *	01/04/19	I/N/P
Saturday	585.00 *	600.00 *	01/04/19	I/N/P
Sunday	715.00 *	735.00 *	01/04/19	I/N/P
Welcoming Ceremonies / Re-affirmation of vows (* prices include VAT) Held in Langtons Hall				
Monday to Thursday	530.00 *	545.00 *	01/04/19	I/N/P
Friday	640.00 *	660.00 *	01/04/19	I/N/P
Saturday	880.00 *	905.00 *	01/04/19	I/N/P
Sunday	815.00 *	840.00 *	01/04/19	I/N/P
(An additional amount is charged if any ceremony falls on the following three days: Valentine's Day, Christmas Eve or New Year's Eve)	115.00	118.00	01/04/19	I/N/P

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Welcoming Ceremonies / Re-affirmation of vows (* prices include VAT) Held in Langtons Hall (continued)				
Individual Citizenship Ceremony	175.00	180.00	01/04/19	I/N/P
Wedding Rehearsal fee (per half hour)	55.00	57.00	01/04/19	I/N/P
Wedding Packages				
Silver Wedding Package/Civil Partnership Package (Friday)	2,000.00	2,000.00	01/04/17	L
Gold Wedding Package/Civil Partnership Package (Sunday)	3,000.00	3,000.00	01/04/17	L
Saturday Winter Wedding Package	4,000.00	Withdrawn	01/04/19	L
Surcharge for evening weddings at 5pm & 6pm on Thursdays & Fridays (includes Langton's House and Approved Premises)	200.00	205.00	01/04/19	I/N/P
Surcharge for candlelit weddings between October-March in addition to an evening wedding option	200.00	205.00	01/04/19	I/N/P
Payment in advance of a non-refundable booking fee for Register Office Weddings only	50.00	57.00	01/04/19	
Change of ceremony appointment fee	55.00	57.00	01/04/19	I/N/P

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(B) Charges determined by Committee

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Premium Appointment Service (additional casual registrars used to cover up to one hour)	46.00	47.00	01/04/19	I/N/P
Non-Refundable booking fee for Notice of Marriage (applies to non-attendees only - in line with statutory fee for notice of marriage)	35.00	35.00	01/04/19	L
Langtons Hall Hire (Hourly)				
Monday - Friday 9.00-17.00	40.00	41.00	01/04/19	I/N/P
Monday - Thursday 17.00-24.00	50.00	52.00	01/04/19	I/N/P
Friday Evening, Saturday and Sunday (A discount of 20% applies for bookings of more than 6 hours for Friday evening and the weekend)	95.00	95.00	01/04/17	L
Damage deposit for Langton's Hall function bookings	250.00	250.00	01/04/16	L
Langtons Room Hire (Hourly Minimum 2 hours)				
Room Hire Monday - Sunday 09.00 - 21.00	40.00	41.00	01/04/19	I/N/P
Charity Room Hire Monday - Thursday 09.00 - 21.00 (A discount of 40% applies for Charity/Community groups by application)	24.00	24.60	01/04/19	I/N/P

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Neighbourhoods Registrars - Non Statutory

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Sponsorship for Langtons Ceremony Brochure				
Whole A5 page - Portrait	750.00 *	770.00 *	01/04/19	I/N/P
Half A5 Page - Landscape	420.00 *	432.00 *	01/04/19	I/N/P
Quarter A5 Page - Portrait	260.00 *	267.00 *	01/04/19	I/N/P
Back Cover - Whole A5 Page - Portrait	1,468.00 *	1,200.00 *	01/04/19	L
Inside Front and Back Cover - Whole A5 Page - Portrait	1,101.00 *	1,134.00 *	01/04/19	P
Nationality Document Return Service				
Per person	45.00 *	Withdrawn *	01/04/19	L
Passport Checking Service				
Per Person	15.00 *	Withdrawn *	01/04/19	L
Copy Certificate fast-track service				
Within 24 hours+	25.00	Withdrawn	01/04/19	L
While you wait+	45.00	Withdrawn	01/04/19	L
+(above charges are in addition to statutory fee for actual certificate)				
Postage Costs:				
Marriage Authorities to other Districts by 1st class recorded delivery	6.00	Withdrawn	01/04/19	L
Copy certificates by 1st class recorded delivery	5.00	5.00	01/04/16	L

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
TRADING STANDARDS:				
Trading Standards NE London Metrology Partnership Income Income is credited to the joint trading account				
Section 11 (4) of the Weights and Measures Act 1985				
Measuring Instruments:				
(a) Linear (with or without divisions/sub divisions)				
First Tape	12.80 *	13.00 *	01/04/19	N/P
(b) Capacity (without divisions, not exceeding 1 litre) - each measure				
	10.50 *	11.00 *	01/04/19	N/P
(c) Cubic ballast				
Other than brim (each measure)	211.80 *	218.00 *	01/04/19	N/P
Brim/bucket type (each measure)	93.50 *	96.00 *	01/04/19	N/P
1. Liquid capacity measures for making and checking average quantity purchases each measure	33.20 *	34.00 *	01/04/19	N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Measuring Instruments (continued):				
2. Templates (per scale)	58.10 *	60.00 *	01/04/19	N/P
First item	23.65 *	24.00 *	01/04/19	N/P
Second and subsequent items				
(d) Liquid fuel, Lubricants etc. (each instrument)				
1. Container type (not sub-divided)	108.25 *	112.00 *	01/04/19	N/P
2. Other types (multi-outlets)				
1 meter tested	140.80 *	145.00 *	01/04/19	N/P
Each additional meter tested	86.67 *	89.00 *	01/04/19	N/P
3. Test of peripheral equipment on separate visit	108.25 *	112.00 *	01/04/19	N/P
4. Test of credit card acceptor	108.25 *	112.00 *	01/04/19	N/P
5. MID verification				
1 meter tested	176.85 *	182.00 *	01/04/19	N/P
Each additional meter	108.25 *	112.00 *	01/04/19	N/P

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I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Measuring Instruments (continued):				
(e) Intoxicating liquor (each instrument)				
Not exceeding 150ml (individual submissions)	21.00 *	22.00 *	01/04/19	N/P
Other	25.25 *	26.00 *	01/04/19	N/P
(g) Each weight (stamping)				
1. Weights exceeding 5kg or not exceeding 500mg, 2cm	11.60 *	12.00 *	01/04/19	N/P
2. Other weights	8.90 *	9.00 *	01/04/19	N/P
3. Other weights (more than one submitted)	7.45 *	8.00 *	01/04/19	N/P
4. Adjusting weights (per hour)	110.00 *	113.00 *	01/04/19	N/P
(h) Verification - Weighing Machines / Weighing Equipment				
1. Calibrated to weigh only metric:				
Not exceeding 15kg	36.00 *	37.00 *	01/04/19	N/P
Exceeding 15kg to 100kg	51.50 *	53.00 *	01/04/19	N/P
Exceeding 100kg to 250kg	85.20 *	88.00 *	01/04/19	N/P
Exceeding 250kg to 1 tonne	120.00 *	127.00 *	01/04/19	I/L
Exceeding 1 tonne to 10 tonne	197.60 *	204.00 *	01/04/19	N/P
Exceeding 10 tonnes to 30 tonnes	415.00 *	427.00 *	01/04/19	N/P
Exceeding 30 tonnes to 60 tonnes	618.30 *	637.00 *	01/04/19	N/P

Basis of Increase:

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I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

P - The Corporate Charging Policy

L - A local charging policy that deviates from the Corporate Charging Policy

Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Measuring Instruments (continued):				
2. When testing instruments incorporate peripherals such as remote display or printing facilities, and where completion of the test requires a second person or a second series of tests by the same person, an additional fee may be charged at the standard hourly rate:	110.30 *	114.00 *	01/04/19	N/P
3. Medical weighing scales				
Not exceeding 15kg	35.75 *	37.00 *	01/04/19	N/P
Exceeding 15kg to 100kg	51.75 *	53.00 *	01/04/19	N/P
Exceeding 100kg to 250kg	85.20 *	88.00 *	01/04/19	N/P
Exceeding 250kg to 1 tonne	123.60 *	127.00 *	01/04/19	N/P
Certificate of errors				
For supplying a certificate containing results of errors found on testing (certificate supplied upon request of the submitter, fee applies when no other fee is payable)	48.12 *	50.00 *	01/04/19	N/P
Measuring Instrument Directive				
Measuring Instruments for liquid fuel and lubricants (initial verification not re-verification) (surcharge over fee listed above)	10% Surcharge *	10% Surcharge *	01/04/17	N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Measuring Instruments (continued):				
Other Weighing or Measuring Equipment				
Brake tester/spring balance type	58.15 *	60.00 *	01/04/19	N/P
For equipment other than the categories specifically described above, or equipment submitted for testing by means of statistical sampling techniques, or in pursuance of a Community obligation other than EEC. Initial or partial verification per man hour spent at place of submission of equipment etc. (pro rata for one quarter hour periods)	110.30 *	114.00 *	01/04/19	N/P
Standards Services provided to Other Local Authorities				
Testing and Associated Services (per hour)	92.10	95.00	01/04/19	N/P
Collection Delivery charge (price shown is per mile) return trip + congestion charge where applicable	0.74	0.76	01/04/19	N/P
Inspections during standard office hours, including travelling time	92.10	95.00	01/04/19	N/P
Block Booked and Pre-paid Inspections totalling more than £5,000 (per hour)	63.15	65.00	01/04/19	N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Section 76 of the 1985 Act				
For other services or facilities provided, or for authorisation, certificates or other documents issued in pursuance of a community obligation				
Per man hour spent at place of providing the service, facility etc. (pro rata of one quarter hour periods)	92.00	95.00	01/04/19	N/P
UKAS Laboratory				
Charge for calibration to M1 level 25kg - 1mg (Incl. cert where total order over £100)				
One weight submitted	20.00 *	21.00 *	01/04/19	N/P
Certificate where total order is less than 100	31.70 *	33.00 *	01/04/19	N/P
Charge for calibration to F2 level 20kg - 1mg (Incl. cert where total order over £100)				
One weight submitted	48.95 *	50.00 *	01/04/19	N/P
Certificate where total order is less than £100 (Where multiple weights are submitted of the same nomination a 10% reduction may apply).	31.65 *	33.00 *	01/04/19	N/P

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- S - An increase above inflation in line with a corporate saving plan
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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
GLC (General Powers) Act 1985 Competitive Bidding - Licence Registration fee	354.85	366.00	01/04/19	N/P
Financial Investigation by Accredited Financial Investigator (LA) Where no individual agreement exists, per hour spent by AFI	68.30	70.00	01/04/19	N/P
'PASS' Alcohol awareness retailer training fee (per delegate - Inc. VAT)	66.45 *	68.00 *	01/04/19	N/P

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- S - An increase above inflation in line with a corporate saving plan
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Neighbourhoods Environment

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
TRAFFIC & PARKING CONTROL:				
Parking Facilities				
Penalty Charge Notices				
(Levels set by London Councils and agreed by the Mayor of London and endorsed by the Secretary of State)				
Less Serious Contravention Band A	80.00	TBC	01/04/11	P
Less Serious Contravention Band A if paid within 14 days	40.00	TBC	01/04/11	P
Serious Contravention Band A	130.00	TBC	15/04/11	P
Serious Contravention Band A paid within 14 days	65.00	TBC	15/04/11	P
Less Serious Band B	60.00	TBC	01/04/11	P
Less Serious paid within 14 days	30.00	TBC	01/04/11	P
Serious Band B	110.00	TBC	15/04/11	P
Serious Band B if paid within 14 days	55.00	TBC	15/04/11	P
Vehicle Clamping and Removal				
Vehicle Immobilisation release fee	70.00	TBC	01/04/11	P
Vehicle Pound release fee (if clamped)	200.00	TBC	01/04/11	P
Disposal Fee	70.00	TBC	01/04/11	P
Vehicle Pound storage fee (per day)	40.00	TBC	01/04/11	P

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- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
TRAFFIC & PARKING CONTROL:				
PARKING FACILITIES				
Romford Area Car Parks - Mixed Tariff				
Monday to Friday (Period Hours)				
0 - 1	0.60 *	TBC	01/04/19	L
1 - 2	1.20 *	TBC	01/04/19	L
2 - 3	2.40 *	TBC	01/04/19	L
3 - 4	3.00 *	TBC	01/04/19	L
4 - 5	6.00 *	TBC	01/04/19	L
5 - 6	7.00 *	TBC	01/04/19	L
6 - 7	8.00 *	TBC	01/04/19	L
7 - 8	9.00 *	TBC	01/04/19	L
over 8	10.00 *	TBC	01/04/19	L
Lost Ticket	10.00 *	TBC	01/04/19	L
Solo Motorcycle	No Charge *	TBC	01/04/19	L
Saturday (Period Hours)				
0 - 1	1.20 *	TBC	01/04/19	L
1 - 2	2.40 *	TBC	01/04/19	L

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- S - An increase above inflation in line with a corporate saving plan
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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Romford Area Car Parks - Mixed Tariff (continued)				
Saturday (Period Hours)				
2 - 3	2.60 *	TBC	01/04/19	L
3 - 4	3.00 *	TBC	01/04/19	L
4 - 5	6.00 *	TBC	01/04/19	L
5 - 6	7.00 *	TBC	01/04/19	L
6 - 7	8.00 *	TBC	01/04/19	L
7 - 8	9.00 *	TBC	01/04/19	L
over 8	10.00 *	TBC	01/04/19	L
Lost Ticket	10.00 *	TBC	01/04/19	L
Solo Motorcycle	No Charge *	TBC	01/04/19	L
Romford Area Car Parks - Mixed Tariff Monday to Saturday (Period Hours)				
0 - 1	New Charge *	TBC	01/04/19	C/L
1 - 2	New Charge *	TBC	01/04/19	C/L
2 - 3	New Charge *	TBC	01/04/19	C/L
3 - 4	New Charge *	TBC	01/04/19	C/L
4 - 5	New Charge *	TBC	01/04/19	C/L
5 - 6	New Charge *	TBC	01/04/19	C/L
6 - 7	New Charge *	TBC	01/04/19	C/L

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Romford Area Car Parks - Mixed Tariff (continued)				
Monday to Saturday (Period Hours)				
7 - 8	New Charge *	TBC	01/04/19	C/L
over 8	New Charge *	TBC	01/04/19	C/L
Lost Ticket	New Charge *	TBC	01/04/19	C/L
Solo Motorcycle	No Charge *	TBC	01/04/19	C/L
Sunday (Flat Fee)	New Charge *	TBC	01/04/19	C/L
Overnight (Period Hours)	New Charge *	TBC	01/04/19	C/L

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- S - An increase above inflation in line with a corporate saving plan
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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Market Place (Non-market days)				
0 - 1	0.60 *	TBC	01/04/19	L
1 - 2	1.20 *	TBC	01/04/19	L
Sunday (Flat Fee)	New Charge *	TBC	01/04/19	C/L
Overnight (Non-market days & Period Hours)	New Charge *	TBC	01/04/19	C/L
*1Pay by Phone Convenience Fee for transactions £1.00 and under £0.05	0.00 *	TBC	01/04/17	L
*1Pay by Phone Convenience Fee for transactions over £1.00 £0.10	0.00 *	TBC	01/04/17	L
*1Pay by Phone Text Messages £0.10	0.00 *	TBC	01/04/11	L
<p>Pay by Phone Convenience Fee is currently £0.05 for tariff less than £1.00 and £0.10 for tariff above £1.00</p> <p>*1This charge is levied by an external supplier and is not received by the the Council. It is an independent service fee included here for transparency.</p>				

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Car Parks excluding Romford Area Car Parks - Mixed Tariff				
Monday to Friday (Period Hours)				
0 - 30 minutes	No Charge *	TBC	01/04/19	L
0 - 2	1.50 *	TBC	01/04/19	L
2 - 3	2.00 *	TBC	01/04/19	L
3 - 4	3.00 *	TBC	01/04/19	L
4 - 5	4.00 *	TBC	01/04/19	L
5 - 6	5.00 *	TBC	01/04/19	L
6 - 7	6.00 *	TBC	01/04/19	L
7 - 8	7.00 *	TBC	01/04/19	L
8 - 12	8.00 *	TBC	01/04/19	L
Solo Motorcycles	No Charge	TBC	01/04/19	L
6pm to 7am	No Charge	TBC	01/04/19	L

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Elm Park, Hornchurch & Upminster Area Car Parks				
Monday to Saturday (Period Hours)				
0 - 1	New Charge *	TBC	01/04/19	C/L
1 - 2	New Charge *	TBC	01/04/19	C/L
2 - 3	New Charge *	TBC	01/04/19	C/L
3 - 4	New Charge *	TBC	01/04/19	C/L
4 - 5	New Charge *	TBC	01/04/19	C/L
5 - 6	New Charge *	TBC	01/04/19	C/L
6 - 7	New Charge *	TBC	01/04/19	C/L
7 - 8	New Charge *	TBC	01/04/19	C/L
8 - 12	New Charge *	TBC	01/04/19	C/L
Solo Motorcycles	No Charge *	TBC	01/04/19	C/L
Sunday (Flat Fee)	New Charge *	TBC	01/04/19	C/L
Overnight (Period Hours)	New Charge *	TBC	01/04/19	C/L

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Collier Row, Elm Park, Rainham Area Car Parks				
Monday to Saturday (Period Hours)				
0 - 30 mins	No Charge *	TBC	01/04/19	C/L
0 - 1	New Charge *	TBC	01/04/19	C/L
1 - 2	New Charge *	TBC	01/04/19	C/L
2 - 3	New Charge *	TBC	01/04/19	C/L
3 - 4	New Charge *	TBC	01/04/19	C/L
4 - 5	New Charge *	TBC	01/04/19	C/L
5 - 6	New Charge *	TBC	01/04/19	C/L
6 - 7	New Charge *	TBC	01/04/19	C/L
7 - 8	New Charge *	TBC	01/04/19	C/L
8 - 12	New Charge *	TBC	01/04/19	C/L
Solo Motorcycles	No Charge *	TBC	01/04/19	C/L
Sunday				
0 - 30 mins	No Charge *	TBC	01/04/19	C/L
Over 30 Mins	New Charge *	TBC	01/04/19	C/L
Overnight (Period Hours)				
	New Charge *	TBC	01/04/19	C/L

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Season Tickets				
Romford Central Area				
All car parks:				
Per quarter	200.00 *	TBC	01/04/19	N/P
Per month	70.00 *	TBC	01/04/19	N/P
Outside Romford Central Area				
5 Day season – Balgores Square:				
per quarter	200.00 *	TBC	01/04/19	N/P
per month	70.00 *	TBC	01/04/19	N/P
All other car parks:				
per quarter	160.00 *	TBC	01/04/19	N/P
per month	60.00 *	TBC	01/04/19	N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
On Street Pay and Display				
Romford Town Centre (Maximum Stay 2 hours)				
0 - 12 mins	0.20	TBC	01/04/19	L
12 mins - 30 mins	0.60	TBC	01/04/19	L
30 mins - 1 hour	1.00	TBC	01/04/19	L
1 hour - 1 hour 30 mins	1.60	TBC	01/04/19	L
1 hour 30 mins - 2 hours	2.00	TBC	01/04/19	L
Outside Romford Town Centre (Maximum Stay 3 hours)				
0 - 30 mins	No Charge	TBC	01/04/19	L
0 - 2 hours	1.50	TBC	01/04/19	L
2 - 3 hours	2.00	TBC	01/04/19	L
Upminster Road South Monday to Saturday (Maximum Stay 1 hour)				
0 - 30 mins	No Charge	TBC	06/04/15	L
0 - 1 hour	1.50	TBC	01/04/19	L
Sunday				
0 - 30 mins	No Charge	TBC	01/04/19	C/L
Over 30 mins	New Charge	TBC		
Overnight (Period Hours)				
	No Charge	TBC	01/04/19	C/L

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
On Street Pay and Display (continued)				
Romford, Gidea Park, Hornchurch & Upminster Town Centres. Monday to Saturday (Maximum Stay 3 hours)				
0 - 1	New Charge	TBC	01/04/19	C/L
1 - 2	New Charge	TBC	01/04/19	C/L
2 - 3	New Charge	TBC	01/04/19	C/L
Sunday (Flat Fee)	New Charge	TBC	01/04/19	C/L
Overnight (Period Hours)	No Charge	TBC	01/04/19	C/L
Collier Row, Elm Park, Harold Hill, Harold Wood & Rainham Monday to Saturday (Maximum Stay 3 hours)				
0 - 30 mins	No Charge	TBC	01/04/19	C/L
0 - 1 hour	New Charge	TBC	01/04/19	C/L
1 - 2 hours	New Charge	TBC	01/04/19	C/L
2 - 3 hours	New Charge	TBC	01/04/19	C/L
Sunday				
0 - 30 mins	No Charge	TBC	01/04/19	C/L
Over 30 mins	New Charge	TBC	01/04/19	C/L
Overnight (Period Hours)	No Charge	TBC	01/04/19	C/L

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Controlled Parking Zones				
Resident's parking permit (per annum)				
1st Permit per household	35.00	TBC	03/04/17	L
2nd Permit per household	60.00	TBC	03/04/17	L
3rd Permit per household	85.00	TBC	03/04/17	L
Resident's visitor permits (book of 10)	13.00	TBC	01/04/18	L
Resident's All Day visitor permits (book of 10)	39.00	TBC	01/02/18	L
Resident's Hourly visitor permits (book of 10)	10.00	TBC	01/04/18	L
Business parking permits (per annum)	200.00	TBC	01/04/16	L
Commuter Bays (per annum)	500.00	TBC	01/04/16	L
Domestic Carer Permit (per annum)	40.00	TBC	01/04/16	L
Amendment to existing permit	25.50	TBC	01/04/16	L
Cancellation of permit	15.00	TBC	07/02/11	L
Other Miscellaneous Charges				
Waiver	20.00	TBC	06/04/15	L
Health and Homecare Permit (per annum)				
Amendment to existing permit	60.00	TBC	01/04/16	L
Cancellation of permit	22.50	TBC	06/04/15	L
Cancellation of permit	15.00	TBC	07/02/11	L
License Holder Car Parks (per annum)	90.00 *	TBC	01/04/19	D/L

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- N - A nominal adjustment e.g. due to rounding of charge
- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Disabled Blue Badge (per 3 years)	10.00	TBC	01/01/12	L
Car Parking in Parks and Open Spaces Effective 01/04/2015 Maximum Stay 5 hours				
Mon - Friday 8.00am to 6.30pm.				
0 - 3 hours	0.20 *	TBC	01/04/19	L
3 - 5 hours	0.50 *	TBC	01/04/19	L
Mon - Saturday 8.00am to 6.30pm.				
0 - 1	New Charge	TBC	01/04/19	C/L
1 - 2	New Charge	TBC	01/04/19	C/L
2 - 3	New Charge	TBC	01/04/19	C/L
3 - 4	New Charge	TBC	01/04/19	C/L
4 - 5	New Charge	TBC	01/04/19	C/L
Sundays	No Charge	TBC	01/04/19	C/L
Blue Badge holders (for up to 5 hours)	No Charge	TBC	01/04/19	C/L
VEHICLE PARKING - WITHIN PARKS AND OPEN SPACES ONLY				
Release of vehicles that have been locked in a car park	80.00	TBC	01/04/18	L
Fee for vehicle left in car park overnight	107.00	TBC	01/04/18	L

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Events Charging For Traffic Management and Parking				
0 - 50 attendees	100.00 *	TBC	01/04/19	P
51 - 100 attendees	200.00 *	TBC	01/04/19	P
101 - 1000 attendees	500.00 *	TBC	01/04/19	P
1001+ attendees	1,000.00 *	TBC	01/04/19	P
plus hourly rate of £67 per hour	65.00 *	TBC	01/04/19	P
NRSW (Mayrise) fees and charges apply				
Road closure per road	2,050.00 *	TBC	01/04/19	N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
ENVIRONMENTAL HEALTH:				
Annual Licences				
Animal boarding establishments (Animal Boarding Establishments Act 1963)				
New application	0.00	Withdrawn	01/04/19	L
Renewal	0.00	Withdrawn	01/04/19	L
New application Part A	270.00	Withdrawn	01/04/19	L
New application Part B	100.00	Withdrawn	01/04/19	L
Renewal Part A	150.00	Withdrawn	01/04/19	L
Renewal Part B	150.00	Withdrawn	01/04/19	L
Duplicate	25.00	Withdrawn	01/04/19	L
Breeding establishments for dogs (Breeding of dogs act 1973 and 1991)				
New application	0.00	Withdrawn	01/04/19	L
Renewal	0.00	Withdrawn	01/04/19	L
New application Part A (Plus vet fees if applicable)	270.00	Withdrawn	01/04/19	L
New application Part B (Plus vet fees if applicable)	100.00	Withdrawn	01/04/19	L

Basis of Increase:

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G - An increase below inflation in line with a corporate growth plan

I - Based on relevant inflationary change

N - A nominal adjustment e.g. due to rounding of charge

S - An increase above inflation in line with a corporate saving plan

D - Increase recommended by Head of Service

Basis for setting charge increase above complies with either:

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Annual Licences (continued)				
Breeding establishments for dogs (Breeding of dogs act 1973 and 1991)				
Renewal Part A	150.00	Withdrawn	01/04/19	L
Renewal Part B	150.00	Withdrawn	01/04/19	L
Duplicate	25.00	Withdrawn	01/04/19	L
Keeping of dangerous wild animals (Dangerous Wild Animals Act 1976)				
New application	0.00	Withdrawn	01/04/19	L
Renewal (no change)	0.00	Withdrawn	01/04/19	L
New application Part A	330.00	340.00	01/04/19	N/P
New application Part B	100.00	103.00	01/04/19	P
Note: total fee for new application £443				
Renewal Part A	330.00	340.00	01/04/19	N/P
Renewal Part B	100.00	103.00	01/04/19	P
Note: total fee for renewal £443				
Duplicate	25.00	45.00	01/04/19	D/L

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(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
ENVIRONMENTAL HEALTH:				
Animal Welfare Licences (The Animal welfare (Licensing of Activities Involving Animals) England) Regulations 2018				
Providing and arranging boarding for cat/dog kennels, home boarding for dogs				
New Application Part B (Issue Fee)	New Charge	570.00	01/04/19	NEW/D/L
Note: total fee for new application £750	New Charge	180.00	01/04/19	NEW/D/L
Renewal Part A (Application Fee)	New Charge	330.00	01/04/19	NEW/D/L
Renewal Part B (Issue Fee)	New Charge	100.00	01/04/19	NEW/D/L
Note: total fee for renewal application £430				
Dog Daycare				
Dog Daycare Part A (Application Fee)	New Charge	570.00	01/04/19	NEW/D/L
Dog Daycare Part 3 (Issue Fee)	New Charge	180.00	01/04/19	NEW/D/L
Note: total fee for new application £750				
Renewal Part A (Application Fee)	New Charge	330.00	01/04/19	NEW/D/L
Renewal Part B (Issue Fee)	New Charge	100.00	01/04/19	NEW/D/L
Note: total fee for renewal application £430				

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(B) Charges determined by Committee

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Animal Welfare Licences (continued)				
Dog Breeding				
Dog Breeding Part A (Application Fee) (inc vet visit fee)	New Charge	600.00	01/04/19	NEW/D/L
Dog Breeding Part B (Issue Fee)	New Charge	180.00	01/04/19	NEW/D/L
Note: total fee for new application £780				
Renewal Part A (Application Fee)	New Charge	330.00	01/04/19	NEW/D/L
Renewal Part B (Issue Fee)	New Charge	100.00	01/04/19	NEW/D/L
Note: total fee for renewal application £430				
Pet Shop Operation				
Pet Shop Operation Part A (Application Fee)	New Charge	570.00	01/04/19	NEW/D/L
Pet Shop Operation Part B (Issue Fee)	New Charge	180.00	01/04/19	NEW/D/L
Note: total fee for Pet Shop Operation £750				
Renewal Part A (Application Fee)	New Charge	330.00	01/04/19	NEW/D/L
Renewal Part B (Issue Fee)	New Charge	100.00	01/04/19	NEW/D/L
Note: total fee for renewal application £430				

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- G - An increase below inflation in line with a corporate growth plan
- I - Based on relevant inflationary change
- N - A nominal adjustment e.g. due to rounding of charge
- S - An increase above inflation in line with a corporate saving plan
- D - Increase recommended by Head of Service

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Neighbourhoods Environment

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Animal Welfare Licences (continued)				
Hiring of Horses				
Hiring of Horses (riding and/or instruction) Part A (Application Fee) (inc vet visit fee)	New Charge	600.00	01/04/19	NEW/D/L
Hiring of Horses (riding and/or instruction) Part B (Issue Fee)	New Charge	180.00	01/04/19	NEW/D/L
Note: total fee for Hiring of Horses £780				
Renewal Part A (Application Fee)	New Charge	330.00	01/04/19	NEW/D/L
Renewal Part B (Issue Fee)	New Charge	100.00	01/04/19	NEW/D/L
Note: total fee for renewal application £430				
Keeping or Training of Animals for Exhibitions				
Keeping or training of animals for exhibition Part A (Application Fee)	New Charge	570.00	01/04/19	NEW/D/L
Keeping or training of animals for exhibition Part B (Issue Fee)	New Charge	180.00	01/04/19	NEW/D/L
Note: total fee for Keeping or training of animals for exhibition £750				
Renewal Part A (Application Fee)	New Charge	330.00	01/04/19	NEW/D/L
Renewal Part B (Issue Fee)	New Charge	100.00	01/04/19	NEW/D/L
Note: total fee for renewal application £430				
Variation of Licence	New Charge	570.00	01/04/19	NEW/D/L
Re-rating of Premises	New Charge	270.00	01/04/19	NEW/D/L
Replacement Licence for a lost or defaced Licence	New Charge	45.00	01/04/19	NEW/D/L

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Neighbourhoods Environment

(B) Charges determined by Committee

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Special treatment establishments (London Local Authority Act 1991)				
Single treatment	0.00	Withdrawn	01/04/19	L
Multiple treatment	0.00	Withdrawn	01/04/19	L
If paid before the licence expiry date plus 10 working days fee reduced to				
Single treatment	0.00	Withdrawn	01/04/19	L
Multiple treatment	0.00	Withdrawn	01/04/19	L
Variation of licence				
High risk single treatment New	510.00	525.00	01/04/19	N/P
High risk single treatment New	150.00	155.00	01/04/19	N/P
Note: total fee for new application £680				
High risk Multiple treatment New	630.00	649.00	01/04/19	N/P
High risk Multiple treatment New	150.00	155.00	01/04/19	N/P
Note: total fee for new application £804				
High risk renewal single treatment	150.00	155.00	01/04/19	N/P
High risk renewal single treatment	150.00	155.00	01/04/19	N/P
Note: total fee for renewal £310				
High risk Renewal multiple treatment	210.00	216.00	01/04/19	N/P
High risk Renewal multiple treatment	150.00	155.00	01/04/19	N/P
Note: total fee for renewal £371				

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Annual Licences (continued)				
Variation (additional treatment High risk)	300.00	309.00	01/04/19	P
Variation (additional treatment High risk)	0.00	Withdrawn	01/04/19	L
Change of details	100.00	Withdrawn	01/04/19	L
Late renewal surcharge**	40.00	Withdrawn	01/04/19	L
 Duplicate	 25.00	 Withdrawn	 01/04/19	 L
**surcharge to be paid for renewal applications that are received within 30 days from the date the licence lapsed. Any renewal applications received after that period will not be accepted and a new application and associated fee will be required.				
low risk single treatment New	330.00	340.00	01/04/19	N/P
low risk single treatment New	150.00	155.00	01/04/19	N/P
Note: total fee for new application £495				
low risk multiple treatment New	450.00	464.00	01/04/19	N/P
low risk multiple treatment New	150.00	155.00	01/04/19	N/P
Note: total fee for new application £619				

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Neighbourhoods Environment

(B) Charges determined by Committee

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Annual Licences (continued)				
Low risk renewal single treatment	100.00	103.00	01/04/19	N/P
Low risk renewal single treatment	150.00	155.00	01/04/19	N/P
Note: total fee for renewal £258				
Low risk renewal multiple treatment	150.00	155.00	01/04/19	N/P
Low risk renewal multiple treatment	150.00	155.00	01/04/19	N/P
Note: total fee for renewal £310				
Variation (additional treatment low risk)*	150.00	155.00	01/04/19	N/P
Change of details	25.00	103.00	01/04/19	N/P
Late renewal surcharge**	40.00	41.00	01/04/19	N/P
Duplicate	25.00	45.00	01/04/19	D/L
* if the additional treatment is high risk the higher fee must be paid.				

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- S - An increase above inflation in line with a corporate saving plan
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Annual Licences (continued)				
Performing Animals				
Performing Animals (Regulations) Act 1925				
Registration	0.00	Withdrawn	01/04/19	L
Certificate	29.00	Withdrawn	01/04/19	L
New application Part A	270.00	Withdrawn	01/04/19	L
New application Part B	50.00	Withdrawn	01/04/19	L
Renewal Part A	90.00	Withdrawn	01/04/19	L
Renewal Part B	No Charge	Withdrawn	01/04/19	L
Duplicate	25.00	Withdrawn	01/04/19	L
Pet Animals				
Pet Animals Act 1951				
Pet Shops new application (plus vet fees if applicable)	0.00	Withdrawn	01/04/19	L
Renewal (no change)	0.00	Withdrawn	01/04/19	L
Pet Shops New application Part A (plus vet fees if applicable)	315.00	Withdrawn	01/04/19	L
Pet Shops New application Part B	100.00	Withdrawn	01/04/19	L
Renewal Part A	120.00	Withdrawn	01/04/19	L
Renewal Part B	150.00	Withdrawn	01/04/19	L
Duplicate	25.00	Withdrawn	01/04/19	L

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Riding Establishments (Riding Establishments Acts 1964-1970)				
New application (plus vet fees if applicable)	0.00	Withdrawn	01/04/19	L
New application Part A (plus vet fees if applicable)	315.00	Withdrawn	01/04/19	L
New application Part B	50.00	Withdrawn	01/04/19	L
Renewal Part A plus vet inspection fee	90.00	Withdrawn	01/04/19	L
Renewal Part B	50.00	Withdrawn	01/04/19	L
Duplicate	25.00	Withdrawn	01/04/19	L
Zoo Licensing (Zoo Licensing Act 1981)				
New application (plus vet fees if applicable)	0.00	Withdrawn	01/04/19	L
Application to change (plus vet fees if applicable)	0.00	Withdrawn	01/04/19	L
New Application Part A (Part B no charge) (inc vet visit fee)	630.00	649.00	01/04/19	N/P
New application Part B fee	No Charge	Withdrawn	01/04/19	L
Note: total fee for application £649				
Renewal (no change) Part A fee plus vet inspection fee	450.00	464.00	01/04/19	N/P
Renewal Part B fee	No Charge	Withdrawn	01/04/19	L
Alteration Part A plus vet inspection fee	550.00	567.00	01/04/19	N/P
Alteration Part B plus vet inspection fee	No Charge	Withdrawn	01/04/19	L

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Neighbourhoods Environment

(B) Charges determined by Committee

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Sex Establishment Licensing (Local Govt. Miscellaneous Provisions Act 1982)				
Application to change licence	0.00	Withdrawn	01/04/19	L
New application Part A (Part B no charge)	Withdrawn	Withdrawn	01/04/19	L
New application Part B fee	2,040.00	2,101.00	01/04/19	N/P
Renewal Part A fee	No Charge	Withdrawn	01/04/19	L
Renewal Part B fee	300.00	309.00	01/04/19	P
Renewal Part B fee	100.00	103.00	01/04/19	P
Note: total fee for renewal £412				
Hypnotism consent (Hypnotism Act 1952)				
New application Part A	300.00	309.00	01/04/19	P
New application Part B	No Charge	Withdrawn	01/04/19	L

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Street Trading Licences (London Local Authorities Act 1990)				
Subject to review and a separate consultation for proposed street trading protocol				
Trading between 05:00 - 20:00				
Seven days per week	2,102.00	2,165.00	01/04/19	P
Six days per week	1,802.00	1,856.00	01/04/19	P
Five days per week	1,507.00	1,552.00	01/04/19	I/N/P
Four days per week	1,202.00	1,238.00	01/04/19	P
Three days per week	904.00	931.00	01/04/19	I/N/P
Two days per week	601.00	619.00	01/04/19	P
One day per week	302.00	311.00	01/04/19	I/N/P
Trading between 20:00 - 02:00				
Seven days per week	2,602.00	2,680.00	01/04/19	P
Six days per week	2,231.00	2,298.00	01/04/19	P
Five days per week	1,859.00	1,915.00	01/04/19	I/N/P
Four days per week	1,488.00	1,533.00	01/04/19	I/N/P
Three days per week	1,115.00	1,148.00	01/04/19	I/N/P
Two days per week	738.00	760.00	01/04/19	I/N/P
One day per week	370.00	381.00	01/04/19	I/N/P
These can be paid annually in advance				

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Temporary Street Trading Licences (up to 6 months)				
Trading between 05.00 and 20.00				
Seven days per week	1,052.00	1,084.00	01/04/19	I/N/P
Six days per week	903.00	930.00	01/04/19	I/N/P
Five days per week	740.00	762.00	01/04/19	I/N/P
Four days per week	601.00	619.00	01/04/19	P
Three days per week	452.00	466.00	01/04/19	I/N/P
Two days per week	301.00	310.00	01/04/19	I/N/P
One day per week	152.00	157.00	01/04/19	I/N/P
Temporary Street Trading Licences (up to 6 months) (continued)				
Trading between 20.00 and 02.00				
Seven days per week	1,302.00	1,341.00	01/04/19	P
Six days per week	1,118.00	1,152.00	01/04/19	I/N/P
Five days per week	931.00	959.00	01/04/19	I/N/P
Four days per week	744.00	766.00	01/04/19	I/N/P
Three days per week	558.00	575.00	01/04/19	I/N/P
Two days per week	373.00	384.00	01/04/19	I/N/P
One day per week	194.00	200.00	01/04/19	I/N/P

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Neighbourhoods Environment

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Daily Temporary Licence for special events	44.00	45.00	01/04/19	I/N/P
Duplicate Licence	47.00	48.00	01/04/19	I/N/P
Variations to existing Licences	99.00	102.00	01/04/19	I/N/P
Advertisement A Boards				
Removal cost	116.00	119.00	01/04/19	I/N/P
Storage cost per week	11.00	11.00	01/04/19	L
Disposal cost	32.00	33.00	01/04/19	I/N/P
Return cost (collection only)	58.00	60.00	01/04/19	I/N/P
Total cost if not collected within 14 days	211.00	217.00	01/04/19	I/N/P
Abandoned Shopping Trolleys				
Collection fee	31.00	32.00	01/04/19	I/N/P
Storage fee per week/part week	21.00	22.00	01/04/19	I/N/P
Administration fee	26.00	27.00	01/04/19	I/N/P
Disposal of unwanted trolleys	26.00	27.00	01/04/19	I/N/P

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Stray Dog Service				
Administration Fee	11.00	11.00	01/04/19	D/L
Weekdays 09:00 - 16:59	52.00	54.00	01/04/19	N/P
Weekdays 17:00 - 21:59	67.00	69.00	01/04/19	N/P
Weekdays 22:00 - 08:59	73.00	75.00	01/04/19	N/P
Weekends 09:00 - 16:59	73.00	75.00	01/04/19	N/P
Weekends 17:00 - 08:59	73.00	75.00	01/04/19	N/P
Bank Holidays	73.00	75.00	01/04/19	N/P
Charge per day per dog/part day	15.00	15.00	01/04/19	D/L
Land Quality Reports				
Written report that takes less than 2 hours to complete:				
a) 5 working day response (where available and on request)	526.00 *	542.00 *	01/04/19	N/P
b) 20 working day response	290.00 *	299.00 *	01/04/19	N/P
For every hour over 2 hours	85.00 *	88.00 *	01/04/19	N/P
To respond to specific questions on land quality hourly rate	85.00 *	88.00 *	01/04/19	N/P

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5 – Year Licence				
Mandatory HMO Licensing (Housing Act 2004)				
New licences:				
Up to 5 lettings	1,115.00	Withdrawn	01/04/19	L
6 - 9 lettings	1,284.00	Withdrawn	01/04/19	L
10 - 14 lettings	1,473.00	Withdrawn	01/04/19	L
15 - 19 lettings	1,630.00	Withdrawn	01/04/19	L
20 lettings and above	1,788.00	Withdrawn	01/04/19	L
 Additional HMO Licence	 900.00	 Withdrawn	 01/04/19	 L
Miscellaneous housing-related fees				
Fee for each type of Statutory Notice served under the Housing Act 2004 with the ability to add the cost of any report required from external experts such as Gas, Electricity or Structural surveyors	510.00	Withdrawn	01/04/19	L
 Fee per visit for Housing Inspection and Assessments for Immigration	 133.00	 Withdrawn	 01/04/19	 L

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Housing Act 2004: Mandatory Housing of Multiple Occupation (HMO) Licensing				
New Licence Application up to 5 rooms/units Part A	New Charge	650.00	01/04/19	NEW/D/L
New Licence Application up to 5 rooms/units Part B	New Charge	500.00	01/04/19	NEW/D/L
Note: Total fee for new application is £1,150				
New Licence Application for each room above 5 Part A	New Charge	50.00	01/04/19	NEW/D/L
New Licence Application for all rooms above 5 Part B	New Charge	50.00	01/04/19	NEW/D/L
Additional Licensing for Housing of Multiple Occupation (HMO) Licensing				
New Licence Application Part A	New Charge	566.00	01/04/19	NEW/D/L
New Licence Application Part B	New Charge	361.00	01/04/19	NEW/D/L
Note: Total Fee for new application is £927				
Note: If Landlord is accredited by a recognised body there is a discount of £35 off the Part B fee. Additional HMO Licence for all rooms above 5 Part B	New Charge	36.00	01/04/19	NEW/D/L
Caravan site licence (Caravan Sites and Control of Development Act 1960)	378.00	389.00	01/04/19	N/P

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Gambling Act 2005 Bingo Club premises				
Fees set by LA (subject to maxima set by Govt.)				
New premises application	3,347.00	3,447.00	01/04/19	I/N/P
Annual fee	675.00	695.00	01/04/19	I/N/P
Application to vary	1,121.00	1,155.00	01/04/19	I/N/P
Application to transfer	567.00	584.00	01/04/19	I/N/P
Gambling Act 2005 Bingo Club premises (continued)				
Fees set by LA (subject to maxima set by Govt.)				
Application for reinstatement	879.00	905.00	01/04/19	I/N/P
Application for a provisional statement	1,173.00	1,208.00	01/04/19	I/N/P
License application (provisional statement holders)	879.00	905.00	01/04/19	I/N/P

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Betting shop				
New premises application	1,150.00	1,185.00	01/04/19	I/N/P
Annual fee	600.00	618.00	01/04/19	P
Application to vary	861.00	887.00	01/04/19	I/N/P
Application to transfer	567.00	584.00	01/04/19	I/N/P
Application for reinstatement	880.00	906.00	01/04/19	I/N/P
Application for a provisional statement	1,174.00	1,209.00	01/04/19	I/N/P
License application (provisional statement holders)	880.00	906.00	01/04/19	I/N/P
Betting premises tracks				
New premises application	2,578.00	2,655.00	01/04/19	I/N/P
Annual fee	888.00	915.00	01/04/19	I/N/P
Application to vary	1,133.00	1,167.00	01/04/19	I/N/P
Application to transfer	567.00	584.00	01/04/19	I/N/P
Application for reinstatement	850.00	876.00	01/04/19	I/N/P
Application for a provisional statement	2,578.00	2,655.00	01/04/19	I/N/P
License application (provisional statement holders)	850.00	876.00	01/04/19	I/N/P

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Family Entertainment centres				
New premises application	1,541.00	1,587.00	01/04/19	I/N/P
Annual fee	676.00	696.00	01/04/19	I/N/P
Application to vary	1,000.00	1,030.00	01/04/19	L
Application to transfer	567.00	584.00	01/04/19	I/N/P
Application for reinstatement	850.00	876.00	01/04/19	I/N/P
Application for a provisional statement	1,575.00	1,622.00	01/04/19	I/N/P
License application (provisional statement holders)	884.00	911.00	01/04/19	I/N/P
Adult gaming centres				
New premises application	1,563.00	1,610.00	01/04/19	I/N/P
Annual fee	676.00	696.00	01/04/19	I/N/P
Application to vary	1,031.00	1,062.00	01/04/19	I/N/P
Application to transfer	567.00	584.00	01/04/19	I/N/P
Application for reinstatement	850.00	876.00	01/04/19	I/N/P
Application for a provisional statement	1,560.00	1,607.00	01/04/19	I/N/P
License application (provisional statement holders)	850.00	876.00	01/04/19	I/N/P

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Scrap Metal Dealers Act 2013				
Application for a new scrap metal site licence	856.00	882.00	01/04/19	I/N/P
Application for a new scrap metal collectors licence	276.00	284.00	01/04/19	I/N/P
Application for a variation of an existing licence	139.00	143.00	01/04/19	I/N/P
Site licence to a collectors licence				
Application for a variation of an existing licence	722.00	744.00	01/04/19	I/N/P
Scrap Metal Dealers Act 2013 (continued)				
Collectors licence to a site licence				
Application for a variation of an existing licence not listed above	191.00	197.00	01/04/19	I/N/P
Renewal application for a site licence under Scrap Metal Dealers Act 2013	856.00	882.00	01/04/19	I/N/P
Renewal application for a collectors licence under Scrap Metal Dealers Act 2013	258.00	266.00	01/04/19	I/N/P
Lost licence replacement	25.00	26.00	01/04/19	I/N/P

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Marriage Act 1949				
Wedding Registration				
New application Part A fee	675.00	695.00	01/04/19	I/N/P
New Application Part B fee	180.00	185.00	01/04/19	I/N/P
Note: Total fee parts A and B £880				
Renewal of Premises Licensing				
Renewal Part A fee	195.00	201.00	01/04/19	I/N/P
Renewal Part B fee	180.00	185.00	01/04/19	I/N/P
Note: Total fee parts A and B £386				
Primary Authority				
Annual Fee, pays for 20 hours work (Enterprise and Regulatory Reform Act)	1,236.00	1,273.00	01/04/19	I/N/P
Hourly rate, agreed in advance for work beyond 20 hours.	62.00	64.00	01/04/19	I/N/P
Food				
Health Export Certificates				
(these are issued on request to food businesses who wish to export foodstuff outside the EU. They are provided to assist local exporters in meeting the food safety requirements. Only the local authority can provide them). Food Hygiene Rating Requested rerating inspection,	52.00	54.00	01/04/19	I/N/P
New charge for 2017. Can only be supplied by the local authority by the Enterprise Act. No Vat applicable	202.00	208.00	01/04/19	I/N/P

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PLANNING AND BUILDING CONTROL:				
Photocopying per A4 and A3 sheet (minimum charge £1)	0.25 *	0.30 *	01/04/19	N/P
Photocopying of plans (per sheet)	19.75 *	20.25 *	01/04/19	I/N/P
Other Planning requests - per hour (minimum 1/2 hour)	74.75	77.00	01/04/19	I/N/P
Other Building Control requests - per hour	74.75	77.00	01/04/19	I/N/P
[The Building (Local Authority Charges) Regulations 2010] Committee reports (available from website for free)				
Section 106 Monitoring - A percentage of the total tariff payment required under the Council's Planning Obligations Supplementary Planning Document. For further details please contact the Planning service.				
Demolition Notices (Per Site) (larger sites will be assessed separately, customers are invited to contact Building control for a bespoke price)	235.00	242.00	01/04/19	D/L
Building Control - Dangerous Structure charge				
8am - 5pm - per hour	77.50	80.00	01/04/19	D/L
5pm - 8am - per hour	77.50	80.00	01/04/19	D/L
(Travelling costs will also be charged as appropriate as well as Dangerous Structures Consortium Contractors Costs)				

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Pre-Application advice				
Pre-Application advice				
Householder/Small Business - Face to Face	53.25 *	55.00 *	01/04/19	I/N/P
Householder/Small Business - Written Response	85.50 *	88.00 *	01/04/19	I/N/P
Change of Business Premises up to 99 sq.m	159.25 *	164.00 *	01/04/19	I/N/P
Pre-Application advice - Residential units/Commercial or Industrial Floor space				
1 residential unit	159.25 *	164.00 *	01/04/19	I/N/P
1 residential unit - Follow up advice	32.00 *	33.00 *	01/04/19	I/N/P
2-3 residential/100-499sq m floor space	318.25 *	328.00 *	01/04/19	I/N/P
2-3 residential/100-499sq m floor space - Follow up advice	63.50 *	65.50 *	01/04/19	I/N/P
4-9 residential/500-999 sq. m floor space	848.75 *	874.25 *	01/04/19	I/N/P
4-9 residential/500-999 sq. m floor space - Follow up advice	210.25 *	216.50 *	01/04/19	I/N/P
10-24 residential/1000-1999 sq.m floor spc/telecoms	1,592.00 *	1,640.00 *	01/04/19	I/N/P
10-24 residential/1000-1999 sq.m floor spc/telecoms - Follow up advice	315.25 *	325.00 *	01/04/19	I/N/P
25-49 residential/2000-4999 sq. m floor space	1,857.25 *	Withdrawn *	01/04/19	L
25-49 residential/2000-4999 sq. m floor space - Follow up advice	367.75 *	Withdrawn *	01/04/19	L
50-99 residential/5000-9999 sq. m floor space	2,122.50 *	Withdrawn *	01/04/19	L
50-99 residential/5000-9999 sq. m floor space - Follow up advice	420.25 *	Withdrawn *	01/04/19	L
100+ residential/10000+ sq. m floor space	2,652.75 *	Withdrawn *	01/04/19	L
100+ residential/10000+ sq. m floor space	525.50 *	Withdrawn *	01/04/19	L

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Planning Performance Agreements (PPA)				
Initiation Fee	New Charge	5,000.00	01/04/19	NEW/I/N/P
Residential 25-49 Dwellings, Non-residential Up to 3000 sq m	New Charge	20,000.00	01/04/19	NEW/I/N/P
Residential 50-100 dwellings, Non-residential Up to 3001 - 5000 sq m, Mineral extraction up to 10 hectares	New Charge	30,000.00	01/04/19	NEW/I/N/P
Residential 101-150 dwellings, Non-residential 5001-10000 sq m, Mineral extraction 10.1- 20 hectares	New Charge	40,000.00	01/04/19	NEW/I/N/P
Residential 151-300 dwellings, Non-residential Up to 20,000 sq m, Mineral extraction 20.1 – 30 hectares	New Charge	50,000.00	01/04/19	NEW/I/N/P
Residential 301-600 dwellings, Mineral extraction more than 30 hectares	New Charge	70,000.00	01/04/19	NEW/I/N/P
Residential 601-900 dwellings	New Charge	90,000.00	01/04/19	NEW/I/N/P
Residential 901+ dwellings	New Charge	100,000.00	01/04/19	NEW/I/N/P
Research, retrieval and copy of one document for domestic properties	41.25	42.50	01/04/19	I/N/P
Research, retrieval and copy of one document for non-domestic properties	62.00	64.00	01/04/19	I/N/P
For each additional document	19.75	20.50	01/04/19	I/N/P
Planning Condition History Search (30 minutes)	37.25	38.50	01/04/19	I/N/P
Additional research time (per 15 minutes)	18.75	19.25	01/04/19	I/N/P

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Supply of letter detailing inspections (where no completion certificate exists) per hour	116.25	120.00	01/04/19	D/L
Request for written confirmation that Enforcement Notice complied with or of no effect	144.25	148.50	01/04/19	I/N/P
Request to withdraw Enforcement Notice where no longer of effect	824.00	848.72	01/04/19	I/N/P
High Hedge Complaint	500.00	515.00	01/04/19	D/L

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Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Licenced Trader Market Charges				
Monthly Charges (Includes Weds, Fri & Sat Markets)				
Market - All Locations				
Ground space/6ft frontage	171.00	171.00	01/04/15	L
Electricity Charge per Ground Space/6ft frontage <i>(Electricity Charges will be applied to all licences other than to</i>	11.70	11.70	01/04/15	L
<i>Extra Land (Daily Charge)</i>	5.35	5.35	01/04/15	L
Other one-off charges				
Nomination of Licence	255.00	255.00	01/04/15	L
Nomintation of Licence to member of Family	185.00	185.00	01/04/15	L
Other alterations to Licences	42.50	42.50	01/04/15	L
Casual Trader Market Charges				
Daily Charges				
Saturday Market – Ground Space/6ft frontage including electricity	27.00	27.00	01/04/15	L
Wed or Friday Market – Ground Space/6ft frontage including electricity	19.00	19.00	01/04/15	L
Extra Land (Daily Charge)	5.35	5.35	01/04/15	L

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*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Extra Market Days – At Christmas/Sundays/Banks Holidays				
Daily Charges				
Market - All Locations				
Licenced Traders - Ground space/6ft frontage including electricity (Must have held a Licence for at least 2 mths to qualify for this rate)	18.00	18.00	01/04/15	L
Casual Traders - Ground space/6ft frontage including electricity	24.00	24.00	01/04/15	L
Extra Land (Daily Charge)	5.35	5.35	01/04/15	L

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oneSource
Exchequer and Transactional Services

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Legal Fees				
Recovery of Rates/Community Charge/Council tax				
Summons Council Tax (inc £3 paid to the court)	105.00	105.00	01/04/11	P
Liability Order	10.00	10.00	01/04/10	P
Summons NNDR (inc £3 paid to the court)	180.00	180.00	01/04/11	P
Liability Order NNDR	47.00	47.00	01/04/11	P
Means Enquiry Summonses Council Tax (£245.00 paid to the court)	305.00	305.00	22/04/14	P
Arrest Warrants with Bail Council Tax (inc. £75 paid to the court)	145.00	145.00	22/04/14	P
Arrest Warrants without Bail Council Tax (inc. £75 paid to the court)	130.00	130.00	22/04/14	P

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**oneSource
Legal & Governance**

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Electoral Registration				
Sale of Electoral Registers				
Data format	20.00	20.00	01/02/01	P
Additional charge per 1000 entries	1.50	1.50	01/02/01	P
Paper format	10.00	10.00	01/02/01	P
Additional charge per 1000 entries	5.00	5.00	01/02/01	P

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**oneSource
Legal & Governance**

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Electoral Registration				
Registration Certificate	17.90	0.00	01/04/19	P
Charge for each additional year checked	0.00	0.00	01/04/18	P
Ward Map	3.85	4.10	01/04/19	I/N/P
Photocopying:				
First page	2.20	2.35	01/04/19	I/N/P
Cost per additional page	0.30	0.35	01/04/19	I/N/P

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Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Legal & Democratic Services				
Licences to Assign (Seal)	750.00	773.00	01/04/19	I/N/P
Licence to Alter	750.00	773.00	01/04/19	I/N/P
Sale of Council Houses - Mortgage Fees	139.00	143.00	01/04/19	I/N/P
Mortgage Redemption Fees:				
Early redemption	126.00	130.00	01/04/19	I/N/P
Complete term	66.00	68.00	01/04/19	I/N/P
Deeds of release for pre-emption discount repayment	147.00	151.00	01/04/19	I/N/P
Release from Mortgage Covenant	95.00	98.00	01/04/19	I/N/P
Second Charge Questionnaire	99.00	102.00	01/04/19	I/N/P
Enquiries re: Discount repayment from Commercial sources	71.00	73.00	01/04/19	I/N/P
Administration fee re:enquiries from commercial sources on 2nd charges	52.00	54.00	01/04/19	I/N/P

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Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Reserve/Access Licences: Single payment Annual payment	56.00 21.00	58.00 21.00	01/04/19 01/04/14	I/N/P P
Lease of shops/offices: Town centre Other	750.00 505.00	1,500.00 1,000.00	01/04/19 01/04/19	C/P C/P
Complex Commercial Leases (fees dependent on complexity, urgency and time)				
Sale of surplus land/property N.B. All other conveyancing costs where Council can charge when terms so provide are by agreement in terms of solicitors Remuneration Order 1972.				

Basis of Increase:

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Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Planning Agreements (Section 106 Town & Country Planning act 1990)	£140 - £230 ph	£144 - £237 ph	01/04/19	I/N/P
Unilateral Undertaking	£140 - £230 ph	£144 - £237 ph	01/04/19	I/N/P
Legal Charges				
S38 Highways Act 1980 Supervision	£140 - £230 ph	£144 - £237 ph	01/04/19	I/N/P
Section 278 Highways Act 1980	£140 - £230 ph	£144 - £237 ph	01/04/19	I/N/P
Highway Agreements (Minimum Fee)	530.00	546.00	01/04/19	I/N/P

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Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Use of Council Chamber and Committee Rooms – Town Hall				
Council Chamber				
Monday to Friday - per whole day	357.00	368.00	01/04/19	I/N/P
Monday to Friday - per half day	179.00	184.00	01/04/19	I/N/P
Weekends - per whole day	494.00	509.00	01/04/19	I/N/P
Weekends - per half day	249.00	256.00	01/04/19	I/N/P
Evenings - after 6pm (Fridays and weekends only)	216.00	222.00	01/04/19	I/N/P
Committee Room 3				
Monday to Friday - per whole day	222.00	229.00	01/04/19	I/N/P
Monday to Friday - per half day	111.00	114.00	01/04/19	I/N/P
Monday to Friday - per 2 hour session	84.00	87.00	01/04/19	I/N/P
Evening - after 6pm (Fridays and weekends only)	111.00	114.00	01/04/19	I/N/P
Other Committee Rooms - per hour (daytime & evening)				
Room 1	34.00	35.00	01/04/19	I/N/P
Room 2	34.00	35.00	01/04/19	I/N/P
Room 4	34.00	35.00	01/04/19	I/N/P
Lettings to Charities and Voluntary Organisations				
Lettings to charities and voluntary organisations will usually attract a				

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oneSource
Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Land and Property Services Various charges for services to private sector				
Democratic Services Copies of the Constitution	30.00	31.00	01/04/19	I/N/P
All Departments Local Government (Access to Information) Act 1985 Inspection of papers in background paper list				
Copying				
Supply of photocopies of background papers				
First page	2.00	2.00	01/04/15	L
Cost per additional page	0.20	0.20	01/04/15	L

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Legal & Governance**

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Admission appeals				
Per appeal withdrawn before processing	No charge	No charge	01/04/14	
Per processed appeal withdrawn less than three weeks before hearing	155.00	160.00	01/04/19	I/N/P
Per appeal withdrawn once papers for hearing have been distributed	188.00	194.00	01/04/19	I/N/P
Per appeal heard	250.00	258.00	01/04/19	I/N/P
Per appeal referred to the Secretary of State alleging maladministration	Charge to be	Charge to be	01/04/19	I/N/P
Per appeal subject to judicial review proceedings	agreed on basis	agreed on basis	01/04/19	I/N/P
Fixed Term Contract(min 2 yrs)		210 per appeal	01/04/19	C/P
Exclusion reviews				
Per review withdrawn before processing	No charge	No charge		
Per processed review withdrawn less than three weeks before hearing	151.00	156.00	01/04/19	I/N/P
Per review withdrawn once papers for hearing have been distributed	179.00	185.00	01/04/19	I/N/P

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Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Education Appeals:				
Per review heard				
For first hour of hearing and up to four hours of the clerk's time after the	296.00	305.00	01/04/19	I/N/P
For each subsequent hour or part of an hour of hearing; plus	67.00	69.00	01/04/19	I/N/P
For each subsequent hour or part of an hour of clerk's time	47.00	48.00	01/04/19	I/N/P
Per review referred to the Secretary of State alleging maladministration	Charge to be	Charge to be	01/04/19	I/N/P
Per review subject to judicial review proceedings	agreed on basis of work required	agreed on basis of work required	01/04/19	I/N/P
Applications to correct the Registers of Common Land and Town and				
Declaration of entitlement to exercise a right of common	34.00	35.00	01/04/19	I/N/P
Creation of a right of common resulting in the registration of new common	No charge	No charge		
Creation of a right of common over existing common land	133.00	137.00	01/04/19	I/N/P
Variation of a right of a common	133.00	137.00	01/04/19	I/N/P
Apportionment of a right of common	133.00	137.00	01/04/19	I/N/P
Attachment of a right of common	No Fee	No Fee		
Re-allocation of attached rights	133.00	137.00	01/04/19	I/N/P
Transfer of a right in gross	54.00	56.00	01/04/19	I/N/P

Basis of Increase:

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oneSource
Legal & Governance

(B) Charges determined by Committee

*VAT inclusive

Income Source	Charges 2018/19 (from April 2018) £	Charges 2019/20 (from April 2019) £	Operative Date of Latest Notified Charge	Basis of Increase and Charging Policy
Surrender or extinguishment of a right of common	100.00	100.00	15/12/14	I/N/P
Statutory disposition pursuant to section 14 of the 2006 Act (including the exchange of land for land subject to a statutory disposition)	199.00	205.00	01/04/19	
Registration of a new town or village green other than by owner	No charge	No charge	15/12/14	
Registration of a new town or village green by the owner	No charge	No charge	15/12/14	

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FINANCE RISK REGISTER

APPENDIX D

Reference	Title	Description	Category	Value	Likelihood	Impact	Rating	Mitigating Action	Risk Owner
C1	Spending Review 2019	The Spending Review will determine the control totals Local Government have available over the next few years. With global financial uncertainty and the effects of Brexit there is a significant risk that the spending review will result in further austerity		Unclear - Last spending round reduced funding by approx £5m per year	3	3	9	Lobby the Government at every available opportunity. Joint work with London Councils and other boroughs to demonstrate the impact of austerity on front line services	Corporate
C2	Change to NHB Rules	The 2018 Technical consultation indicated a possible change to the rules regarding award of NHB. The new methodology will revolve around a Housing Delivery test the details of which have yet to be confirmed. Havering currently assumes no new NHB for 2019/20 but significant new NHB thereafter		Up to £2.7m	3	2	6	Lobby the Government that they need to support new house building and the financial support must not be top sliced from other funding for local government.	Housing
C3	Impact of Brexit	There is uncertainty regarding the UK's relationship with the EU moving forward. The potential implications are wide ranging on local authorities including interest rates, the value of the pound and the costs of products, services and staffing. There may be an impact on the 2019 Spending Review.		Unclear	3	1	3	Review all national announcements. Make preparations for all eventualities where possible	Corporate
C4	Loss/reduction in Business Rates	One impact of austerity is failure of local businesses. Business rates are in part locally retained meaning that significant downturn in yield will have a direct impact. The Londonwide pool will smooth this effect but could also result in a far more significant impact if some larger businesses in central London closed.		Unclear	2	2	4	Support local businesses - Attract new business to the borough through regeneration	Corporate
C5	Change in National Government	We currently have a minority Government and so there will always be the possibility of a snap election. A change of national leadership could introduce different views and policies which could affect local government		Unclear	2	2	4	No Mitigating Action - Watching Brief	Corporate
C6	New Legislation	The Government could at anytime introduce new legislation or transfer new burdens to local government. History has shown that frequently new legislation is not accompanied by enough associated funding		Unlikely to be significant	2	1	2	Lobby the Government that any new burdens must have a fair level of funding provided. Regularly review Government announcements to ensure any legislation changes are picked up at an early stage to enable forward planning	Corporate
C7	The impact of delays, changes, and market fluctuations to the Regeneration Programme	The regeneration models contained in the business cases make assumptions regarding inflation, interest rates and the property market. Changes to these factors could affect the expected yields. There is also a significant cost associated with delays to the programme either caused by changes to proposals or any other reason		Could be significant	2	3	6	Ensure all business cases are robust and financially recognise the potential impact of any delays or changes to market conditions+10	Corporate
C8	Interest Rate change	An increase in interest rates will have a direct impact on the Council's treasury strategy. Potential increases in borrowing will directly impact on the Councils MTFP and affordability decisions on major future Capital plans		xxxx per 1%	2	1	2	Review likelihood and adjust MTFS at a prudent time	Treasury
C9	Higher than expected inflation	If there was a significant increase in inflation this would result in cost of services increasing and potential pay awards all of which would be a direct pressure on the MTFS.		xxxx per 1%	2	2	4	Review likelihood and adjust MTFS at a prudent time	Corporate
C10	Higher than expected population growth/ demographics	The Council's plans recognise the effect of population growth and the demographic pressures that brings particularly to Social Care. If either the population increased at a higher rate or factors such as poverty and deprivation resulted in increased demand above current planned amounts then this would have a direct impact on the MTFS		Unclear	1	2	2	Continually review assumptions based on the latest figures and periodically update the MTFS	Social Care
C11	IBCF and other Grants	The Government has announced grant funding up until 2019/20 as part of the 4 year settlement. Funding after this point is far less clear and whilst this is taken into account in the MTFS a loss of smaller grants will impact on planning.		Unlikely to be significant	2	1	2	Act promptly following Government announcements. Adjust the MTFS where necessary	Corporate
C12	Pension Fund Performance/Actuarial Review	A downturn in the performance of the pension fund could result in increased contributions being required at the next triennial review. This will have a direct impact on the MTFS assumptions		Unlikely to be significant	1	2	2	Ensure a continued prudent position in the MTFS - Update when the outcome of the triennial review is apparent	Treasury
C13	Budget Failure/ Overspends	The MTFS allows for any recognised ongoing budget pressures. Unbudgeted overspends will depleted general and earmarked reserves. This could lead to future year budget pressures either through planned contributions to reserves or through continued overspends.		Unlikely to be significant	1	2	2	Ensure Services develop action plans to contain overspends. Monitor the current year closely and accurately. Update the MTFS where it becomes apparent an overspend is unavoidable and ongoing	Corporate
C14	IT System Failure	Significant IT failure could result in loss of service provision, potential loss of data and additional repair or replacement costs		Unclear	1	3	3	Ensure all systems are fully supported Ensure reserves are adequate to mitigate this risk	Corporate
C15	Future Waste disposal arrangements	There are already significant sums built into both the ELWA budget and the Councils MTFP to cover the preparations for the end of the waste contract in 2027. These costs however could easily increase as 2027 gets nearer.		Unlikely to be significant	1	2	2	Support and help ELWA develop the work needed in the lead up to 2027. Ensure the MTFP reflects the agreed levy position	Corporate
C16	Adverse Weather/Cold winter	A cold or wet winter can result in increased environmental costs through gritting or possibly flood alleviation. Freezing weather also can break up road surfaces resulting in emergency repairs		£1m?	2	1	2	Watching Brief. Ensure general reserves are sufficient to mitigate this risk	Environment
C17	Fraud	The Council has measures in place to minimise the risk of fraud. If a major financial fraud were discovered this could have a reputational risk and result in additional costs both to improve systems and to mitigate any uninsured losses.		Unclear	1	2	2	Ensure all systems and controls are in place with appropriate governance and internal audit regularly review procedures.	Corporate

C18	JV Failure	The JV's all have business cases with returns on investments at various points to the Council. Failure of a JV could be for a number of reasons but will result in both additional costs and loss of income to the Council		Significant - several £m	1	3	3	Continued Council close monitoring and support for JV's	Regeneration
C19	Affordability of Capital Programme	The Capital programme will be based on a funding strategy. Significant overspends or enhancements to projects will result in a revenue pressure through increased contributions on higher borrowing and MRP costs		Unlikely to be significant	1	1	1	Ensure tight monitoring and controls are in place for all capital schemes. Ensure any significant variances are identified and are reported to enable appropriate governance of the new spend position	Corporate
C20	Collection Rates	Council Tax is set on assumed collection rates. Failure to achieve those rates will have an impact on the collection fund and the level of bad debt provision required. Both of these items will impact on future planning.		Unlikely to be significant	1	1	1	Ensure debt collection process is efficient and up to date. Promote digital initiatives to minimise debt and other initiatives such as increase use of DD's for Business Rates and Council Tax	Corporate
C21	Public Health Joint Funding	The Public Health Grant has reduced over the last two years and is quite likely to continue to be squeezed. This could potentially impact on the future funding of Council Services		Unclear	1	1	1	Review Government announcements	Health
C22									

LIKELIHOOD	
Total Remote Risk	1
Total Possible Risk	2
Total Very Likely Risk	3

FINANCIAL IMPACT		
LOW		1
MEDIUM		2
HIGH		3

GENERAL FUND BUDGET	2019/ 2020	2018/2019
	Net	Net
	Exp	Exp
	£000	£000
Planning & Economic Development	(2,116)	(534)
Roads, Pavements & Car Parking	666	1,901
Education	41,134	42,568
Rubbish, Waste Collection & Street Cleaning	6,152	6,730
Environmental Health & Trading Standards	2,384	2,789
Housing (General Fund Only)	4,125	3,534
Culture and Leisure	4,882	5,773
Social Services	58,107	54,363
Public Health	(1,816)	(1,651)
Other Services	38,840	38,837
Total - all services	152,358	154,310
Contingency and Provisions	1,000	1,000
HAVERING'S NET EXPENDITURE	153,358	155,310
Levies		
East London Waste Authority	17,176	15,887
Environment Agency - Thames Region	193	184
Environment Agency - Anglian Region	22	21
Lee Valley Regional Park Authority	222	211
London Pension Fund Authority	321	306
Unringfenced Grants	(12,897)	(11,991)
TOTAL EXPENDITURE	158,395	159,928

Change in Council's Expenditure

	£m
2019/20 Budget	158.4
2018/19 Budget	160.0
Net Total Change	(1.6)
Budget Pressures	13.3
Inflation	1.9
Increase in Levies	1.3
Provisions & Other Issues (including Grant & Funding Changes)	(4.6)
Sub Total	11.9
Efficiencies/Savings	(13.5)
Net Total	(1.6)

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Description	2019/20	2020/21	2021/22	2022/23	4 Year Plan
	£m	£m	£m	£m	£m
Corporate pressures	5.998	7.315	9.459	5.305	28.077
Demographic Pressures	6.005	4.213	3.435	3.592	17.245
Potential loss of grant	7.368	9.402	0.000	0.000	16.770
Assumed savings	(13.257)	(9.146)	(9.491)	(8.487)	(40.382)
Proposals to close 2019/20 budget	(8.900)				(8.900)
Growth	2.786	1.000			3.786
TOTAL	0.000	12.784	3.403	0.410	16.597

Corporate Pressures are made up of:

- Forecast Increases in the ELWA Levy

The cost of waste disposal is annually agreed with ELWA (East London Waste Authority). The main cost increase relates to inflationary increases in the 25 year contract agreed in 2002 with Renewi (formerly Shanks). Havering along with the other 3 boroughs (Redbridge, Newham and Barking and Dagenham) have also begun to set money aside for the transition period leading up to the end of the contract.

- Capital financing and interest assumptions

The Council has an ambitious and far reaching regeneration programme which will rejuvenate key areas of the borough. The Council will invest significantly in the early years of these schemes with a return on investment in some cases maturing only in the medium term. Full business cases for the Joint Ventures are provided elsewhere on this Cabinet agenda.

- Review of reserves balances, risk requirements and provisions

As set out later in this report, the Council is planning to increase general balances to reflect both the level of savings made over the last 10 years and also the current significant national financial uncertainty.

- Future cost of concessionary travel

The cost of concessionary travel is largely based on usage (ie journeys undertaken by pass holders). The Londonwide overall cost is subject to an

annual settlement with Transport for London (TFL) and the other train and bus operators. Havering could face increases in costs either through the inflationary increases in this settlement or increase usage by residents of the borough.

- Future Pension Fund costs

The Council's pension fund is subject to a triannual valuation by appointed actuaries. This process reviews the overall health of the fund and makes recommendations on contributions the Council should make to the Fund.

Demographic Pressures are made of:

- Adult Social Care demographics
- Children's Social Care demographics
- Pay and contractual Inflation

The Council has a growing population with increasingly complex needs. Provision is made in the MTFs for projected increase in client numbers in both Adults' and Children's. The services continually work to contain costs whilst continuing to deliver the best outcomes their clients. The transformation programme will review all the social care processes in order to maximise efficiency and produce the best solution for clients.

Pay awards are controlled nationally and the MTFs makes provision for anticipated future increases. The Council aims to contain all other inflationary costs but recognises the need to provide for contractual uplifts and market uplifts in areas such as Social Care.

Potential Loss of Grant (20/21 grant loss assumptions in brackets)

- Improved Better Care Fund or IBCF (£5.6m)
- Social Care Grant (£1.7m)
- Public Health Grant (£0.7m)
- New Homes Bonus (£0m)
- Revenue Support Grant (£1.4m)

The grant announcements relating to IBCF and the Social Care Grant are silent after 2019/20. The MTFs currently assumes they will be discontinued after 2019/20. This is a pessimistic but prudent position to take until further clarity is published following the outcome of the forthcoming consultation on Adult Social Care Green Paper.

The Public Health Grant pressure recognises reductions to that grant over the last two years.

The New Homes Bonus assumption however assumes that there will be no further reductions to the remaining £2.9m grant after 2019/20. To achieve this position will require significant additions to the number of homes in the borough over the next three years. This will be closely monitored each quarter.

The MTFS assumes a cut of £1.4m revenue support grant in 2020/21 but no further general grant reductions after that as by then Havering's RSG will zero. However, this is uncertain and may change following the Fairer Funding Review and Spending Review in 2019.

Savings Assumptions

The Council has already agreed a challenging programme of savings over the next four years. Implementation of these savings is essential to balance the budget but it is recognised that a pro-active approach will be needed to achieve the desired outcome.

The Council has built in £13.3m of savings proposals into its balanced budget for 2019/20. These proposals follow on from year on year savings of over £70m in the last five years. Clearly the compound effect of these proposals increases the risk of non-delivery. The proposals put forward for 2019/20 have been fully scrutinised and validated but it is recognised that there is an increased risk of non-delivery. The Council's policy on reserves recognise this risk.

The MTFS assumes a further £27m of ongoing savings and increased income over the next three years from 2020/23. Most of these savings are transformational and will be reviewed at regular intervals. As stated earlier in this report the transformation programme has a number of additional strands which are also expected to help close the 2020/21 gap. These will add to the savings figures in the MTFS table above.

Sensitivity Analysis

The assumptions used to formulate the MTFS are robust and are the best available at this time. These assumptions however are subject to fluctuations and will change over time. The sensitivity analysis below shows the impact of changes to the current assumptions in the MTFS.

Notional Impact on Council Tax of Risks	Budget Impact	Council Tax Impact
	£m	%
1% increase in pay	0.9	0.74%
1% increase in contract inflation	0.7	0.54%
1% increase in Adult client numbers / demographics	1.0	0.83%
1% increase in borrowing rates	0.6	0.50%
Failure to achieve New NHB in 2020/21	2.1	1.74%
10% Non Delivery of 2019/20 savings proposals	1.4	1.16%

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AUDIT COMMITTEE

Subject Heading:

Treasury Management Strategy Statement (TMSS) 2019/20 and Annual Investment Strategy (AIS) 2019/20, Capital Prudential and Treasury Indicators and Minimum Revenue Provision Policy Statement for 2019/20

SLT Lead:

Jane West
Chief Operating Officer

Report Author and contact details:

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Policy context:

01708 432485 / 0203 045 3083
The code of practice on treasury management 2017 recommends that the Treasury Management Strategy and Minimum Revenue Provision Statement are reported to a scrutiny committee for effective scrutiny.

Financial summary:

The Treasury Management Strategy forms part of the Council's overall budget strategy and financial management framework.

Is this a Key Decision?

No

When should this matter be reviewed?

Bi-Annually

Reviewing OSC:

Audit Committee

•

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[x]
Places making Havering	[x]
Opportunities making Havering	[x]
Connections making Havering	[x]

SUMMARY

The TMSS and AIS are part of the Council's reporting procedures and are recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) code of practice on treasury management and its prudential code for capital finance in local authorities. The Local Government Act 2003 requires councils to comply with both codes.

This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the DCLG Guidance, and it covers:

- The Borrowing and Investment Strategies
- Treasury Management Indicators
- Prudential Indicators
- A Minimum Revenue Provision Policy (the means by which capital expenditure which is financed from borrowing is paid for by council tax payers)

RECOMMENDATIONS

- To note the report and make any comment on its content.

REPORT DETAIL

1. Introduction

- 1.1 The Authority is required to set a balanced budget each financial year, which broadly means that income received during the year will meet its operational expenditure. As part of the overall financial management arrangements, a primary objective of the Treasury Management service is to ensure that the Authority's cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in counterparties or instruments commensurate with the Authority's appetite for risk and liquidity requirements, as priorities before considering investment return.

- 1.2 Revised reporting is required for the 2019/20 reporting cycle due to revisions of the Ministry of Housing, Communities and Local Government (MHCLG) Investment Guidance, the MHCLG Minimum Revenue Provision (MRP) Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code. The primary reporting changes include the introduction of a capital strategy, to provide a longer-term focus to the capital plans, and greater reporting requirements surrounding any commercial activity undertaken under the Localism Act 2011. The capital strategy is being reported separately on this agenda.

CIPFA define treasury management as “The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

- 1.2 Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day to day treasury management activities. This expenditure is shown throughout this report as “regeneration programme”.

- 1.3 The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- a. Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers:
- the capital plans, (including prudential indicators);
 - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time);
 - the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
 - an investment strategy, (the parameters on how investments are to be managed).
- b. A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.
- c. An annual treasury report** – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

- 1.4 The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Audit Board

2. Key Considerations and Sustainability

2.1 Treasury Management Strategy for 2019/20

- 2.1.1 The strategy for 2019/20 covers two main areas:

Capital issues

- the capital expenditure plans and the associated prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues

- the current treasury position; See table 1 below
- treasury indicators which limit the treasury risk and activities of the Council; Appendix 2
- prospects for interest rates; Appendix 3
- the borrowing strategy;
- policy on borrowing in advance of need; Appendix 4
- debt rescheduling;
- the investment strategy;
- creditworthiness policy;
- the policy on use of external service providers.

- 2.1.2 These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, MHCLG MRP Guidance, the CIPFA Treasury Management Code and MHCLG Investment Guidance.

2.2 Training

- 2.2.1 The needs of the Authority's treasury management staff for training in investment management are assessed on a regular basis as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change.

Staff regularly attend training courses, seminars and conferences provided by the treasury management adviser and CIPFA. Relevant staff are also encouraged to study professional qualifications from CIPFA, the Association of Corporate Treasurers and other appropriate organisations. The CIPFA Code requires the responsible officer to ensure that Members with responsibility for treasury management receive adequate training in treasury management. This

especially applies to Members responsible for scrutiny. Training will be arranged as required.

3. Service Delivery and Performance Issues

3.1 The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, shown in Appendix 1, which are designed to assist Members' overview and confirm capital expenditure plans.

3.2 Current Portfolio Position

3.2.1 The overall treasury management portfolio as at 31 March 2018 and the position as at 31 December 2018 are shown below for both borrowing and investments.

Table1: Current Portfolio Position

TREASURY PORTFOLIO				
	Actual 31/3/18 £m	Actual 31/3/18 %	Current 31/12/18 £m	Current 31/12/18 %
Treasury Investments				
Banks & Building Societies	81.002	35	75.201	35
Government (including Local Authorities)	131.850	58	120.750	55
Money Market funds	12.737	6	9.500	4
Bonds	3.000	1	3.000	1
Total Treasury Investments	228.589	100	223.608	100
Treasury External Borrowing				
Local Authorities	30.000	12	0	0
PWLB	203.235	85	203.235	97
LOBO loans from banks	7.000	3	7.000	3
Other loans	0.250	-	0.250	-
Total External Borrowing	240.485	100	210.385	100
Net Treasury Investments/(Borrowing)	(11.896)		(13.223)	

Borrowing from Local Authorities as at 31 March 2018 was taken as temporary short term debt

3.2.2 The Council's forward projections for borrowing are summarised below in Table 2. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing

Table 2: Capital Financing Requirement (CFR)

£m	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
External Debt					
Debt at 1 April	215	241	251	369	463
Expected change in Debt	26	10	118	94	53
Other long-term liabilities (OLTL)	0	0	0	0	0
Expected change in OLTL	0	0	0	0	0
Gross debt at 31 March	241	251	369	463	516
The Capital Financing Requirement	264	281	423	543	604
Under / (over) borrowing	23	30	54	80	88

3.2.3 Within the above figures the level of debt relating to regeneration activities is detailed in table 3 below

Table 3: Regeneration Programme debt

	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Actual debt at 31 March £m	21	26	123	174	196
Percentage of total external debt %	9	11	33	38	38

3.2.4 Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits – see Appendix 1

3.2.5 The Chief Operating Officer reports that the Council complied with the prudential indicator that the Council's gross borrowing in the current year does not exceed its CFR and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3.3 Prospects for Interest Rates

3.3.1 Current Forecasts are shown in Appendix 3

3.3.2 Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The forecast, and Bank of England Monetary Policy Committee (MPC) decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

3.4 Borrowing Strategy

3.4.1 Caution will be adopted with the 2019/20 treasury operations. The Chief Operating Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

3.4.2 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2019/20 treasury operations. The Chief Operating Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

If it was felt that there was a significant risk of a sharp fall in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.

If it was felt that there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

- 3.4.3 The reasons for any rescheduling to take place will include:
- * the generation of cash savings and / or discounted cash flow savings;
 - * helping to fulfil the treasury strategy;
 - * to enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).
- 3.4.4 All rescheduling will be reported to the Cabinet at the earliest meeting following its action.
- 3.4.5 In October 2018, Prime Minister Theresa May announced a policy change of abolition of the HRA debt cap. The Chancellor announced in the Budget that the applicable date was 29/10/18
- 3.4.6 This Council's borrowing in advance of need policy can be found at Appendix 4

3.5 Annual Investment Strategy

- 3.5.1 The MHCLG and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with financial investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy, (a separate report) which will be considered at the same meeting.
- 3.5.2 The Council's investment policy has regard to the following: -
- MHCLG's Guidance on Local Government Investments ("the Guidance")
 - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")
 - CIPFA Treasury Management Guidance Notes 2018.
- 3.5.3 The Council's investment priorities will be security first, portfolio liquidity second and then yield (return).
- 3.5.4 The above guidance from the MHCLG and CIPFA place a high priority on the management of risk. This Authority has adopted a prudent approach to managing risk, its minimum credit criteria is set out in Appendix 5.
- 3.5.5 The Council will consider placing longer term treasury deals while investment rates are at historically low levels and where attractive interest rates with high quality counterparties become available.
- 3.5.6 Investments will make reference to the core balance, cash flow requirements and the outlook for short and medium term interest rates.

- 3.5.7 Credit ratings should not be the sole determinant of the quality of an institution, this Council is not bound by the agency with the lowest rating and, importantly, officers will continually assess and monitor the financial sector and the economic/political environment in which institutions operate.
- 3.5.8 Treasury investment instruments identified for use in the financial year are listed in Appendix 6 under the 'specified' and 'non-specified' investment categories.
- 3.5.9 The Chief Operating Officer will, on advice, make operational changes to these limits in response to prevailing market conditions and regulatory changes.
- 3.5.10 All investments will be denominated in sterling.
- 3.5.11 As a result of the change in accounting standards for 2018/19 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund.
- 3.5.12 Following the consultation undertaken by the MHCLG on IFRS 9 the Government has introduced a mandatory statutory override for local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds. This will be effective from this financial year, 1 April 2018. The statutory override applies for five years from this date. Local authorities are required to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override in order for the Government to keep the override under review and to maintain a form of transparency.
- 3.5.13 The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as "ring-fencing". Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.
- 3.5.14 Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank (RFB) will be focused on lower risk, day-to-day core transactions, whilst more complex and "riskier" activities are required to be housed in a separate entity, a non-ring-fenced bank (NRFB). This is intended to ensure that an entity's core activities are not adversely affected by the acts or omissions of other members of its group.
- 3.5.15 Whilst the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to

assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

3.5.16 This Authority will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance. Regular monitoring of investment performance will be carried out during the year.

3.5.17 The local benchmark for investment is the 3 month LIBOR rate.

3.6 Loans to Third Parties

3.6.1 The Authority may borrow to make grants or loans to third parties for the purpose of capital expenditure, as allowable under paragraph 25 (1) (b) of the Local Authorities (Capital Financing and Accounting) (England) Regulations 2003 (Statutory Instrument No. 3146). This facility is likely to be used to support local economic regeneration and development activity but not limited to those purposes. The additional capital expenditure may be funded by external borrowing. Loans for working capital or revenue purposes are permitted as long as these are funded from the Council's internal cash balances as external borrowing is not permitted in such circumstances.

3.7 Treasury Indicators

3.7.1 The indicators cover 2018/19-2021/22. The CIPFA Prudential Code and the TM code requires authorities to set treasury indicators and these are set out in Appendix 2. No breaches in the indicators are expected in 2019/20.

3.8 Minimum Revenue Provision (MRP)

3.8.1 The MRP Policy Statement 2019/20 is set out in Appendix 7 of this report.

3.9 Policy on the use of external service providers

3.9.1 The Council uses Link Asset Services as its external treasury management advisors.

3.9.2 The Council recognises that responsibility for treasury management decisions remains with the organisation at all times. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

REASONS AND OPTIONS

Reasons for the decision:

The statutory Codes set out that the Council ought to approve a Treasury Management Strategy Statement, the MRP Strategy and the Prudential Indicators.

Other options considered:

The MHCLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Operating Officer, having consulted the Cabinet Member for Finance and Property, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain

IMPLICATIONS AND RISKS

Financial implications and risks:

The Treasury Management Strategy Statement is a key part of the overall budget strategy and financial management framework and governs the strategic and operational treasury management activities throughout each financial year in order to manage the Council's financial risks associated with cash management via borrowing and investments.

For the financial year 2019/20, the budget for investment income has been set at £1.4m, based on an average interest rate of 0.8%.

The budget for long term debt interest payable in 2019/20 has been increased from £8.4m to £11.3m. This is based on the existing average long term debt portfolio of £210m at an average interest rate of 3.6% and has been adjusted for anticipated borrowing for the 2019/20 capital programme.

Of the existing £210m of long term debt, £170m is in relation to the HRA, with a budget for debt interest payable of £5.2m. An additional £0.7m will be incurred in 2019/20 in respect of new external borrowing interest costs.

The General Fund Budget for debt interest on external debt has been increased by £0.2m from £2.4m to £2.6m to allow for external borrowing to be undertaken should it be considered necessary in 2019/20 to fund the cost of borrowing for the increased capital programme.

The budget for debt interest on external debt for regeneration activities has been set at £2.8m in 2019/20.

If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different. Variance from budget will be reported on a bi-annual basis to full Council.

Legal implications and risks:

The Council must comply with its duty under section 3 Local Government Act 2003 to keep under review the amount of money the Authority can afford to borrow. Regulation 2 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003/3146 requires the Authority to have regard to the code of practice entitled the

“Prudential Code for Capital Finance in Local Authorities” published by CIPFA when considering its duty under section 3.

The Council has fiduciary duties toward its tax payers to act in good faith in the interests of those tax payers with the considerable sums of money at their disposal. The Strategies being proposed for approval seek to discharge those duties in a reasonable and prudent fashion and therefore there is a low risk of successful challenge.

Otherwise there are no apparent legal implications arising as a result of this Report.”

Human Resources implications and risks:

There are no direct Human Resources implications arising as a result of this report

Equalities implications and risks:

There are no equalities implications within this report

BACKGROUND PAPERS

Appendix 1

PRUDENTIAL INDICATORS

Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

Capital expenditure £m	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Non-HRA	51.165	71.120	72.651	62.745	12.662
HRA	33.056	67.459	47.310	80.719	54.186
Regeneration Programme *	4.472	6.279	146.735	132.243	72.709
Total	88.693	144.858	266.696	275.707	139.557

* these activities relate to areas such as capital expenditure on investment properties, loans to third parties etc.

Other long-term liabilities - The above financing need excludes other long-term liabilities that already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing of capital expenditure £m	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Capital receipts	22.457	15.331	63.690	80.947	46.000
Capital grants	20.823	39.621	31.550	31.725	2.000
Revenue and Reserves	27.945	68.267	25.689	38.340	23.335
Section 106/CIL	1.921	2.795	1.339	0	0
Net financing need for the year	15.547	18.844	144.428	124.695	68.222

The net financing need for regeneration programme activities included in the above table against expenditure is shown below:

Regeneration Programme £m	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Capital Expenditure	4.472	6.279	146.735	132.243	72.709
Other Sources of Financing	0	0	50.250	78.000	46.000
Net financing need for the year	4.472	6.279	96.485	54.243	26.709
Percentage of total net financing need %	28.76	33.32	66.80	43.50	39.15

The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each assets life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities. The Council currently has no such liabilities within the CFR.

The Council is asked to approve the CFR projections below:

£m	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Capital Financing Requirement					
CFR – non housing	69.154	80.281	104.693	130.435	138.063
CFR – housing	174.669	174.669	196.290	238.669	269.520
CFR – Regeneration Programme	20.647	26.489	122.537	173.897	196.414
Total CFR	264.470	281.439	423.520	543.001	603.997
Movement in CFR	13.892	16.969	142.081	119.481	60.996

Movement in CFR represented by					
Net financing need for the year	15.548	18.844	144.428	124.695	68.221
Less MRP and other financing movements	1.656	1.875	2.347	5.214	7.225
Movement in CFR	13.892	16.969	142.081	119.481	60.996

A key aspect of the regulatory and professional guidance is that elected members are aware of the size and scope of any commercial activity in relation to the authority's overall financial position. The capital expenditure figures and the details above demonstrate the scope of this activity and, by approving these figures, consider the scale proportionate to the Authority's remaining activity.

Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2019/20 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Chief Operating Officers reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

Core funds and expected investment balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.).

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist Members' overview and confirm capital expenditure plans.

Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicator:

Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream.

%	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Non-HRA	2.2	2.4	2.8	3.3	4.0
HRA	4.1	3.2	3.7	4.4	5.0
Regeneration Programme		0.8	2.0	4.9	6.6
Total	6.3	6.4	8.5	12.6	15.6

Prior to 2018/19 regeneration programme activities are not shown separately in this table

The estimates of financing costs include current commitments and the proposals in this budget report.

Prudential and Treasury Indicators

The Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the Capital Financing Requirement (CFR) in the preceding year plus the estimates of any additional CFR for 2019/20 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

The operational boundary

This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational boundary £m	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Debt	369	408	422	453
Other long term liabilities	10	10	10	10
Regeneration Programme	174	197	212	210
Total	553	615	644	673

The authorised limit for external debt

This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised limit £m	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Debt	414	457	472	505
Other long term liabilities	10	10	10	10
Regeneration Programme	151	197	212	210
Total	575	664	694	725

Separately, the Council has been limited historically to to a maximum HRA CFR through the HRA self-financing regime. In October 2018, Prime Minister Theresa May announced a policy change of abolition of the HRA debt cap. The Chancellor announced in the budget that the applicable date was 29 October 2018.

Treasury Management Limits on Activity

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair opportunities to reduce costs/improve performance.

The Code requires that for LOBO loans the maturity date is now deemed to be the next call date.

The indicators are:

Maturity structure of borrowing

These gross limits are set to reduce the Council's exposure of large fixed rate sums falling due for refinancing; these have been kept deliberately wide to provide flexibility for any restructuring that might be carried out to de-risk the debt portfolio.

Maturity structure of fixed interest rate borrowing 2019/20		
	Lower	Upper
Under 12 months	0%	40%
12 months to 2 years	0%	60%
2 years to 5 years	0%	70%
5 years to 10 years	0%	80%
10 years to 20 years	0%	100%
20 years to 30 years	0%	100%

30 years to 40 years	0%	100%
40 years to 50 years	0%	100%
Maturity structure of variable interest rate borrowing 2019/20		
	Lower	Upper
Under 12 months	0%	90%
12 months to 2 years	0%	90%
2 years to 5 years	0%	100%
5 years to 10 years	0%	100%
10 years to 20 years	0%	100%
20 years to 30 years	0%	100%
30 years to 40 years	0%	100%
40 years to 50 years	0%	100%

Investment treasury indicator and limit

Total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the following treasury indicator and limit:

Upper limit for principal sums invested for longer than 365 days			
£m	2019/20	2020/21	2021/22
Principal sums invested for longer than 365 days	£75m	£75m	£75m

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Prospects for interest rates

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives their central view.

Link Asset Services Interest Rate View														
	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	0.75%	1.00%	1.00%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%	1.50%	1.75%	1.75%	2.00%
3 Month LIBID	0.80%	0.80%	0.90%	1.10%	1.10%	1.20%	1.40%	1.50%	1.60%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	0.90%	0.90%	1.00%	1.20%	1.20%	1.30%	1.50%	1.60%	1.70%	1.70%	1.80%	1.90%	2.00%	2.10%
12 Month LIBID	1.00%	1.00%	1.10%	1.30%	1.30%	1.40%	1.60%	1.70%	1.80%	1.80%	1.90%	2.00%	2.10%	2.20%
5yr PWLB Rate	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%
10yr PWLB Rate	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.20%
25yr PWLB Rate	2.90%	3.00%	3.00%	3.10%	3.20%	3.20%	3.30%	3.40%	3.50%	3.50%	3.60%	3.60%	3.60%	3.70%
50yr PWLB Rate	2.70%	2.80%	2.80%	2.90%	3.00%	3.00%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.40%	3.50%

Link Asset Services economic view is summarised below:

The flow of generally positive economic statistics after the quarter ended 30 June meant that it came as no surprise that the MPC came to a decision on 2 August to make the first increase in Bank Rate above 0.5% since the financial crash, from 0.5% to 0.75%. Growth has been healthy since that meeting, but is expected to weaken somewhat during the last quarter of 2018. At their November meeting, the MPC left Bank Rate unchanged, but expressed some concern at the Chancellor's fiscal stimulus in his Budget, which could increase inflationary pressures. However, it is unlikely that the MPC would increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. The next increase in Bank Rate is therefore forecast to be in May 2019, followed by increases in February and November 2020, before ending up at 2.0% in February 2022.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. However, over about the last 25 years, we have been through a period of falling bond yields as inflation subsided to, and then stabilised at, much lower levels than before, and supported by central banks implementing substantial quantitative easing purchases of government and other debt after the financial crash of 2008. Quantitative easing, conversely, also caused a rise in equity values as investors

searched for higher returns and purchased riskier assets. In 2016, we saw the start of a reversal of this trend with a sharp rise in bond yields after the US Presidential election in November 2016, with yields then rising further as a result of the big increase in the US government deficit aimed at stimulating even stronger economic growth. That policy change also created concerns around a significant rise in inflationary pressures in an economy which was already running at remarkably low levels of unemployment. Unsurprisingly, the Fed has continued on its series of robust responses to combat its perception of rising inflationary pressures by repeatedly increasing the Fed rate to reach 2.00 – 2.25% in September 2018. It has also continued its policy of not fully reinvesting proceeds from bonds that it holds as a result of quantitative easing, when they mature. We have, therefore, seen US 10 year bond Treasury yields rise above 3.2% during October 2018 and also seen investors causing a sharp fall in equity prices as they sold out of holding riskier assets.

Rising bond yields in the US have also caused some upward pressure on bond yields in the UK and other developed economies. However, the degree of that upward pressure has been dampened by how strong or weak the prospects for economic growth and rising inflation are in each country, and on the degree of progress towards the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

Borrowing in advance of need

Borrowing is primarily required to finance the council's capital expenditure programme and is long term in nature. Views of interest rate movements and moreover rising interest rate risk must be managed. This may result in borrowing in advance of need to secure long term finance on advantageous terms and reduce financing risk when capital will be required.

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

There are attendant risks associated with investments but the council has taken measures to substantially reduce the level of credit risk from holding investments and manage the carry cost (the difference between borrowing costs and investment yield)

Officers will monitor the interest rate market and adopt a pragmatic approach to changing circumstances. Risks associated with any borrowing in advance activity will be subject to proper appraisal and subsequent reporting through the mid-year or annual reporting mechanism

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The council's minimum credit ratings criteria

Credit Rating: Investment decisions are made by reference to the lowest appropriate published credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

Within the parameters set out below the Council works together with Link Asset Services (the treasury management advisor) to establish an operational lending list using Link's creditworthiness methodology.

The notes below should be read in conjunction with table 1 overleaf.

- 1. Banks (Unsecured) and Building Societies:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

For non UK Banks, the Authority's credit criteria will require that banks from AA+ rated countries and above can be used.

Current bank accounts: the Authority's own banker, Should the credit rating fall below A-, for liquidity purposes the Authority may continue to deposit surplus cash with the group providing that investments can be withdrawn on the next working day. Balances will be reviewed on a daily basis to assess their appropriateness.

Banks (secured): Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits.

The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

- 2. Rated Building Societies -** The Authority's credit rating criteria for UK Building Societies in 2018/19 will continue to limit deposits to those UK Building Societies that meet the credit criteria in table 1 below.

3. **Non Rated Building Societies** – The criteria in table 1 overleaf will apply.
4. **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
5. **Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made following an external credit assessment as part of a diversified pool in order to spread the risk widely.
6. **Registered providers:** Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing, formerly known as housing associations. These bodies are tightly regulated by the Regulator of Social Housing and, as providers of public services, they retain the likelihood of receiving government support if needed.
7. **Residential Mortgage Based Schemes** - Investment will be restricted to AAA rated funds with only UK exposure. These funds offer stronger risk-adjusted returns whilst maintaining high daily liquidity with time plus two days (T+2) access.
8. **Pooled funds:** Shares in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee.
9. **Money Market Funds (MMF):** The Authority will continue to use MMF's, which provide lower interest returns but do provide a highly liquid, diversified investment via a highly credit-rated pooled investment vehicle.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Table 1: Approved investment counterparties and limits

Credit rating	Banks unsecured*	Banks secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£35m 5 years	£35m 20 years	£35m 50 years	£15m 20 years	£15m 20 years
AA+	£35m 5 years	£35m 10 years	£35m 25 years	£15m 10 years	£15m 10 years
AA	£35m 4 years	£35m 5 years	n/a	£15m 5 years	£15m 10 years
AA-	£35m 3 years	£35m 4 years	n/a	£15m 4 years	£15m 10 years
A+	£35m 2 years	£35m 3 years	n/a	£25m 3 years	£15m 5 years
A	£35m 13 months	£35m 2 years	n/a	£25m 2 years	£15m 5 years
A-	£35m 6 months	£35m 13 months	n/a	£15m 13 months	£15m 5 years
None	£1m 6 months	n/a	n/a	£5m 5 years	£10m 5 years
	UK Local Authorities £35m per authority; 50 years				
Pooled funds	£25m per fund These include Bond Funds, Gilt Funds, Equity, Enhanced Cash Funds, Mixed Asset Funds and Money Market Funds, Residential Mortgage Based Schemes (RMBS)				

* Includes Building Societies

Investment Limits

The Authority further proposes the investment limits as set out in the table below to protect the security of its investments. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 2: Investment limits

	Cash limit
UK Central Government	unlimited
Any single organisation, except the UK Central Government	£35m each
Any group of organisations under the same ownership	£35m per group

Any group of pooled funds under the same management	£35m per manager
Financial instruments held in a broker's nominee account	£50m per broker
Foreign countries	£35m per country
Registered providers	£35m in total
Unsecured investments with building societies	£50m in total
Loans to unrated corporates	£35m in total
Money Market Funds	£50m in total
UK Residential Mortgage Backed Securities (RMBS)	£25m in total

Appendix 8 gives details of the Council's current investments.

Specified and Non Specified Investments

Specified investments:

The CLG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
 - the UK Government,
 - a UK local authority, parish council or community council, or
 - a body or investment scheme of “high credit quality”.

The Authority defines “high credit quality” organisations and securities as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

Limits on specified investments are shown in table 1 below.

Table 1: Specified Investments

Instrument	Institution Type	Instrument Minimum 'High' Credit Criteria	Limits	Max. Maturity Period
Accounts, deposits, certificates of deposit and senior unsecured bonds with banks other than multilateral development banks, UK Government Gilts.	UK Banks and UK Banking Groups ¹	per Appendix 5, Table 1	£35m	per Appendix 5, Table 1
	UK Building Societies	per Appendix 5, Table 1	£35m	per Appendix 5, Table 1
	Non UK Banks	Sovereign Rating of AA+ and above and meet Credit Criteria in Appendix 5, Table 1	£35m	per Appendix 5, Table 1
Covered bonds, floating rate notes, reverse repurchase agreements and other collateralised arrangements with banks and building societies	UK Banks and Building Societies and Non UK Banks	Per Appendix 5, Table 1 (and Sovereign Rating of AA+ minimum for Non UK Banks)	See Note 2	per Appendix 5, Table 1
Term Deposits	Local Authorities and other Public Institutions	UK Sovereign Rating	£35m	per Appendix 5, Table 1
Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing.	Registered Social Housing Providers	per Appendix 5, Table 1		per Appendix 5, Table 1
Money Market Fund		AAA ³	£25m	
Enhanced Cash Funds		AA/Aa ⁴	£25m	
Residential Mortgage Based Schemes (RMBS)		UK AAA	£25m	

1. £35m Limit per bank / banking group.

2. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

3. Investments will be made with those MMF's which have a rating of AAA

4. Minimum of Fitch / Standard & Poor's AA or Moody's Aa rating

Non-specified investments:

Any investment not meeting the definition of a specified investment is classed as non-specified. The Authority does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality.

Limits on non-specified investments are shown in table 2 below.

Table 2: Non-specified investment limits

	Cash Limit £m
Total long-term investments	75
Total Investments without credit ratings or rated below A- (subject to due diligence)	20
Total non-specified investments	95

NON SPECIFIED INVESTMENTS

Instruments	Non Specified Investments	Institution Type	Minimum Credit Criteria	Maximum Duration	Cash limit
<p>Accounts, deposits, certificates of deposit, structured deposits and senior unsecured bonds with banks other than multilateral development banks. Covered bonds, reverse repurchase agreements, and other collateralised arrangements with banks and building societies. Short Dated Bond Funds, Diversified Growth Funds, Absolute Return Funds and Property Funds. Unrated Bonds.</p>	Total long-term investments (investments over 1 year)	UK and Non UK Banks and Building Societies, Rated Registered Social Housing Providers (RSP)	Per Appendix 5, Table 1	10 yrs.	£75m
	Total investments without credit ratings or rated below A- (except UK Government and local authorities)	Unrated Registered Social Housing Providers (RSP), Unrated Banks and Building Societies	N/A	5 yrs.	£20m
	Total Investments made in pooled investment vehicles.			7 yrs.	
	Total Investments made in unrated bonds.				
	Total non-specified investments				£95m

Minimum Revenue Provision Policy Statement

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP). Although there has been no statutory minimum provision requirement since 2008, The Local Government Act 2003 requires the Authority to have regard to the MHCLG *Guidance on Minimum Revenue Provision* updated in 2018.

The broad aim of the MHCLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The DCLG Guidance requires the Council to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP. The following statement only incorporates options recommended in the Guidance.

For capital expenditure incurred before 1st April 2008, MRP will be determined in accordance with the former regulations that applied on 31st March 2008, incorporating an "Adjustment A" of £2.9m on a reducing balance method

For capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant assets in equal instalments, but under exceptional circumstances MRP the annuity or equal instalments method may apply. Furthermore, where appropriate provision of MRP will commence in the year after the asset becomes operational.

Estimated life periods will be determined under delegated powers. The council may defer to the estimated useful economic life periods specified in the MRP guidance, but reserves the right to determine such periods and prudent MRP. As some types of capital expenditure incurred by the Authority are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there

are two or more major components with substantially different useful economic lives.

For assets acquired by finance leases or the Private Finance Initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.

No MRP will be charged in respect of assets held within the Housing Revenue Account.

Third party loans – Under statutory requirements the payment of the loan will normally be treated as capital expenditure. The subsequent loan repayments, (which are treated as capital receipts under statutory requirements), will be used to reduce the long term liability and consequently the CFR. As a result MRP will not generally be charged on the loan as it is not appropriate to do so.

Appendix 8

Breakdown of Deposits at 24 January 2019

Institution Type	Counterparty	Start Date	Maturity Date	Principal O/S (£m)
UK Bank	Close Brothers	27/07/2018	28/01/2019	5.000
UK Bank	Goldman Sachs International	05/11/2018	03/05/2019	5.000
UK Bank	Lloyds Bank plc	03/08/2018	04/02/2019	5.000
UK Bank	Santander UK plc (Covered Bond)	31/08/2016	08/07/2019	1.001
UK Bank - Call Account	National Westminster Bank plc	28/03/2013	(blank)	0.100
UK Bank-Notice Account	Goldman Sachs Int Bank (95 Days)	06/07/2018	08/03/2019	5.500
UK Bank-Notice Account	Goldman Sachs Int Bank (95 Days)	16/07/2018	08/03/2019	4.500
UK Bank-Notice Account	Lloyds Bank plc (175 Days)	15/05/2018	(blank)	5.000
UK Bank-Notice Account	Santander UK plc	01/06/2018	(blank)	20.000
Government	Cambridgeshire County Council	08/05/2018	09/11/2020	5.000
Government	Dundee City Council	17/10/2018	16/10/2019	5.000
Government	Eastleigh Borough Council	19/11/2018	03/04/2019	5.000
Government	Eastleigh Borough Council	21/11/2018	01/04/2019	5.000
Government	Gateshead Metropolitan Borough Council	15/10/2018	30/09/2019	5.000
Government	Highland Council	15/11/2018	14/06/2019	5.000
Government	Lancashire County Council	17/04/2018	17/04/2019	5.000
Government	Lincoln City Council	31/01/2018	30/01/2019	1.750
Government	London Borough of Barnet	01/11/2018	01/05/2019	5.000
Government	London Borough of Croydon	20/09/2018	12/09/2019	5.000
Government	London Borough of Haringey	10/09/2018	09/05/2019	4.000
Government	London Borough of Islington	26/04/2016	26/04/2021	5.000
Government	Mid Suffolk District Council	06/07/2018	06/07/2020	5.000
Government	Newcastle upon Tyne City Council	29/02/2016	26/02/2021	5.000

Government	Newcastle upon Tyne City Council	03/04/2017	03/04/2019	5.000
Government	Newcastle upon Tyne City Council	02/02/2018	01/02/2019	5.000
Government	Northumberland County Council	16/11/2016	16/11/2020	5.000
Government	Northumberland County Council	16/11/2016	16/11/2021	5.000
Government	Plymouth City Council	09/11/2018	09/08/2019	5.000
Government	Plymouth City Council	05/12/2018	05/06/2019	5.000
Government	Powys County Council	22/02/2018	22/02/2021	5.000
Government	Slough Borough Council	08/10/2018	08/04/2019	5.000
Government	Telford and Wrekin Borough Council	17/10/2018	17/04/2019	5.000
Government	Woking Borough Council	12/10/2018	12/09/2019	5.000
Non UK Bank	Australia and New Zealand Banking Group Limited	05/12/2018	05/06/2019	5.000
Non UK Bank	DBS Bank Ltd (Singapore)	03/08/2018	04/02/2019	5.000
Non UK Bank	DBS Bank Ltd (Singapore)	02/10/2018	02/04/2019	5.000
Non UK Bank	Rabobank Nederland	15/10/2018	14/10/2019	5.000
Non UK Bank	United Overseas Bank Limited	12/10/2018	11/10/2019	4.100
Money Market Funds	Insight Liquidity Sterling	16/01/2017	(blank)	15.000
Money Market Funds	BNP Paribas InstiCash	21/01/2017	(blank)	3.610
Money Market Funds	Federated Prime Rate Sterling Liquidity	13/11/2018	(blank)	15.000
Corporate Bond	Rockfire Capital Ltd	15/02/2018	21/04/2022	3.000
Grand Total				227.561

OVERVIEW AND SCRUTINY COMMITTEE

Subject Heading:	Current Financial Monitoring Report 2018/2019
SLT Lead:	Jane West Section 151 officer
Report Author and contact details:	Richard Tyler Finance Strategy Manager, oneSource 01708 433 957 Richard.Tyler@oneSource.co.uk
Policy context:	This report sets the current forecast outturn position for the Council's 2018/2019 revenue budget.

SUMMARY

- 1.1. The 2018/2019 period eight revenue monitor is an exception report and makes references only to forecast year end variances in excess of £0.250m at activity level in relation to controllable budgets.
- 1.2. After removing non-controllable budgets (internal recharges, capital financing charges & adjustments under statute) the net controllable revenue budget at period five is £153.235m and the forecast outturn position for service directorates and oneSource is £156.022m, resulting in a forecast overspend of £2.787m (1.82%). A favourable movement of £0.812m from period seven outturn variance.
- 1.3. The service forecast outturn position does not include the Corporate uncommitted items listed in section 1.15, amounting to £1.881m. These items would reduce the forecast overspend to £0.906m when applied.

1.4. The table below shows the net direct expenditure (service costs) budgets, forecast outturn and variances.

Table 1

Directorate	Original Budget	Revised Budget	Actuals & Encumbrances	Forecast Outturn	Forecast Outturn Variance		Previous Forecast Outturn Variance	Change in Forecast Outturn Variance
	£m	£m	£m	£m	£m	%	£m	£m
Public Health	(1.981)	(0.332)	(0.934)	(0.332)	0.000	0.00	0.000	0.000
Children's Services	36.694	37.649	26.053	39.350	1.701	4.52	1.786	(0.084)
Adult Services	50.274	56.075	39.614	56.075	0.000	0.00	0.000	0.000
Neighbourhoods	11.754	11.199	13.976	11.914	0.715	6.39	0.745	(0.030)
Regeneration Programme Delivery	(0.004)	(0.249)	2.197	(0.248)	0.000	(0.19)	0.481	(0.480)
oneSource Non-Shared	2.424	2.634	2.498	3.004	0.370	14.04	0.724	(0.354)
Chief Operating Officer	7.707	23.635	24.280	23.576	(0.059)	(0.25)	(0.128)	0.069
SLT	1.321	1.540	1.256	1.598	0.058	3.76	(0.008)	0.066
oneSource shared	14.323	1.311	(3.487)	1.311	0.000	0.00	0.000	0.000
Service Total	122.511	133.461	105.453	136.248	2.787	2.09	3.599	(0.812)
Corporate Budget	29.724	18.774	0.676	18.774	0.000	0.00	0.000	0.000
Contingency	1.000	1.000	0.000	1.000	0.000	0.00	0.000	0.000
Net Controllable Budget	153.235	153.235	106.129	156.022	2.787	1.82	3.599	(0.812)

RECOMMENDATIONS

1.5. Members are asked to note the current position.

REPORT DETAIL

1.6. The variance on service directorate expenditure is £2.787m overspend. The paragraphs 1.7 – 1.14 below go into more detail on the variances.

1.7. The period eight year end position for **Neighbourhoods** is forecast to overspend by £0.715m due to a combination of unachieved savings and increased costs across the service. The forecast overspend has decreased by £0.030m from period seven. Details of the forecast overspend £0.715m against budget and material movements from last month are shown in the table and paragraphs below.

Area	Projected Variance
Environment	(£0.133m)
Planning	£0.303m
Business Support	(£0.050m)
Registrars and Bereavement	£0.128m
Housing	£0.467m
Neighbourhoods Total	£0.715m

Environment – is reporting an underspend of £0.133m this is an improved movement of £0.127m from period seven. The forecast includes unspent grant of £0.036m, Public Realm will formally request this grant be carried forward into 2019/20 if agreed the forecast outturn underspend will reduce.

- £0.036m Remaining funding from the Higher Level Stewardship (HLS) Grant agreement runs from 01/03/2010 to 29/02/2020, any unspent funds in 2018/19 will be accompanied by the requisite carry forward request.
- £0.097m Overachievement of income Garden waste

It should be noted that parking are forecasting the absorption of £0.250m saving from yellow box junctions and £0.250m Controlled Parking Zone (CPZ) extensions both of which have been delayed in implementation. The Moving Traffic contraventions (MTC) additional income has assisted in mitigating this delay but remains a risk due to compliance uncertainty.

Planning – is reporting budget pressures of £0.303m the increase of £0.063m from period seven is primarily due to backfilling the of the planning manager post. See below detail of the forecast pressures:

- £0.120m relates to currently unfunded works associated with the Local Plan, CIL (Community Infrastructure Levy) and LIP3 (Mayors Transport Strategy). The forthcoming planning review aims to address the shortfall, through increased planning income which will need to be monitored closely throughout the year. The Service recognises further provision will be required in the base budget to meet the ever increasing demands.
- £0.035m - in year adverse legal determination costs of £0.070m have been mitigated by reducing spend in other activities. It should be noted that the total projected legal costs of £0.135m are a combination of adverse planning appeals costs; planning inquires and other legal costs relating to planning case work, this pressure is mitigated through a combination of income streams within the service.
- £0.050m associated costs for maternity and agency cover.
- £0.072m Planning control agency costs restructure delays giving rise to agency costs to maintain national standards on performance related to the determination of planning applications and appeals.
- £0.063m engagement of interim planning manager to back fill permanent post whilst post holder is acting into the Assistant Director post.

- £0.011m Unanticipated costs relating to the Public enquiry for New Road (Rainham).
- (£0.050m) Actuals at period eight suggest higher than anticipated income for planning application fees.
- 0.002m a number of minor variances across the service.

In addition, the service is preparing a bid for individual project work to support strategic planning activity; this is not factored into the forecast but the cost is estimated at £0.096m.

Adjustments have been made to reflect Planning Performance Agreements (PPA) income for 2018/19 and the associated increased staffing costs c£0.200m from the restructure. There is some risk around achieving the PPA income within 2018/19 due to a phased implementation approach; this will be closely monitored to balance income against staffing resource.

Business Support – are forecasting an underspend of £0.050m Following the implementation of the restructure a number of posts have been filled by Part time members of staff. If FTE coverage were to change this underspend would reduce.

Registrars and Bereavement – is reporting budget pressures of £0.128m the £0.152m movement from period seven is primarily due to a reduction in burial income. The forecast outturn position is detailed below:

- £0.119m one off pressure as a result of 2017/18 utility charges being posted incorrectly in 2018/19,
- £0.109m staffing pressure following additional payments claimed and appeals upheld as part of the T&Cs implementation.
- £0.095m increased equipment costs for Cemeteries and Crematorium services
- Offset by £0.215m forecast income, a decrease from period seven of £0.139m, this will be closely monitored through the rest of the year.
- £0.020m a number of minor variances across the service.

Housing - The forecast overspend has reduced slightly to £0.467m, from £0.485m projected at Period seven.

The Housing Demand Service is forecasting an underspend of £0.118m but this is dependent on grant funding (New Burdens and Flexible Homelessness Grants). A separate piece of work is required to understand the cost of service delivery and the structure required should the grant funding no longer be available. This piece of work will feed into the wider transformation of the Housing Service.

The Management Team have reviewed the unachievable 2018/19 savings of £0.585m and have concluded that they cannot be mitigated this year.

Current homelessness households presenting are estimated to increase by 540

from 1,979 (2017/18) to 2,519 by March 2019. This increase is being contained within the budget growth provided for 2018/19.

- 1.8. **Regeneration Programme Delivery** – Discussions have progressed and progress made to mitigate the budget pressures reported in period seven by the following
- £0.313m HRA recharges for work relating to the 12 Estates
 - £0.068m Recharges to the JV – Bridge close,
 - £0.030m MLH staff recharges
 - £0.067m Reduction in other expenditure, mainly staffing.

Regeneration Programme Delivery is now reporting a break even position.

- 1.9. The **oneSource Non-Shared** budget is forecasting an overspend of £0.370m; this is a decrease of £0.353m against the period seven forecasted outturn position of £0.723m. The decreased overspend position within non-shared, is as a result of;

Technical and Transport reducing their overspend position from £0.341m to £0.045m, following the agreement to allocate £0.124m of funding to Transport to cover the pressures caused by the Terms and Condition Review. Within Technical Services, the previously forecasted overspend relating to unachieved historic income targets, is due to receive one off funding £0.199m to cover the shortfall.

Exchequer Services, have reduced their forecasted overspend position reported in period seven of £0.341m to £0.261m, as a result of reducing the number of write offs planned to be made this financial year.

Asset Management is forecasting an overspend of £0.042m which includes; the continued pressure of £0.303m due to the shortfall of income projected within Romford Market, and the unachievable income target for the abandoned land restoration scheme £0.096m. However these pressures are being part mitigated by an over achievement of income within commercial property of £0.327m and other adjustments accounting for £0.030m.

ICT are continuing to forecast a pressure in achieving a £0.050m saving in relation to borough wifi income generation. Whilst Democratic Services have reduced their underspend from £0.066m to £0.031m, to support the member restructure. The overall position is reduced by a number of minor adjustments totalling £0.042m.

- 1.10. The outturn position for **oneSource shared** continues to report a breakeven position. Following on from 2017-18, the overall oneSource surplus/deficit will continue to be transferred to or from each of the partner authority's oneSource reserve based on the agreed cost share. The pressures continuing to be reported

include;

Finance have reduced their overspend position reported in period seven of £0.637m, to an overspend position of £0.317m in period eight. The decrease is as a result of procurement reducing their staffing forecast as a result a number of vacancies that have continued. Insurance are forecasting an increase to the level of fees being generated for the year. The continued pressures within finance remain; resulting from the additional costs of interim resources covering a number of vacancies.

A reversal of the income budgets allocated within ICT, HR, Finance, Payroll and Health & Safety in period seven relating to the impact of small business income has been reversed. The net effect of the adjustment across shared was £0.320m.

Asset Management report an overspend of £0.295m, as Property Services continue to forecast a shortfall in fee income generated from the HRA £0.141m. A further reduction to the fee income is projected for period eight, due to a number of vacancies and pressures in the team restricting the opportunity for further fee generating work.

The remaining positions being reported across oneSource shared include; Legal forecasting an underspend of £0.080m, as a result of overachievement of income. The unfunded contract costs within Exchequer Services continues to be a pressure, however overall position has improved by £0.020m, following the reduction of staffing costs forecast within Transactional Income, reducing the overall Exchequer and Transactional position to an overspend of £0.050m.

Directors continue to work on action plans to mitigate or eliminate the overspends. It is likely that this will improve the year end position further.

- 1.11. The overall variance within the **Chief Operating Officer** portfolio at period eight, is an underspend of £0.059m, which is a reduction from the period seven underspend position of £0.128m.

The projected underspend has reduced this period, as a result of budget currently not allocated within Emergency Planning which is due to be transferred from Community Safety £0.042m, this will be investigated and updated accordingly for period nine.

The remaining changes are as a result of Health and Wellbeing forecasting £0.009m in relation to the Cultural Strategy fee and library services reporting an increase in overspend relating to revised salary and rent costs £0.008m and other minor adjustments accounting for the remaining £0.010m change from period seven.

The position continues to forecast the costs as agreed by SLT for the new corporate approach to public consultation and engagement, which will be met from existing underspends within Policy, Performance and Community. The underspend within Policy, Performance and Community is as a result of various

short term vacancies within the service following the outcomes of the Star Chamber sessions and overall vacancy management.

- 1.12. The month eight reported position for the **Public Health** Directorate is a nil variance, reflecting the use of the entire £10.935m ring fenced 2018/19 Public Health grant plus drawing down £0.150m from the Public Health Reserve. The value of the brought forward balance is £1.178m and is available to fund any future Public Health expenditure.
- 1.13. As reported at period seven, there has been no movement in the **Adult Social Care** directorate forecast outturn variance; it continues to show a balanced position, however there are a number of underlying pressures to consider with respect to the service.

There is underlying demand pressures within the Adults with Learning Disabilities activity from a combination of increased demand from Clients being discharged into the community as a consequence of the NHSE Transforming Care Programme (resulting in additional pressure of £0.190m for 2 clients rising to £0.290m for the full year in 2019/20) and also new referrals to the service from transitioning cases.

Although demand projections for Older People is stable, there is an underlying increase in individual service users' costs following reviews and requests for increase in support due to change in needs. This is helping to drive up overall activity especially within Home care compared to prior year however, the service is also experiencing increases across both Residential and Nursing placements expenditure, reflecting the increasing complexity of client needs.

In spite of the nil variance reported for the current period, there continues to be an underlying pressure of approximately £2.500m. This pressure has arisen from a combination of demand for commissioned services in the Adult Community Team and Learning Disability (LD) areas in addition to the impact of uplifts in both Home Care rates mentioned above. These pressures are being mitigated by the use of one-off balances held within the Business Risk Reserves, which are likely to be used in full in 2018/19 given the current spend trajectory.

ASC anticipates approximately £1m for winter pressures (as announced in October 2018 by Government) which will be used to scale up some key services to manage additional demand through the winter period and also to offset already built in additional activity in the winter period through until end March 2019. There have also been one significant provider failure and one withdrawal from the market this month which has caused additional pressure through the need for additional staff and additional packages being required to safeguard individuals, this also will be met from the winter pressures money.

In addition, income from the NHS in respect of Continuing Health Care (CHC) clients and increased contributions from residential placements are expected to reduce the current pressure and forecast. Providers within the Adults with Learning Disability services are also seeking uplifts to their rates, these are

currently being reviewed on a case by case basis and the service is actively resisting the requests where practically possible.

Although approximately £2.611m (including £0.350m currently in amber position) of the service £3.311m 2018/19 savings are being delivered, the expectation is for the remainder to be delivered by financial year end. Work is ongoing to re-profile and/or repurpose the remaining items to areas within the service offering the best opportunity, thus maximising the chance of achieving the targets.

- 1.14. The month eight reported position for **Children's Directorate** is an overspend of £1.701m, representing a £0.084m improvement from the previous period. The main areas of pressure continue to be staffing budgets in social care (although this has continued to show an improvement from prior periods) and placement costs primarily for looked after children and children with disabilities, along with increasing pressures in Primary and Special Home to School transport.

The improved position in period eight is primarily due to a £0.074m reduction in Learning and Achievement where staffing and agency forecasts have fallen by £0.067m and Children with Disabilities has reduced overall by £0.026m, despite there being a £0.074m increased pressure in Short Breaks for Disabled Children in this area. The overspend for the Service is now £1.259m.

In Children's Services the forecast over-spend has increased marginally by £0.013m to £0.316m. This small net increase was the result of a number of larger compensating movements across the Service. Existing Placements £0.055m, the Emergency Duty Team contract, also £0.055m, and smaller increases over MyPlace, Fostering, Transitions and Early Help totalling £0.106m, were for the most part offset by reductions in Permanent Placement Allowances £0.078m and staffing in the Intervention and Support Service £0.114m.

The Safeguarding Service overspend has improved by £0.023m to £0.127m in period eight. The potential for this reduction was highlighted in the Period 7 monitoring report. There is still an underlying pressure within the Safeguarding & Service Standards Unit, with the demand for independent reviewing and quality assurance being beyond the capacity of the current establishment.

The DSG Learning and Achievement Service is a nil variance and does not impact the Children's Directorate's financial position.

Proposals are being developed to restructure and reconfigure the Children with Disabilities Area, similar to the review undertaken within children Service. This is expected to contribute to the mitigating actions in dealing with the financial position.

- 1.15. A review of Corporate Budgets has identified the following areas as being uncommitted this financial year:

	£m
a. MRP	0.209
b. Unspent Interest Payable	0.877
c. Interest Receivable	0.795
Uncommitted Corporate	1.881

1.16. No account, as yet, has been taken of the uncommitted balance in the service outturn forecast. When applied the variance on service directorate expenditure of £2.787m overspend would reduce to £0.906m.

IMPLICATIONS AND RISKS

Financial Implications and Risks

The financial implications of the current financial monitoring position are the subject of this report and are therefore set out in the body of this report.

Legal Implications and Risks

Under S151 of the Local Government Act 1972 a local authority has to make proper arrangements for the administration of its financial affairs.

Under S28 of the Local Government Act 2003 a local authority has to review its budget calculations from time to time during the financial year and take appropriate action if there is any deterioration in its budget.

The Council is also required to set a balanced budget, taking into account a range of factors, including consultation feedback, and decisions must also be taken in accordance with the Council's duties under the Equality Act 2010.

The budget consultation and approval process is separate from individual decisions which may need to be taken for example in relation to service delivery; these may require a separate consultation process and equality impact assessment before a final decision is taken.

Human Resource Implications and Risks

The Council continues to work closely with its staff and with Trades Unions to ensure that the effects on staff of the savings required have been managed in an efficient and compassionate manner. All savings proposals or changes to the funding regime that impact on staff numbers, will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change & Redundancy policy and associated guidance.

Equalities and Social Inclusion Implications and Risks

Havering has a diverse community made up of many different groups and individuals. The Council values diversity and believes it essential to understand and include the different contributions, perspectives and experience that people from different backgrounds bring.

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the council, when exercising its functions, to have due regard to:

- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, gender, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council demonstrates its commitment to the Equality Act in its decision-making processes, the provision, procurement and commissioning of its services, and employment practices concerning its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing of all Havering residents in respect of socio-economics and health determinants.

Any decisions which need to be taken in furtherance of the budget proposals will be undertaken in accordance with the duty set out in Section 149 of the Equality Act 2010 and where appropriate full Equality Assessments will be undertaken and form part of the decision making process.

BACKGROUND PAPERS

The Budget Monitoring Report 2018/19 Period 08 (November)