

# CABINET

## MAYOR

Mayor John Biggs

## CABINET MEMBERS

Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor Rachel Blake	(Deputy Mayor and Cabinet Member for Regeneration and Air Quality)
Councillor Asma Begum	(Deputy Mayor and Cabinet Member for Community Safety and Equalities)
Councillor Amina Ali	(Cabinet Member for Culture, Arts and Brexit)
Councillor David Edgar	(Cabinet Member for Environment)
Councillor Danny Hassell	(Cabinet Member for Children, Schools and Young People)
Councillor Denise Jones	(Cabinet Member for Adults, Health and Wellbeing)
Councillor Candida Ronald	(Cabinet Member for Resources and the Voluntary Sector)
Councillor Motin Uz-Zaman	(Cabinet Member for Work and Economic Growth)

[The quorum for Cabinet is 3 Members]

## MEETING DETAILS

**Wednesday, 30 January 2019 at 5.30 p.m.**  
**C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG**

**The meeting is open to the public to attend.**

## Further Information

The public are welcome to attend meetings of the Cabinet. Procedures relating to Public Engagement are set out in the 'Guide to Cabinet' attached to this agenda.

### **Contact for further enquiries:**

Matthew Mannion, Democratic Services,  
1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG  
Tel: 020 7364 4651  
E-mail: [matthew.mannion@towerhamlets.gov.uk](mailto:matthew.mannion@towerhamlets.gov.uk)  
Web: <http://www.towerhamlets.gov.uk>

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## Public Information

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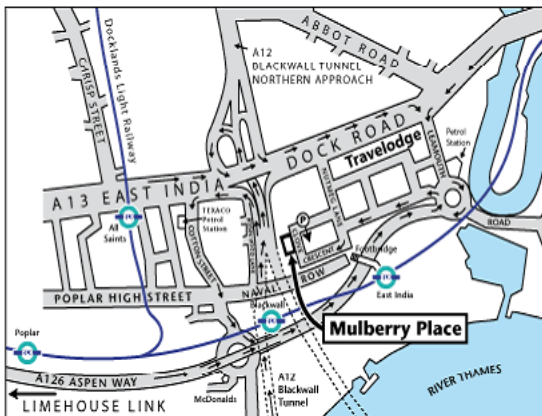
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Blackwall station: Across the bus station then turn right to the back of the Town Hall complex, through the gates and archway to the Town Hall.

Tube: The closest tube stations are Canning Town and Canary Wharf.

Car Parking: There is limited visitor pay and display parking at the Town Hall (free from 6pm)

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### **Meeting access/special requirements.**

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Agendas are available at the Town Hall, Libraries, Idea Centres and One Stop Shops and on the Mod.Gov, iPad and Android apps.



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## A Guide to CABINET

### **Decision Making at Tower Hamlets**

As Tower Hamlets operates the Directly Elected Mayor system, **Mayor John Biggs** holds Executive powers and takes decisions at Cabinet or through Individual Mayoral Decisions. The Mayor has appointed nine Councillors to advise and support him and they, with him, form the Cabinet. Their details are set out on the front of the agenda.

### **Which decisions are taken by Cabinet?**

Executive decisions are all decisions that aren't specifically reserved for other bodies (such as Development or Licensing Committees). In particular, Executive Key Decisions are taken by the Mayor either at Cabinet or as Individual Mayoral Decisions.

The constitution describes Key Decisions as an executive decision which is likely

- a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the borough.

Upcoming Key Decisions are published on the website on the 'Forthcoming Decisions' page through [www.towerhamlets.gov.uk/committee](http://www.towerhamlets.gov.uk/committee)

### **Published Decisions and Call-Ins**

Once the meeting decisions have been published, any 5 Councillors may submit a Call-In to the Service Head, Democratic Services requesting that a decision be reviewed. This halts the decision until it has been reconsidered.

- The decisions will be published on: **Friday, 1 February 2019**
- The deadline for call-ins is: **Friday, 8 February 2019**

Any Call-Ins will be considered at the next meeting of the Overview and Scrutiny Committee. The Committee can reject the call-in or they can agree it and refer the decision back to the Mayor, with their recommendations, for his final consideration.

### **Public Engagement at Cabinet**

The main focus of Cabinet is as a decision-making body. However there is an opportunity for the public to contribute through making submissions that specifically relate to the reports set out on the agenda.

Members of the public may make written submissions in any form (for example; Petitions, letters, written questions) to the Clerk to Cabinet (details on the front page) by 5 pm the day before the meeting.

**LONDON BOROUGH OF TOWER HAMLETS**

**CABINET**

**WEDNESDAY, 30 JANUARY 2019**

**5.30 p.m.**

	<b>Pages</b>
<b>1. APOLOGIES FOR ABSENCE</b>	
To receive any apologies for absence.	
<b>2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS</b>	<b>9 - 12</b>
To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Monitoring Officer.	
<b>3. UNRESTRICTED MINUTES</b>	
The unrestricted minutes of the Cabinet meeting held on Wednesday 9 January 2019 are presented for approval.	
<b>4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR</b>	
<b>5. OVERVIEW &amp; SCRUTINY COMMITTEE</b>	
<b>5.1 Chair's Advice of Key Issues or Questions</b>	
Chair of Overview and Scrutiny Committee (OSC) to report on any issues raised by the OSC in relation to unrestricted business to be considered.	
<b>5.2 Any Unrestricted Decisions "Called in" by the Overview &amp; Scrutiny Committee</b>	
(Under provisions of Article 6 Para 6.02 V of the Constitution).	

## 6. UNRESTRICTED REPORTS FOR CONSIDERATION

<b>6 .1</b>	<b>The Council's 2019-20 Budget Report and Medium Term Financial Strategy 2019-22</b>	<b>See budget pack</b>
	<p><b>Report Summary:</b> To agree a draft budget for the financial year 2019/20 to be put forward to Council for consideration.</p> <p><b>Wards:</b> All Wards <b>Lead Member:</b> Cabinet Member for Resources and the Voluntary Sector <b>Corporate Priority:</b> All Priorities</p>	
<b>6 .2</b>	<b>Fees &amp; Charges 2019/20</b>	<b>13 - 74</b>
	<p><b>Report Summary:</b> Fees and charges are reviewed annually as part of the financial and business planning process. This ensures that they are set at the appropriate level for the prevailing economic circumstances and represents good practice in terms of the Council's aim to provide value for money.</p> <p><b>Wards:</b> All Wards <b>Lead Member:</b> Cabinet Member for Resources and the Voluntary Sector <b>Corporate Priority:</b> All Priorities</p>	
<b>6 .3</b>	<b>Adopt London East - Regional Adoption Agency – Business case</b>	<b>75 - 138</b>
	<p><b>Report Summary:</b> It is proposed that a new East London Regional Adoption Agency (RAA) is created through combining the adoption services for the five East London Boroughs of Havering, Tower Hamlets, Newham, Barking and Dagenham and Waltham Forest.</p> <p>The cabinet report will set out the case for the region with a specific focus on the implications for Tower Hamlets</p> <p><b>Wards:</b> All Wards <b>Lead Member:</b> Cabinet Member for Children, Schools and Young People <b>Corporate Priority:</b> A dynamic outcomes-based Council using digital innovation and partnership working</p>	

**Report Summary:**

This report recommends an approach to bring together a number of commissioned services across health and social care in order to provide an integrated information, advice and advocacy offer that is accessible for all residents at the right time.

In order to plan, design and deliver an integrated information offer, approval is sought for an eight month extension to an existing contract to align the end date of this contract with a number of other commissioned services which will allow for a borough-wide review and re-design of how information is provided and accessed across the Council, Clinical Commissioning Group (CCG) and partner organisations.

**Wards:** All Wards  
**Lead Member:** Cabinet Member for Adults, Health and Wellbeing  
**Corporate Priority:** A dynamic outcomes-based Council using digital innovation and partnership working; TH Plan 3: Strong, resilient and safe communities; TH Plan 4: Better health and wellbeing.

**Report Summary:**

This report seeks approval for the grant of a lease of the first floor of Bethnal Green Library following various works to upgrade it.

**Wards:** Bethnal Green  
**Lead Member:** Mayor  
**Corporate Priority:** A dynamic outcomes-based Council using digital innovation and partnership working

**7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT**

## **8. EXCLUSION OF THE PRESS AND PUBLIC**

Should the Mayor in Cabinet consider it necessary, it is recommended that the following motion be adopted to allow consideration of any exempt/restricted documents.

“That, under the provisions of Section 100A of the Local Government Act, 1972 as amended by the Local Government (Access to Information) Act, 1985, the Press and Public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government, Act 1972”.

### **EXEMPT/CONFIDENTIAL SECTION (PINK)**

The Exempt / Confidential (Pink) Committee papers in the Agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

## **9. EXEMPT / CONFIDENTIAL MINUTES**

Nil items.

## **10. OVERVIEW & SCRUTINY COMMITTEE**

### **10 .1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business**

Chair of Overview and Scrutiny Committee (OSC) to report on any issues raised by the OSC in relation to exempt/confidential business to be considered.

### **10 .2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee**

(Under provisions of Article 6 Para 6.02 V of the Constitution).

## **11. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION**

Nil items.

## **12. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS CONSIDERED TO BE URGENT**

### **Next Meeting of the Committee:**

Wednesday, 27 February 2019 at 5.30 p.m. in C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

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# Agenda Item 2

## **DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER**

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

### **Interests and Disclosable Pecuniary Interests (DPIs)**

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

### **Effect of a Disclosable Pecuniary Interest on participation at meetings**

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Monitoring Officer following consideration by the Dispensations Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Monitoring Officer of the interest for inclusion in the Register.

**Further advice**

For further advice please contact:-


Asmat Hussain, Corporate Director, Governance and Monitoring Officer. Tel 020 7364 4800

## APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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<p><b>Cabinet</b></p> <p>30 January 2019</p>	
<p><b>Report of:</b> Neville Murton, Interim Corporate Director of Resources</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Fees and Charges 2019-20</b></p>	

<b>Lead Member</b>	<b>Councillor Candida Ronald, Cabinet Member for Resources and the Voluntary Sector</b>
<b>Originating Officer(s)</b>	Damon Lawrenson – Interim Divisional Director, Finance, Audit and Procurement
<b>Wards affected</b>	All wards
<b>Key Decision?</b>	Yes
<b>Forward Plan Notice Published</b>	11 <sup>th</sup> December 2018
<b>Reason for Key Decision</b>	Forms part of the Council's 2019-20 Budget
<b>Strategic Plan Priority / Outcome</b>	<p><b>1. People are aspirational, independent and have equal access to opportunities;</b></p> <p><b>2. A borough that our residents are proud of and love to live in;</b></p> <p><b>3. A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough.</b></p>

## Executive Summary

This report details the proposed changes to fees and charges across the Council for the financial year 2019-20.

Fees and charges detailed in this report generally fall into two broad categories:

**Statutory** – those prescribed by government statute, for example notice of marriage, and household planning applications for alterations / extensions.

**Discretionary** – those set at the discretion of local authorities, for example library charges, and commercial waste collection.

Whilst the recommendations in this report relate to discretionary charges only, details of the key statutory charges have also been included in Appendix 6 to provide the overall picture on fees and charges across the Council.

The level of inflation (CPI 2.4% & RPI 3.3% in September 2018), along with rounding

up of the charge to the nearest 5p, 10p or other whole number for practical purposes have been key factors in determining the recommended changes. Other factors such as service demand, the projected cost of providing the different services, benchmarking with other local authorities, and the impact of the general economic situation on the Council's residents have also been taken into account.

### **Recommendations:**

The Mayor in Cabinet is recommended to:

1. Approve the proposed increase to discretionary fees and charges by a minimum of CPI (2.4%) or RPI (3.3%) rounded up to the nearest 5p, 10p etc., with effect from 1<sup>st</sup> April 2019
2. Approve proposed increases above CPI 2.4% for the following areas;
  - Meals for Social Care Clients
  - Parental Engagement and Support
  - Parking
  - Environmental Commercial Services
  - Local Land Charges
  - Registration of Births, Deaths & Marriages
  - Idea Store and Idea Store Learning
3. Approve New Charges proposed in the following areas;
  - Sports & Physical Activity - Duke of Edinburgh's Award
  - Parking - permits relating to diesel surcharge
  - Environmental Commercial Services - food safety re-inspection
  - Strategic Planning – CADAP fee
  - Development Management – pre-application advice
  - Infrastructure Planning – development viability
  - Street naming and numbering
  - Idea Store (Local History Library & Archives) - image reproduction
4. Consider the detailed list of proposed changes within
  - Health, Adults & Community** as set out in Section 3.2 and **Appendix 1**
  - Children's Services** as set out in Section 3.3 and **Appendix 2**
  - Place** as set out in Section 3.4 and **Appendix 3**
  - Governance** as set out in Section 3.5 and **Appendix 4**
  - Resources** as set out in Section 3.6 and **Appendix 5**
5. Note the revised Statutory fees and charges as set out in Appendix 6 with effect from 1st April 2019.
6. To note the Equalities Impact Assessment/specific equalities considerations as set out in Section 4.

## **1. REASONS FOR THE DECISIONS**

- 1.1 Fees and charges are reviewed annually as part of the Council's budget setting process. This ensures that they are set at the appropriate level for the prevailing economic conditions and represents good practice in terms of the Council's aim to provide value for money.

## **2. ALTERNATIVE OPTIONS**

- 2.1 Whilst the changes to existing, and the introduction of new fees and charges recommended in this report follow a review of the current charging regime, other alternatives can be adopted by Members if they so wish. The financial impact of any alternatives will need to be reflected in the Council's Medium Term Financial Strategy (MTFS).

## **3. DETAILS OF THE REPORT**

### **3.1 BACKGROUND**

- 3.1.1 The application of fees and charges plays an important role in supporting the Council to achieve its strategic priorities, for example, by:

- Providing a source of funding for re-investment in services;
- Influencing service demand whilst, through appropriate discounts / concessions, ensuring that only those who can afford to pay are required to pay;
- Working as a driver to reduce unit costs.

- 3.1.2 The authority currently generates in the region of £56m through fees and charges covered in this report. Approximately £14.8m is generated through Contract Services and school meals generates £11.8m; £11.4m from parking charges; £4.9m from community based social care services and residential care services; £3.6m from planning and building control fees and £3.8m from commercial waste charges, with the balance coming from all other areas covered in the report.

- 3.1.3 Fees and charges generally fall into two broad categories; Statutory or Discretionary. Charges that do not fall into either category include Penalty charge notices set by London Councils' Transport and Environment Committee; and On-street parking charges driven by traffic management considerations.

- 3.1.4 Additional income generated from increases to fees and charges will be used to support the Council to meet its budget saving and inflationary pressures for 2019-20.

- 3.1.5 Proposed increases have been rounded up to the nearest 5p, 10p or other whole number for practical purposes and in some instances this has resulted in a large % change. This is necessary to ensure the practical application and collection of charges.

## **3.2 HEALTH, ADULTS & COMMUNITY**

### **Meals Service for Social Service Clients (Contract Services) (Appendix 1, section 1.1)**

- 3.2.1 This service provides both hot and frozen meals to elderly and vulnerable adults at lunch clubs and day centres. This is a highly subsidised service and generates a low amount of income to recover costs incurred. A review is underway and the outcome will be considered in terms of the level of subsidy in future.
- 3.2.2 The current proposal is to reduce the level of subsidy and increase the price of meals from £2.60 to £3.50. There are a number of providers of meals available to residents and the £3.50 rate is competitive and remains heavily subsidised due to the high costs of the service.

### **Refreshments and Day Centres (Appendix 1, section 1.2)**

- 3.2.3 Charges are levied on clients attending council run day care centres where the placement is made by another local authority; as well as a contribution towards refreshments from all those who attend.

### **Community Based Social Care Services and Residential Care Services (Appendix 1, 1.3)**

- 3.2.4 A policy is in place that sets out a framework for charging for adult social care services, covering both residential care, and community based social care services. Previously some elements had been separately listed within fees and charges, but they are now all included within the charging policy. There is no set pricing, as the actual cost of services is used to inform the amount charged to each service user, following financial assessment which determines the contribution a service user can make towards their actual cost of care.

## **3.3 CHILDREN'S SERVICES**

### **School Meals (Contract Services) (Appendix 2, section 2.1)**

- 3.3.1 The School Meals Service operated by Contract Services continues to provide healthy and nutritious meals to pupils on a daily basis. The menus change each April and November and are designed to meet or exceed the Government's tough nutritional and food based guidelines. However, it should be noted that Contract Services is operating at a significant loss. A review is on-going which is intended to set out a strategy for the achievement of a break even budget position in the future.



- 3.3.2 The contract price charged to primary schools is £2.30 per child's meal; and to secondary schools it is £2.50. 2018-19 price increases were not implemented. All meals in primary schools are free to pupils. Key Stage 2 pupils are funded via the Mayors Free School Meal programme.
- 3.3.3 The revised price charged to schools will be £2.30 (Primary – no change) and £2.60 (Secondary).
- 3.3.4 Within some schools, Contract Services operate a Tuck Shop the 2018-19 price per item of food is 60p. For 2019-20 the price of each Tuck Shop item will vary in price from 60p to 80p. This will allow for a more varied commercial food offer at different prices.

#### **Cafeteria Services (Contract Services)**

- 3.3.5 Contract Services currently provide cafeteria services to both Mulberry Café in the town hall and the café at the Professional Development Centre (PDC). Both cafes currently run at a substantial deficit. A review at both café sites was undertaken in 2017 and prices were increased by an average of 10% from 1 April 2018. It is proposed to increase the selling prices of Mulberry Café and PDC individual menu items at the rate of the Consumer Price Index (CPI) at 2.4% from 1 April 2019.

#### **Arts and Music (Appendix 2, section 2.2)**

- 3.3.6 The cost of the service is fully funded through Department of Education Grants and Fee Income and therefore no subsidies are received from the Council. Fee levels remain the lowest of all music services within London and the proposed changes are necessary to cover inflationary pressures. The service will continue to be free of charge for those parents classified as being on low incomes and contributions will only be required from those whose parents can afford to pay. Fee increases will be implemented at the beginning of the Academic year 2019-20.

#### **Parental Engagement & Support (Appendix 2, section 2.3)**

- 3.3.7 The Council runs childcare schemes during school holidays for both working and non-working parents. The holiday childcare scheme provides affordable high quality, inclusive childcare for children aged 3-13 years. Provision is aimed at supporting parents to continue to work by providing childcare options during the school holidays. Affordable high quality childcare is paramount for the parent/carers who access the scheme.

The fees for Tower Hamlets scheme have remained low for a significant period of time and are not in line with local holiday childcare costs. Current rates for the holiday childcare scheme are less than the national average.

The proposal is to increase all fees and introduce means testing for working parents, aligning the Tower Hamlets Holiday Childcare fees to local and national sector fees.

#### **Local Authority Day Nurseries (Appendix 2, section 2.4)**

- 3.3.8 In September 2017, in addition to the universal offer for three and four year olds, the government introduced a new funding stream for families where if both parents are earning at least the equivalent of 16 hours' worth of the minimum wage per week and less than £100,000 per annum each, they receive another 570 hours of paid-for childcare.
- 3.3.9 There will be no changes to existing fees and charges within LA day nurseries during 2019-20.

#### **Integrated Early Years Service (Appendix 2, section 2.5)**

- 3.3.10 The DfE introduced the Early Years National Funding Formula for nursery education funding for 3 and 4 year olds on 1 April 2017. Whilst this council secured a temporary exemption, it is required to prepare for the new funding requirements. It is therefore proposed that a much larger proportion of the childcare funding is paid directly to providers, thus reducing the amount retained by the Local Authority by at least £1.8m annually. Part of this reduction prevents the continued provision of subsidised training.
- 3.3.11 At present training is provided at a significant loss. The alternative to increasing fees is to continue to run at a loss or to cease the provision of training and sign post settings to private providers, consultants, on line offers and so on. Our benchmarking exercise shows commercial rates are much higher than the proposed increase at up to £200 for Private, Voluntary and Independent settings (PVI's), £110 for child minders and £500 for schools and children's centres.
- 3.3.12 The proposal is to increase fees up to the following daily rates: £120 for PVI's, £85 for child minders, and £250 for schools and children's centres. In addition, the service would also like flexibility in pricing to enable it to offer discounts, e.g. for multiple bookings, to maximise take up of training places.

#### **Support Services to Academies and Free Schools (Appendix 2, section 2.6)**

- 3.3.13 The Council provides a range of support services for its schools on a traded basis, which are set out in detail in our online catalogue at [www.lbthservicesforschools.co.uk](http://www.lbthservicesforschools.co.uk). These services are charged on a full cost recovery basis.
- 3.3.14 Where appropriate, these services are offered to academies and free schools. In order to cover the additional administrative costs of providing these services to organisations outside local authority control, a pricing policy that adds a 10% administrative charge to the full cost recovery rate was adopted

last year. It is proposed to continue with this policy. Academies and Free Schools will also be charged VAT.

### **Arts Parks and Events (Appendix 2, section 2.7)**

3.3.15 Hire of space at a number of venues within the borough is managed by the Arts Parks and Events Service. Inflationary increases are proposed to charges for hire of venues within the Borough.

### **Sports & Physical Activities (Appendix 2, section 2.8)**

3.3.16 Outdoor sports pitches are managed by the Arts Parks and Event Service. It is proposed to increase all pitch fees in line with inflation. The resultant charge for Astroturf pitch hire is rounded up to the nearest £1. All other charges are rounded up to the nearest 5p. Pitch fees remain well below those in other London Boroughs. New charges are being introduced for specialist activities provided by the outdoor education service such as the Duke of Edinburgh award schemes. The rates for local residents and groups are low in comparison to other providers. There will be a concessionary fee for those Tower Hamlets residents who come from low income families. People and groups from outside Tower Hamlets will be charged at a higher rate.

## **3.4 PLACE**

### **Parking (Appendix 3, section 3.1)**

3.4.1 In setting Parking fees and charges, consideration has been taken to ensure:

- Value for money is provided
- Demand can be controlled and managed effectively
- Where appropriate, the cost of providing the services are recovered
- The Council's transport and environment strategies are supported

3.4.2 The purposes behind setting parking charges are:

- a) To control and manage parking demand.
- b) To ensure road safety in the borough.
- c) To regulate traffic flow and reduce congestion.
- d) To cover the cost of providing the service, as the Government strongly recommends that any shortfall in operations should not be funded through the General Fund.

3.4.3 The following new charges are proposed to be introduced from 1<sup>st</sup> April 2019:

- Residents and Business Permits & Market Traders – Diesel surcharges
- Bay Suspensions – Emergency and or priority

3.4.4 Proposed changes to the following charges:

- Residents' permits have been amended in line with the benchmarking information from other local authorities

- Introduction of a reduced fee for the Lawton Road Car Park on Sundays to assist the local community that used to have the facility of the car park free of charge. This is also in line with Roman Road Car Park that was reduced to assist the market and local area in the last Fees & Charges review.

### **Clean and Green (Appendix 3, section 3.2)**

- 3.4.5 For charges within the Clean and Green service such as Commercial Waste collection services, an increase in line with CPI (2.4%) rounded up to eliminate any odd charges for practical purposes is proposed.

### **Transportation and Highways (Appendix 3, section 3.3)**

- 3.4.6 It is proposed to increase the range of fees for Traffic Management Orders in line with CPI (2.4%) rounded up to the nearest pound.

### **Street Trading (Appendix 3, section 3.4)**

- 3.4.7 There are no increases proposed for Street Trading fees as these are considered to be competitive.

### **Environmental Commercial Services (Appendix 3, section 3.5)**

- 3.4.8 A new charge has been introduced for Food Safety Re-inspection for food hygiene rating. It is proposed to increase all other charges in line with CPI (2.4%) rounded up to eliminate any odd charges.

### **Strategic Planning and Development Management (Appendix 3, section 3.6)**

#### *Development Management*

- 3.4.9 Pre-application advice meetings have increased significantly over the years and the feedback from customers (e.g. large developers and local residents) show there is a demand for the service offer to broaden, to better meet the needs and expectations of service users. Developers, in the past, have indicated how useful this service is, in that it provides greater certainty and clarity to them by identifying planning issues and requirements before the application is submitted. It also ensures that more applications are valid and complete when they are received by the Local Planning Authority. This is particularly so for the more complex applications where the submission of more technical documents is required. Similarly, there has been a demand for the higher rate service which developers are willing to pay for. All pre-application fees are inclusive of VAT.
- 3.4.10 After reviewing how the pre-application fees are currently operating and assessing demand patterns we are increasing the fees in line with the CPI (2.4%) and have additionally proposed five new charges:

- Scale A - Householders and non-residential development up to 100m<sup>2</sup> as an alternative option to the free duty planner service: £250
- Scale D - Major Development Proposals Scoping meeting: £2,000.
- Scale E - Strategic Development Proposals Scoping meeting: £2,500.
- Scale D - Basic Townscape and Visual Impact Review using 3D Model and model supplied by the Applicant: £1,000
- Scale E - Full Townscape and Visual Impact Review using 3D Model and model supplied by the Applicant: £2,500

3.4.11 It is also proposed to amend the current definitions and establish revised fee charging schedules for:

- Scale B - amend the definition for minor development from 1-5 to 1-9 dwellings and non-residential development up to 1,000m<sup>2</sup> and adopt a new charging schedule.
- Scale C - redefine as small scale major (10-34 dwellings) and non-residential development up to 5,000m<sup>2</sup> and introduce a new charging schedule.
- Scale D - redefine the thresholds as 35-149 units (rather than the current 10-150 units) and non-residential development up to 20,000m<sup>2</sup>, 35 units being the Development Committee threshold.
- Retain Scale E as large scale or strategic major (>150 units) and non-residential development in excess of 20,000m<sup>2</sup>.

3.4.12 Before setting these charges, in the past we have consulted with the primary customers for these products (e.g. developers) and received positive, helpful feedback. While that didn't happen specifically in relation to these amendments none of them are considered significant enough to challenge the previous position that there is likely to be a demand for these services and customers are willing to pay for such services at these levels.

3.4.13 The Scoping meetings reflect the demand from developers usually on the bigger cases to engage with us even before a pre-application process to introduce their vision, ambitions and scope of their proposals. If paid for this is considered to offer the Council an opportunity to introduce at the earliest stage our core demands and act as a familiarisation exercise. It is hoped all involved will understand each position and that discussions evolve as the proposals mature. The proposed new charges also reflect the availability of a new 3D computer modelling system into which the Council can insert and review proposals and their impacts.

#### *Strategic Planning*

3.4.14 The council also operates a Conservation Area Design Advisory Panel (CADAP) for applicants with significant initiatives impacting on conservation areas to take proposals to for their views and advice. Detailed benchmarking has been undertaken to ascertain the current level of charges and services in comparison with Tower Hamlets, Consequently, it is considered that the council can no longer sustain this as a free service so the following new charges are also introduced (exclusive of VAT). An additional new charge is

also proposed to reflect the costs of Council officers within the Viability Team processing and assisting with viability negotiations and assessments on applications:

- Conservation Area Design Advisory Panel (CADAP) £4,350
- Follow Up Reviews £2,450
- Chairs Review £1,250
- Development Viability Assessment £600 - £9,000

### **Building Control (Appendix 3, section 3.7)**

3.4.15 Building Control trading account activity must break even year on year, hence, fees and charges relating to the Building Control Trading Account have been increased by inflation (2.4%) rounded up to the nearest £5. Year on year basis the trading account must reflect cost of the service.

### **Technical Support – Local Land Charges (Appendix 3, section 3.8)**

3.4.16 The Local Authority searches are formed in two parts as set out in section 4.3 of Appendix 2; it is proposed to increase the search fees in accordance with CPI (2.4%) rounded up to the next £1.

3.4.17 It is also proposed to increase the private registration fees (Rights of Light Notices) as there has been an increase in demand for this and as a result the cost of providing this service has increased

### **Street Naming & Numbering (Appendix 3, section 3.9)**

#### *Street Naming & Numbering*

3.4.18 Street Naming and Numbering fees and charges were introduced during the 2012-13 financial year. This service has grown considerably to resolve a wide range of outstanding queries and in the longer term to deal with an increased workload arising from the Boroughs consistent growth.

3.4.19 As a result of a fresh benchmarking exercise comparing our existing 'range methodology' (grouped charges with volume reductions) with our Nearest Neighbour authorities (who generally charge using a specific per unit charge) the following change in approach and subsequent price changes are proposed:

- New Developments Address creation or Regularisation of Addresses for pre-existing but unaddressed development: for 2 or more units £70 each (single unit will be free);

### **3.5 GOVERNANCE**

#### **Electoral Services**

- 3.5.1 The Council had discretionary charges in place for providing letters confirming residency. Following implementation of GDPR, charges can no longer be levied for this and therefore these charges are being removed.

#### **Registration of Births, Deaths & Marriages (Appendix 4, section 4.1)**

- 3.5.2 The Registration & Citizenship Service currently generates approximately £740k per annum from a combination of fees from statutory services such as the registration of births, deaths, marriages and civil partnerships and other services such as citizenship ceremonies, approved premises' licences etc. Having reviewed the current Services' charges and those of a sample of other London Boroughs, some increases are proposed that exceed the CPI whilst others remain unchanged; this is to ensure the service remains competitive in the non- statutory services it offers and can meet its budget income targets.

### **3.6 RESOURCES**

#### **Council Tax and Business Rates (Appendix 5, section 5.1)**

- 3.6.1 Court Costs are charged to both Council Tax payers and Ratepayers when they default on their payment schemes and it becomes necessary to take enforcement action to secure the Council's position, and obtain a liability order to recover any outstanding sums.
- 3.6.2 There have been a number of high profile legal challenges to court costs charged by local authorities. The current charges already place the authority at the higher end when compared with other London Boroughs. For these reasons it is proposed they remain at the current levels.

#### **Idea Store and Idea Store Learning (Appendix 5, section 5.2)**

- 3.6.3 The fees and charges model maximises the fee income from those learners who can afford to pay a realistic fee level whilst adhering to SFA funding requirements. This will have no impact on learners who cannot afford to pay and who meet the SFA's definition of being eligible for fee waivers. All courses will be free or subsidised for learners who meet the eligibility criteria

## **4 EQUALITIES IMPLICATIONS**

- 4.1 In carrying out its functions, the Council must comply with the public sector equality duty set out in section 149 Equality Act 2010, namely it must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and to foster good relations between persons who share a protected characteristic and those who do not. This includes where the Council's sets fees and charges.

- 4.2 Equality analyses quality assurance checklists have been completed and reviewed for all services where fees and charge increases are proposed. Feedback on these has been provided to services identifying where there could be potential equality issues or if further information is required.
- 4.3 Fees and charges are reviewed annually as part of the Council's annual budget setting process. This ensures that they are set at the appropriate level for the prevailing economic conditions and represents good practice in terms of the Council's aim to provide value for money.
- 4.4 The proposals for increases to fees and charges detailed in this report support the Council's Medium Term Financial Strategy and are necessary to deliver approved savings and achieve a balanced budget.

## **5 COMMENTS OF THE CHIEF FINANCE OFFICER**

- 5.1 All directorates have undertaken a review of their fees and charges as part of the annual budget setting process. In general, fees and charges recover some or all of the costs of providing services from users. This generates income which reduces the cost of service borne by Council tax payers, and can also be used to achieve other strategic objectives, such as encouraging the use of particular services. A decision to charge for, or to subsidise services needs to be based on rational considerations.
- 5.2 In general it is proposed that discretionary fees and charges are increased by a minimum of CPI (2.4% in September 2018) rounded up to the nearest 5p, 10p etc. (to simplify cash collection), unless there is a compelling reason for not increasing at all or increasing by a greater amount.
- 5.3 The total amount of income generated through fees and charges will depend on price as well as volume/service take up. The Medium Term Financial Strategy assumes that any additional general fund income will contribute towards meeting the overall budget gap. An income target of £419k from changes in Fees & charges during 2019-20 was agreed as part of the 2017-18 budget process. The proposed changes in this report will need to deliver that target. In addition to this a further £100k is estimated from the proposed changes in Street Naming and Numbering Fees & Charges.
- 5.4 If it is decided not to increase charges in line with inflation, this will generally have the impact of increasing the level of subsidy provided by the Council to service users and alternative savings will need to be found to cover the General Fund budget gap. Once a decision is made to freeze charges, it is difficult to recover the lost income without increasing costs by more than inflation in a future period. The financial implications of freezing charges can therefore be regarded as permanent.



## **6 COMMENTS OF LEGAL SERVICES**

- 6.1 The Council has in place a range of fees and charges relating to services it provides. In respect of certain fees and charges, the amount of the fee etc. is prescribed in statute and in those cases there is no discretion as to the level of charge.
- 6.2 In respect of other fees and charges that are specifically allowed by statute but do not prescribe the actual amount of fee, then the Council can set its own charges (e.g. parking). Others fall to be set by the Council pursuant to a variety of statutory powers. These discretionary fees and charges are reviewed annually. As a general rule, those charges service should not exceed the cost of providing the service; i.e. the income from these charges should not be used to generate a profit.
- 6.3 The Council also has a general power under section 93 of the Local Government Act 2003 ('the 2003 Act') to charge a person for discretionary services; i.e. the provision of a service where there is no specific statutory power for the Council to provide the service, but the Council can chose to do so and the person has agreed to its provision (e.g. pest control). Again, the income from charges for such services should not exceed the cost of providing the service.
- 6.4 Further the Council has power under section 1 of the Localism Act 2011 ('the 2011 Act') to do anything that individuals generally may do, subject to specified restrictions and limitations imposed by other statutes. The general power of competence extends to charging for services, but limits on charging are imposed by section 3 of the 2011 Act. The Council may only charge for a service under the general power of competence if: (a) it is a discretionary service; (b) the person agrees to the service being provided; and (c) there is no other power to charge for the service, including in section 93 of the 2003 Act. Taking one financial year with another, the income from charges must not exceed the costs of providing the service
- 6.5 Generally with regard to fees and charges, where the Council can set its own charges it may also be able to set such charges so that different charges can be applied subject to location, class of user etc. (e.g. parking charges can be charged at a higher level for business use as opposed to residential.
- 6.6 Certain fees may not be set by the Cabinet. Regulation 2(6) of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 provides that decision on certain approvals, consents permits and licences (for example premises licenses; licenses for street trading) cannot be made by the Executive. Likewise, charges for such approvals, consents permits and licences may not be made by the Cabinet. These fees will therefore need to be set by the Council.
- 6.7 In carrying out its functions, the Council must comply with the public sector equality duty set out in section 149 Equality Act 2010, namely it must have due regard to the need to eliminate unlawful conduct under the Equality Act

2010, the need to advance equality of opportunity and to foster good relations between persons who share a protected characteristic and those who do not. This includes where the Council's sets fees and charges. How this duty is met is addressed in the paragraph below headed 'One Tower Hamlets Considerations'.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- None

### **Appendices**

- Appendix 1 – Discretionary Fees and Charges within Health, Adults & Community
- Appendix 2 – Discretionary Fees and Charges within Children's Services
- Appendix 3 – Discretionary Fees and Charges within Place
- Appendix 4 – Discretionary Fees and Charges within Governance
- Appendix 5 – Discretionary Fees and Charges within Resources
- Appendix 6 – Statutory Fees and Charges (All Directorates)

### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- None

### **Officer contact details for documents:**

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**Appendix 1**

Discretionary Fees and Charges within Health, Adults & Community

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
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**1.1 Meals Service for Social Service Clients (Contract Services)**

1	HAC	Meals Service for Social Service Clients (Contract Services)	Contribution towards the cost of meal in the home	Meals in the home	Cllr Denise Jones	1.3 People access joined-up services when they need them and feel healthier and more independent	2.60	3.50	34.6%	Per Meal
2	HAC	Meals Service for Social Service Clients (Contract Services)	Contribution towards the cost of meal taken in day centres	Meals in day centres	Cllr Denise Jones	1.3 People access joined-up services when they need them and feel healthier and more independent	2.60	3.50	34.6%	Per Meal

**1.2 Refreshments and Day Centres**

3	HAC	Refreshments	Contribution towards the cost of refreshments		Cllr Denise Jones	1.3 People access joined-up services when they need them and feel healthier and more independent	0.60	0.70	16.7%	Per Unit (Half Day)
4	HAC	Day Centres	Attendance of day care centres for other local authority placements, excluding transport	Pritchards Road - Mental Health	Cllr Denise Jones	1.3 People access joined-up services when they need them and feel healthier and more independent	50.10	51.40	2.6%	Per Day
5	HAC	Day Centres	Attendance of day care centres for other local authority placements, excluding transport	Create Day Centre - Learning Disabilities	Cllr Denise Jones	1.3 People access joined-up services when they need them and feel healthier and more independent	49.50	50.70	2.4%	Per Day
6	HAC	Day Centres	Attendance of day care centres for other local authority placements, excluding transport	Riverside Day Centre - Older people	Cllr Denise Jones	1.3 People access joined-up services when they need them and feel healthier and more independent	49.20	50.40	2.4%	Per Day
7	HAC	Day Centres	Attendance of day care centres for other local authority placements, excluding transport	Russia Lane - Older people	Cllr Denise Jones	1.3 People access joined-up services when they need them and feel healthier and more independent	61.20	62.70	2.5%	Per Day
8	HAC	Day Centres	Attendance of day care centres for other local authority placements, excluding transport	Physical Disability Day Opportunities	Cllr Denise Jones	1.3 People access joined-up services when they need them and feel healthier and more independent	67.60	69.30	2.5%	Per Day

**1.3 Community Based Social Care Services and Residential Care Services**

9	HAC	Community Based Social Care Services and Residential Care Services	Community and residential care charges are levied in accordance with the relevant charging policy		Cllr Denise Jones	1.3 People access joined-up services when they need them and feel healthier and more independent	In accordance with the relevant charging policy	In accordance with the relevant charging policy		
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**Appendix 2**

Discretionary Fees and Charges within Children's Services

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
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**2.1 Contract Services**

1	CHI	School Meals	School Lunch	Primary	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	2.30	2.30	0.0%	Per Meal
2	CHI	School Meals	School Lunch	Secondary	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	2.50	2.60	4.0%	Per Meal
3	CHI	School tuck Shop	Tuck shops operate in a number of schools	Secondary	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	0.60	varies per individual item 60p-80p	0% - 33%	Per Item
4	CHI	Cafeteria Services	Professional Development Centre Café & Mulberry Café	Canteen	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	Varies per individual item	Varies per individual item	2.4%	Per Item

**2.2 Arts and Music**

5	CHI	Arts and Music	THAMES Saturday Music Centre	Primary and Secondary Pupils	Cllr Amina Ali	1.2 Children and young people are protected so they get the best start in life and can realise their potential	7.50	7.70	2.7%	Per child per week/10 weeks a term/3 times a year. 50% reduction for siblings and remissions in place
6	CHI	Arts and Music	THAMES Wednesday Music Centre	Primary and Secondary Pupils	Cllr Amina Ali	1.2 Children and young people are protected so they get the best start in life and can realise their potential	3.50	3.60	2.9%	Per child per week/10 weeks a term/3 times a year. 50% reduction for siblings and remissions in place

**2.3 Parental Engagement & Support**

7	CHI	Parental Engagement & Support	Holiday child care	Non working parents	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	4.30	6.25	45.3%	Per Child, Per Day
8	CHI	Parental Engagement & Support	Holiday child care	Working parents - 9am to 5pm	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	10.50	13.00	23.8%	Per Child, Per Day
9	CHI	Parent & Family Support	Holiday child care	Working parents - 9am to 5pm above income threshold £16,191	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	10.50	15.00	42.9%	Per Child, Per Day
10	CHI	Parental Engagement & Support	Holiday child care	Working parents - 8am to 6pm	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	14.80	17.50	18.2%	Per Child, Per Day
11	CHI	Parent & Family Support	Holiday child care	Working parents - 8am to 6pm above income threshold £16,191	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	14.75	19.00	28.8%	Per Child, Per Day
12	CHI	Parent & Family Support	Holiday child care	Non residents of Tower Hamlets	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	26.25	45.00	71.4%	Per Child, Per Day
13	CHI	Parent & Family Support	Holiday child care	Non residents of Tower Hamlets	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	New	£5-£10		

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
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**2.4 Local Authority Day Nurseries**

14	CHI	Local Authority Day Nurseries	Nursery fees	Children aged 3-5	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	4.84	4.84	0.0%	Per Child, Per Hour
15	CHI	Local Authority Day Nurseries	Nursery fees	Children aged 2-3	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	4.84	4.84	0.0%	
16	CHI	Local Authority Day Nurseries	Nursery fees	Children under 2	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	4.84	4.84	0.0%	
17	CHI	Local Authority Day Nurseries	Nursery fees	Late pick up fee	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	10.00	10.00	0.0%	Per 15 mins

**2.5 Integrated Early Years Service**

18	CHI	Integrated Early Years Service	Training course charges	For providers offering early years services; Private, voluntary, and independent childcare providers, childminders, schools and children's centres	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	Up to 85.00-250.00	Up to 85.00-250.00	0.0%	Per day
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**2.6 Support Services to Academies and Free Schools**

19	CHI	School support services	Services to Academies	N/A	Cllr Danny Hassell	1.2 Children and young people are protected so they get the best start in life and can realise their potential	Cost of service plus 10% administration charge plus VAT. Services outlined in brochure at <a href="http://www.lbthserviceforschools.co.uk">www.lbthserviceforschools.co.uk</a>	Cost of service plus 10% administration charge plus VAT. Services outlined in brochure at <a href="http://www.lbthserviceforschools.co.uk">www.lbthserviceforschools.co.uk</a>		Varies
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**2.7 Arts, Parks & Events**

20	CHI	Arts, Parks & Events	Kobi Nazrul Centre rental charges	Space occupied by 11 organisations	Cllr Amina Ali	2.1 People live in a borough that is clean and green	9.50-12.65	9.75-13.00	2.4%	Per Square Foot
21	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekday hire charges (private hire)	Main Hall (13m x 8.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	52.50	53.80	2.5%	Per Hour
22	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekday hire charges (private hire)	Side Hall (13m x 7.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	34.00	34.85	2.5%	Per Hour
23	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekday hire charges (private hire)	Main & Side Hall (13m x 16m) Mon-Thurs 9am-9pm and Fri 9am-5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	67.40	69.05	2.4%	Per Hour
24	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekday hire charges (private hire)	Studio (18m x 10.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	44.25	45.35	2.5%	Per Hour
25	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekday hire charges (private hire)	Meeting Room (4.5m x 2.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	15.75	16.15	2.5%	Per Hour
26	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekday hire charges (community group hire)	Main Hall (13m x 8.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	41.00	42.00	2.4%	Per Hour
27	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekday hire charges (community group hire)	Side Hall (13m x 7.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	21.10	21.65	2.6%	Per Hour
28	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekday hire charges (community group hire)	Main & Side Hall (13m x 16m) Mon-Thurs 9am-9pm and Fri 9am-5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	47.35	48.50	2.4%	Per Hour
29	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekday hire charges (community group hire)	Studio (18m x 10.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	31.50	32.30	2.5%	Per Hour

**Appendix 2**

Discretionary Fees and Charges within Children's Services

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
30	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekday hire charges (community group hire)	Meeting Room (4.5m x 2.5m) Mon-Thurs 9am-9pm and Fri 9am-5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	10.50	10.80	2.9%	Per Hour
31	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekend hire charges (private hire)	Main Hall (13m x 8.5m) From 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	94.70	97.00	2.4%	Per Hour
32	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekend hire charges (private hire)	Side Hall (13m x 7.5m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	68.25	69.90	2.4%	Per Hour
33	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekend hire charges (private hire)	Main & Side Hall (13m x 16m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	115.50	118.30	2.4%	Per Hour
34	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekend hire charges (private hire)	Studio (18m x 10.5m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	92.65	94.90	2.4%	Per Hour
35	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekend hire charges (private hire)	Meeting Room (4.5m x 2.5m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	22.15	22.70	2.5%	Per Hour
36	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekend hire charges (community group hire)	Main Hall (13m x 8.5m) From 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	72.05	73.80	2.4%	Per Hour
37	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekend hire charges (community group hire)	Side Hall (13m x 7.5m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	54.80	56.15	2.5%	Per Hour
38	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekend hire charges (community group hire)	Main & Side Hall (13m x 16m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	86.20	88.30	2.4%	Per Hour
39	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekend hire charges (community group hire)	Studio (18m x 10.5m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	69.50	71.20	2.4%	Per Hour
40	CHI	Arts, Parks & Events	Brady Arts & Community Centre weekend hire charges (community group hire)	Meeting Room (4.5m x 2.5m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	15.75	16.15	2.5%	Per Hour
41	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekday hire charges (private hire)	Main Hall Theatre (12 x 6m)	Cllr Amina Ali	2.1 People live in a borough that is clean and green	31.50	32.30	2.5%	Per Hour
42	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekday hire charges (private hire)	Meeting Room (7.8 x 5m)	Cllr Amina Ali	2.1 People live in a borough that is clean and green	23.20	23.80	2.6%	Per Hour
43	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekday hire charges (private hire)	Committee Room (7 x 6.3 m)	Cllr Amina Ali	2.1 People live in a borough that is clean and green	15.75	16.15	2.5%	Per Hour
44	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekday hire charges (community group hire)	Main Hall Theatre (12 x 6m)	Cllr Amina Ali	2.1 People live in a borough that is clean and green	26.25	26.90	2.5%	Per Hour
45	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekday hire charges (community group hire)	Meeting Room (7.8 x 5m)	Cllr Amina Ali	2.1 People live in a borough that is clean and green	19.05	19.55	2.6%	Per Hour
46	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekday hire charges (community group hire)	Committee Room (7 x 6.3 m)	Cllr Amina Ali	2.1 People live in a borough that is clean and green	12.65	13.00	2.8%	Per Hour
47	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekday hire charges (all groups) per day	Main Hall Theatre (12 x 6m)	Cllr Amina Ali	2.1 People live in a borough that is clean and green	105.00	107.55	2.4%	Per Day
48	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekday hire charges (all groups) per day	Meeting Room (7.8 x 5m)	Cllr Amina Ali	2.1 People live in a borough that is clean and green	63.00	64.55	2.5%	Per Day
49	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekday hire charges (all groups) per day	Committee Room (7 x 6.3 m)	Cllr Amina Ali	2.1 People live in a borough that is clean and green	52.50	53.80	2.5%	Per Day
50	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekend hire charges (private hire)	Main Hall Theatre (12 x 6m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	49.40	50.60	2.4%	Per Hour
51	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekend hire charges (private hire)	Meeting Room (7.8 x 5m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	33.70	34.55	2.5%	Per Hour
52	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekend hire charges (private hire)	Committee Room (7 x 6.3 m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	26.25	26.90	2.5%	Per Hour
53	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekend hire charges (community group hire)	Main Hall Theatre (12 x 6m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	36.80	37.70	2.4%	Per Hour
54	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekend hire charges (community group hire)	Meeting Room (7.8 x 5m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	29.45	30.20	2.5%	Per Hour

Appendix 2

Discretionary Fees and Charges within Children's Services

CPI September 2018 2.4%

RPI September 2018 3.3%

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
55	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekend hire charges (community group hire)	Committee Room (7 x 6.3 m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	18.95	19.45	2.6%	Per Hour
56	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekend hire charges (all groups) per day	Main Hall Theatre (12 x 6m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	178.55	182.85	2.4%	Per Day
57	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekend hire charges (all groups) per day	Meeting Room (7.8 x 5m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	142.05	145.50	2.4%	Per Day
58	CHI	Arts, Parks & Events	Kobi Nazrul Centre weekend hire charges (all groups) per day	Committee Room (7 x 6.3 m) from 5pm	Cllr Amina Ali	2.1 People live in a borough that is clean and green	94.70	97.00	2.4%	Per Day

**2.8 Sports & Physical Activity**

59	CHI	Sports & Physical Activity	Astroturf hire - full pitch	Borough adults hiring in peak hours	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	74.00	75.80	2.4%	Per Hour
60	CHI	Sports & Physical Activity	Astroturf hire - half pitch (2/3rds of the pitch)	Borough adults hiring in peak hours	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	50.00	51.20	2.4%	Per Hour
61	CHI	Sports & Physical Activity	Astroturf hire - full pitch	Borough adults hiring in non-peak hours	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	54.00	55.30	2.4%	Per Hour
62	CHI	Sports & Physical Activity	Astroturf hire - half pitch (2/3rds of the pitch)	Borough adults hiring in non-peak hours	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	36.00	36.90	2.5%	Per Hour
63	CHI	Sports & Physical Activity	Astroturf hire - full pitch	Non-borough adults hiring in peak hours	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	87.00	89.10	2.4%	Per Hour
64	CHI	Sports & Physical Activity	Astroturf hire - half pitch (2/3rds of the pitch)	Non-borough adults hiring in peak hours	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	58.00	59.40	2.4%	Per Hour
65	CHI	Sports & Physical Activity	Astroturf hire - full pitch	Non-borough adults hiring in non-peak hours	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	77.00	78.90	2.5%	Per Hour
66	CHI	Sports & Physical Activity	Astroturf hire - half pitch (2/3rds of the pitch)	Non-borough adults hiring in non-peak hours	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	52.00	53.30	2.5%	Per Hour
67	CHI	Sports & Physical Activity	Astroturf hire - full pitch	Borough primary schools	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	28.00	28.70	2.5%	Per Hour
68	CHI	Sports & Physical Activity	Astroturf hire - half pitch (2/3rds of the pitch)	Borough primary schools	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	20.00	20.50	2.5%	Per Hour
69	CHI	Sports & Physical Activity	Astroturf hire - full pitch	Borough secondary schools	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	37.00	37.90	2.4%	Per Hour
70	CHI	Sports & Physical Activity	Astroturf hire - half pitch (2/3rds of the pitch)	Borough secondary schools	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	26.00	26.70	2.7%	Per Hour
71	CHI	Sports & Physical Activity	Astroturf hire - full pitch	Non-borough schools	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	51.00	52.30	2.5%	Per Hour
72	CHI	Sports & Physical Activity	Astroturf hire - half pitch (2/3rds of the pitch)	Non-borough schools	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	34.00	34.90	2.6%	Per Hour
73	CHI	Sports & Physical Activity	Astroturf hire - full pitch	Borough under-16s hiring in peak hours	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	37.00	37.90	2.4%	Per Hour
74	CHI	Sports & Physical Activity	Astroturf hire - half pitch (2/3rds of the pitch)	Borough under-16s hiring in peak hours	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	25.00	25.60	2.4%	Per Hour

Appendix 2

Discretionary Fees and Charges within Children's Services

CPI September 2018 2.4%

RPI September 2018 3.3%

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
75	CHI	Sports & Physical Activity	Astroturf hire - full pitch	Borough under-16s hiring in non-peak hours	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	31.00	31.80	2.6%	Per Hour
76	CHI	Sports & Physical Activity	Astroturf hire - half pitch (2/3rds of the pitch)	Borough under-16s hiring in non-peak hours	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	20.00	20.50	2.5%	Per Hour
77	CHI	Sports & Physical Activity	Grass pitch hire	Borough adult team (weekday/weekend)	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	48.75	50.00	2.6%	Per Session
78	CHI	Sports & Physical Activity	Grass pitch hire	Non-borough adult team (weekday)	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	93.20	95.50	2.5%	Per Session
79	CHI	Sports & Physical Activity	Grass pitch hire	Non-borough adult team (weekend)	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	89.40	91.60	2.5%	Per Session
80	CHI	Sports & Physical Activity	Grass pitch hire	Borough under-16s team (weekday/weekend)	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	26.60	27.30	2.6%	Per Session
81	CHI	Sports & Physical Activity	Grass pitch hire	Non-borough under-16s team (weekday)	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	48.75	50.00	2.6%	Per Session
82	CHI	Sports & Physical Activity	Grass pitch hire	Non-borough under-16s team (weekend)	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	46.70	47.90	2.6%	Per Session
83	CHI	Sports & Physical Activity	Cricket match	Borough adult team	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	45.90	47.10	2.6%	Per Match
84	CHI	Sports & Physical Activity	Cricket match	Non-borough adult team	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	106.45	109.10	2.5%	Per Match
85	CHI	Sports & Physical Activity	Cricket match	Borough under-16s team	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	26.60	27.30	2.6%	Per Match
86	CHI	Sports & Physical Activity	Cricket match	Non-borough under-16s team	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	59.05	60.50	2.5%	Per Match
87	CHI	Sports & Physical Activity	Softball/rounders match	Adults	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	45.00	46.10	2.4%	Per Hour
88	CHI	Sports & Physical Activity	Softball/rounders match	Under-16s	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	26.50	27.20	2.6%	Per Hour
89	CHI	Sports & Physical Activity	Softball/rounders match	School curriculum	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	13.25	13.60	2.6%	Per Hour
90	CHI	Sports & Physical Activity	Bowls	Adult season ticket	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	38.95	39.90	2.4%	Per Season
91	CHI	Sports & Physical Activity	Bowls	Under-16s season ticket	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	21.80	22.40	2.8%	Per Season
92	CHI	Sports & Physical Activity	Bowls	Senior citizens season ticket	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	16.35	16.80	2.8%	Per Season
93	CHI	Sports & Physical Activity	Bowls	Adults	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	2.70	2.80	3.7%	Per Hour



**Appendix 2**

Discretionary Fees and Charges within Children's Services

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
94	CHI	Sports & Physical Activity	Bowls	Under-16s	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	1.30	1.40	7.7%	Per Hour
95	CHI	Sports & Physical Activity	Bowls	Adult leisure pass holders	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	1.40	1.50	7.1%	Per Hour
96	CHI	Sports & Physical Activity	Athletics track - Victoria Park	Primary schools	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	13.15	13.50	2.7%	Per Hour
97	CHI	Sports & Physical Activity	Athletics track - Victoria Park	Secondary schools	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	17.35	17.80	2.6%	Per Hour
98	CHI	Sports & Physical Activity	Athletics track - Victoria Park	Adults	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	2.25	2.40	6.7%	Per Hour
99	CHI	Sports & Physical Activity	Athletics track - Victoria Park	Under-16s	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	1.05	1.10	4.8%	Per Hour
100	CHI	Sports & Physical Activity	Athletics track - Victoria Park	Season ticket (adults/under-16s)	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	67.45	69.10	2.4%	Per Season
101	CHI	Sports & Physical Activity	Athletics track	Track marking	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	48.60	49.80	2.5%	Per Session
102	CHI	Sports & Physical Activity	Athletics track	Events - Sports Day etc.	Cllr Amina Ali	2.4 People feel they are part of a cohesive and vibrant community	60.35	61.80	2.4%	Per Session
103	CHI	Sports & Physical Activity	Summer Programme - Adventure Sports Taster Days - in borough	summer activities - children & young people		2.4 People feel they are part of a cohesive and vibrant community	New	5.00		Per Day
104	CHI	Sports & Physical Activity	Summer Programme - Adventure Sports Taster Days - out of borough	summer activities - children & young people		2.4 People feel they are part of a cohesive and vibrant community	New	20.00		Per Day
105	CHI	Sports & Physical Activity	Duke of Edinburgh's Award - Bronze and Silver registration	Duke of Edinburgh's Award		2.4 People feel they are part of a cohesive and vibrant community	New	21.00		Per Award Level
106	CHI	Sports & Physical Activity	Duke of Edinburgh's Award - Gold registration	Duke of Edinburgh's Award		2.4 People feel they are part of a cohesive and vibrant community	New	27.00		Per Award Level
107	CHI	Sports & Physical Activity	Duke of Edinburgh's Award - fee per expedition day to participants accessing programme not via schools	Duke of Edinburgh's Award		2.4 People feel they are part of a cohesive and vibrant community	New	10.00		Per Day

Appendix 3

Discretionary Fees and Charges within Place

CPI September 2018 2.4%

RPI September 2018 3.3%

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
<b>3.1 Parking</b>										
1	PLACE	Parking	Residents permits	Band A - 6 months, subject to documentation	Cllr David Edgar	2.1 People live in a borough that is clean and green	6.40	10.00	56.3%	6 Months
2	PLACE	Parking	Residents permits	Band A - 12 months, subject to documentation	Cllr David Edgar	2.1 People live in a borough that is clean and green	6.40	10.00	56.3%	12 Months
3	PLACE	Parking	Residents permits	Band B - 6 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	31.00	32.00	3.2%	6 Months
4	PLACE	Parking	Residents permits	Band B - 12 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	49.00	50.00	2.0%	12 Months
5	PLACE	Parking	Residents permits	Band C - 6 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	37.50	39.00	4.0%	6 Months
6	PLACE	Parking	Residents permits	Band C - 12 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	61.00	63.00	3.3%	12 Months
7	PLACE	Parking	Residents permits	Band D - 6 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	49.00	50.00	2.0%	6 Months
8	PLACE	Parking	Residents permits	Band D - 12 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	85.50	88.00	2.9%	12 Months
9	PLACE	Parking	Residents permits	Band E - 6 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	61.50	63.00	2.4%	6 Months
10	PLACE	Parking	Residents permits	Band E - 12 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	109.00	112.00	2.8%	12 Months
11	PLACE	Parking	Residents permits	Band F - 6 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	74.00	76.00	2.7%	6 Months
12	PLACE	Parking	Residents permits	Band F - 12 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	133.00	136.00	2.3%	12 Months
13	PLACE	Parking	Residents permits	Band G1 - 6 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	85.50	88.00	2.9%	6 Months
14	PLACE	Parking	Residents permits	Band G1 - 12 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	149.50	153.00	2.3%	12 Months
15	PLACE	Parking	Residents permits	Band G2 and multi-vehicle - 6 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	97.00	100.00	3.1%	6 Months
16	PLACE	Parking	Residents permits	Band G2 and multi-vehicle - 12 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	181.00	186.00	2.8%	12 Months
17	PLACE	Parking	Residents permits	Electric - 6 Months, subject to documentation	Cllr David Edgar	2.1 People live in a borough that is clean and green	6.40	10.00	56.3%	6 Months
18	PLACE	Parking	Residents permits	Electric - 12 Months, subject to documentation	Cllr David Edgar	2.1 People live in a borough that is clean and green	6.40	10.00	56.3%	12 Months
19	PLACE	Parking	Residents permits	Foreign vehicle band G2	Cllr David Edgar	2.1 People live in a borough that is clean and green	97.00	100.00	3.1%	6 Months
20	PLACE	Parking	Residents permits	Motorcycle - 12 months	Cllr David Edgar	2.1 People live in a borough that is clean and green	17.00	18.00	5.9%	12 Months
21	PLACE	Parking	Residents permits	2nd permit surcharge (12months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	50.00	50.00	0.0%	Per second permit per household
22	PLACE	Parking	Residents permits	3rd permit surcharge (12months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	150.00	150.00	0.0%	Per third permit per household
23	PLACE	Parking	Residents permits	2nd permit surcharge (6 months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	25.00	25.00	0.0%	Per second permit per household
24	PLACE	Parking	Residents permits	3rd permit surcharge (6 months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	75.00	75.00	0.0%	Per third permit per household

**Appendix 3**

Discretionary Fees and Charges within Place

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
25	PLACE	Parking	Residents permits	Diesel surcharge (6months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	New	12.50 (rising to £25 in 2020-21)		6 Months
26	PLACE	Parking	Residents permits	Diesel surcharge (12months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	New	25 (rising to £50 in 2020-21)		12 Months
27	PLACE	Parking	Residents permits	Temporary on-street Resident Permit	Cllr David Edgar	2.1 People live in a borough that is clean and green	6.40	10.00	56.3%	Per day
28	PLACE	Parking	Residents permits	Temporary permit	Cllr David Edgar	2.1 People live in a borough that is clean and green	0.00	0.00	0.0%	
29	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band A - 3 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	243.00	249.00	2.5%	3 Months
30	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band A - 6 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	360.50	369.00	2.4%	6 Months
31	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band A - 12 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	582.00	596.00	2.4%	12 Months
32	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band B - 3 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	256.50	263.00	2.5%	3 Months
33	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band B - 6 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	382.50	392.00	2.5%	6 Months
34	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band B - 12 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	617.50	632.00	2.3%	12 Months
35	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band C - 3 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	278.50	285.00	2.3%	3 Months
36	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band C - 6 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	411.00	421.00	2.4%	6 Months
37	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band C - 12 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	659.00	675.00	2.4%	12 Months
38	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band D - 3 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	306.00	313.00	2.3%	3 Months
39	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band D - 6 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	452.00	463.00	2.4%	6 Months
40	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band D - 12 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	729.00	746.00	2.3%	12 Months
41	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band E - 3 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	318.50	326.00	2.4%	3 Months
42	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band E - 6 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	470.50	482.00	2.4%	6 Months
43	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band E - 12 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	762.50	781.00	2.4%	12 Months
44	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band F - 3 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	332.00	340.00	2.4%	3 Months
45	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band F - 6 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	492.50	504.00	2.3%	6 Months
46	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band F - 12 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	797.00	816.00	2.4%	12 Months
47	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band G1 - 3 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	347.00	355.00	2.3%	3 Months
48	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band G1 - 6 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	513.50	526.00	2.4%	6 Months
49	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band G1 - 12 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	831.50	851.00	2.3%	12 Months

Appendix 3

Discretionary Fees and Charges within Place

CPI September 2018 2.4%

RPI September 2018 3.3%

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
50	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band G2 and multi-vehicle - 3 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	360.50	369.00	2.4%	3 Months
51	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band G2 and multi-vehicle - 6 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	529.50	542.00	2.4%	6 Months
52	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Band G2 and multi-vehicle - 12 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	866.50	887.00	2.4%	12 Months
53	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Electric - 3 Months, subject to documentation	Cllr David Edgar	2.1 People live in a borough that is clean and green	7.50	10.00	33.3%	3 Months
54	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Electric - 6 Months, subject to documentation	Cllr David Edgar	2.1 People live in a borough that is clean and green	7.50	10.00	33.3%	6 Months
55	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Electric - 12 Months, subject to documentation	Cllr David Edgar	2.1 People live in a borough that is clean and green	7.50	10.00	33.3%	12 Months
56	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Diesel surcharge (3months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	New	6.25 (rising to £12.50 in 2020-21)		3 Months
57	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Diesel surcharge (6months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	New	12.50 (rising to £25 in 2020-21)		6 Months
58	PLACE	Parking	Business / Public Service / Contractor / Doctor's permits	Diesel surcharge (12months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	New	25 (rising to £50 in 2020-21)		12 Months
59	PLACE	Parking	Personalised Disabled Permit	Permit associated with Personalised Disabled Bay	Cllr David Edgar	2.1 People live in a borough that is clean and green	0.00	0.00	0.0%	12 Months
60	PLACE	Parking	Funeral Waivers	Temporary permit	Cllr David Edgar	2.1 People live in a borough that is clean and green	0.00	0.00	0.0%	Per Day
61	PLACE	Parking	Pay & Display Short stay parking	A1, A2, A5, A6, C1 and C2	Cllr David Edgar	2.1 People live in a borough that is clean and green	4.70	4.80 (paybyphone) 5.00 (coin)	2.1%	Per Hour
62	PLACE	Parking	Pay & Display Short stay parking	A3, A4, C3 and C4	Cllr David Edgar	2.1 People live in a borough that is clean and green	4.10	4.20 (paybyphone) 4.40 (coin)	2.4%	Per Hour
63	PLACE	Parking	Pay & Display Short stay parking	Zones B1 (except as set out below), B2, B3, D1 and D2.	Cllr David Edgar	2.1 People live in a borough that is clean and green	3.70	£3.80 (paybyphone) 4.00 (coin)	2.7%	Per Hour >4 hours
64	PLACE	Parking	Pay & Display Short stay parking	Zone B1, streets around Roman Road market (Saturday only, 08:30-17:30)	Cllr David Edgar	2.1 People live in a borough that is clean and green	0 - 30 mins: 50p 30 - 60 mins: £1.00 60 - 90 mins: £1.50 90 - 120 mins: £2.00 120 - 150 mins: £3.80 150 - 180 mins: £5.60 180 - 210 mins: £7.40 210 - 240 mins: £9.20	0 - 30 mins: 50p 30 - 60 mins: £1.00 60 - 90 mins: £1.50 90 - 120 mins: £2.00 120 - 150 mins: £3.80 150 - 180 mins: £5.60 180 - 210 mins: £7.40 210 - 240 mins: £9.20	0.0%	Per Hour >4 hours
65	PLACE	Parking	Pay & Display Short stay parking	Roman Road car park	Cllr David Edgar	2.1 People live in a borough that is clean and green	3.70	3.80 (paybyphone) 4.00 (coin)	2.7%	Monday to Friday, per hour, >2 hours
66	PLACE	Parking	Pay & Display Short stay parking	Roman Road car park	Cllr David Edgar	2.1 People live in a borough that is clean and green	0 - 30 mins: 50p 30 - 60 mins: £1.00 60 - 90 mins: £1.50 90 - 120 mins: £2.00	0 - 30 mins: 50p 30 - 60 mins: £1.00 60 - 90 mins: £1.50 90 - 120 mins: £2.00	0.0%	Saturday, >2 hours
67	PLACE	Parking	Pay & Display Short stay parking off-street	Victoria Park, St Mark's Gate, Haverfield Road, Lawton Road, John Orwell car parks	Cllr David Edgar	2.1 People live in a borough that is clean and green	2.30	2.40	4.3%	Monday to Sunday, per hour, up to 1 hour
68	PLACE	Parking	Pay & Display Short stay parking off-street	Victoria Park, St Mark's Gate, Haverfield Road, Lawton Road, John Orwell car parks	Cllr David Edgar	2.1 People live in a borough that is clean and green	5.30	5.40	1.9%	Monday to Friday, per hour, 1 - 4 hours

Appendix 3

Discretionary Fees and Charges within Place

CPI September 2018 2.4%

RPI September 2018 3.3%

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
69	PLACE	Parking	Pay & Display Short stay parking off-street	Victoria Park, St Mark's Gate, Haverfield Road, Lawton Road, John	Cllr David Edgar	2.1 People live in a borough that is clean and green	7.30	7.50	2.7%	Monday to Friday, per hour, >4 hours
70	PLACE	Parking	Pay & Display Short stay parking off-street	Victoria Park, St Mark's Gate, Haverfield Road, Lawton Road, John Orwell car parks	Cllr David Edgar	2.1 People live in a borough that is clean and green	3.30	3.40	3.0%	Saturday and Sunday, per hour, 1 - 4 hours
71	PLACE	Parking	Pay & Display Short stay parking off-street	Victoria Park, St Mark's Gate, Haverfield Road, Lawton Road, John Orwell car parks	Cllr David Edgar	2.1 People live in a borough that is clean and green	5.30	5.40	1.9%	Saturday and Sunday, per hour, >4 hours
72	PLACE	Parking	Pay & Display Short stay parking off-street	Lawton Road only	Cllr David Edgar	2.1 People live in a borough that is clean and green	New	<ul style="list-style-type: none"> <li>• 50p for 1 hour</li> <li>• £1 for 2 hours</li> <li>• £2 for 5 hours</li> <li>• £3 for 8 hours</li> <li>• £4 for 11 hours</li> <li>• £5 for all day</li> </ul>		Sunday only
73	PLACE	Parking	Market trader permit	3 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	184.00	188.00	2.2%	3 Months
74	PLACE	Parking	Market trader permit	6 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	310.00	318.00	2.6%	6 Months
75	PLACE	Parking	Market trader permit	12 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	504.50	517.00	2.5%	12 Months
76	PLACE	Parking	Market trader permit	Diesel surcharge (3months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	New	6.25 (rising to £12.50 in 2020-21)		3 Months
77	PLACE	Parking	Market trader permit	Diesel surcharge (6months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	New	12.50 (rising to £25 in 2020-21)		6 Months
78	PLACE	Parking	Market trader permit	Diesel surcharge (12months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	New	25 (rising to £50 in 2020-21)		12 Months
79	PLACE	Parking	Market trader scratch card	Daily permit / scratch card (per book of 5)	Cllr David Edgar	2.1 People live in a borough that is clean and green	28.00	29.00	3.6%	Book of 5
80	PLACE	Parking	Car Club Permit	Car Club Permit (single bay model)	Cllr David Edgar	2.1 People live in a borough that is clean and green	219.00	219.00	0.0%	12 Months
81	PLACE	Parking	Car Club Permit	Car club permit (point-to-point model)	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,300.00	1,300.00	0.0%	12 Months
82	PLACE	Parking	Traffic Management Order	Making / amending orders inc preparation, advertising & implementation	Cllr David Edgar	2.1 People live in a borough that is clean and green	3,607.00	3,694.00	2.4%	Per Item
83	PLACE	Parking	Traffic Management Order	Permanent for car free developments	Cllr David Edgar	2.1 People live in a borough that is clean and green	106.00	106.00	0.0%	Per Item
84	PLACE	Parking	Bay suspension administration charge	Administration charge for businesses and companies	Cllr David Edgar	2.1 People live in a borough that is clean and green	87.50	90.00	2.9%	One-off
85	PLACE	Parking	Bay suspensions administration charge	Administration charge for residents, the NHS, police the fire brigade	Cllr David Edgar	2.1 People live in a borough that is clean and green	87.50	90.00	2.9%	One-off
86	PLACE	Parking	Bay suspensions - in addition to administration charge	Emergency/priority suspensions	Cllr David Edgar	2.1 People live in a borough that is clean and green	New	75.00		One-off
87	PLACE	Parking	Bay suspension charges for businesses and companies	All Zones	Cllr David Edgar	2.1 People live in a borough that is clean and green	42.50	44.00	3.5%	Bay / Day
88	PLACE	Parking	Dispensation administration charge for residents, the NHS, police the fire brigade and registered charities	Administration charge for residents, the NHS, police the fire brigade and registered charities	Cllr David Edgar	2.1 People live in a borough that is clean and green	19.50	20.00	2.6%	One-off
89	PLACE	Parking	Dispensation administration charges for businesses and companies	Administration for businesses and companies	Cllr David Edgar	2.1 People live in a borough that is clean and green	61.50	63.00	2.4%	One-off

**Appendix 3**

Discretionary Fees and Charges within Place

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
90	PLACE	Parking	Dispensation charges for businesses and companies	All Zones	Cllr David Edgar	2.1 People live in a borough that is clean and green	42.50	44.00	3.5%	Bay / Day
91	PLACE	Parking	Permit Administration	Amendments or replacements	Cllr David Edgar	2.1 People live in a borough that is clean and green	5.30	10.00	88.7%	Per Item
92	PLACE	Parking	Permit Administration	Refund for returned permits	Cllr David Edgar	2.1 People live in a borough that is clean and green	26.30	18.50	-29.7%	Per Item
93	PLACE	Parking	Visitors scratch card permit	Residents (6 hours - book of 10)	Cllr David Edgar	2.1 People live in a borough that is clean and green	16.00	16.50	3.1%	Book of 10
94	PLACE	Parking	Visitors scratch card permit	Public Service (3 hours per card - book of 10)	Cllr David Edgar	2.1 People live in a borough that is clean and green	39.50	40.50	2.5%	Book of 10
95	PLACE	Parking	Skip Licence	Administration Charge for residents and contractors. All Zones highway maintenance fee - 1 - 7 days	Cllr David Edgar	2.1 People live in a borough that is clean and green	16.60	20.00	20.5%	Per Licence
96	PLACE	Parking	Skip Licence	Administration Charge for residents and contractors. All Zones highway maintenance fee -8 - 14 days	Cllr David Edgar	2.1 People live in a borough that is clean and green	27.70	48.50	75.1%	Per Licence
97	PLACE	Parking	Skip Licence	Administration Charge for residents and contractors. All Zones highway maintenance fee - 15 - 28 days	Cllr David Edgar	2.1 People live in a borough that is clean and green	33.80	55.00	62.7%	Per Licence
98	PLACE	Parking	Skip Licence	All Zones	Cllr David Edgar	2.1 People live in a borough that is clean and green	42.50	44.00	3.5%	Bay / Day

**3.2 Clean & Green**

99	PLACE	Clean & Green	Temporary Structures Occupancy fee	Pre-application inspection fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	35.00	36.00	2.9%	Per Notice
100	PLACE	Clean & Green	Temporary Structures Occupancy fee (less than 50m <sup>2</sup> )	Road occupancy charge (less than 1 month)	Cllr David Edgar	2.1 People live in a borough that is clean and green	296.40	304.00	2.6%	Per Square Metre Per Week
101	PLACE	Clean & Green	Temporary Structures Occupancy fee (50m <sup>2</sup> - 200m <sup>2</sup> )	Road occupancy charge (less than 1 month)	Cllr David Edgar	2.1 People live in a borough that is clean and green	367.40	376.00	2.3%	Per Square Metre Per Week
102	PLACE	Clean & Green	Temporary Structures Occupancy fee (more than 200m <sup>2</sup> )	Road occupancy charge (less than 1 month)	Cllr David Edgar	2.1 People live in a borough that is clean and green	370.50 + 52.50	385.00+54.00	3.8%	Per Square Metre Per Week
103	PLACE	Clean & Green	Temporary Structures Occupancy fee (less than 50m <sup>2</sup> )	Road occupancy charge (1-3 months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	420.00	431.00	2.6%	Per Square Metre Per Week
104	PLACE	Clean & Green	Temporary Structures Occupancy fee (50m <sup>2</sup> - 200m <sup>2</sup> )	Road occupancy charge (1-3 months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	552.00	566.00	2.5%	Per Square Metre Per Week
105	PLACE	Clean & Green	Temporary Structures Occupancy fee (more than 200m <sup>2</sup> )	Road occupancy charge (1-3 months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	551.55 + 52.50	565.00+54.00	2.4%	Per Square Metre Per Week
106	PLACE	Clean & Green	Temporary Structures Occupancy fee (less than 50m <sup>2</sup> )	Road occupancy charge (more than 3 months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	840.00	861.00	2.5%	Per Square Metre Per Week
107	PLACE	Clean & Green	Temporary Structures Occupancy fee (50m <sup>2</sup> - 200m <sup>2</sup> )	Road occupancy charge (more than 3 months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,102.50	1,129.00	2.4%	Per Square Metre Per Week
108	PLACE	Clean & Green	Temporary Structures Occupancy fee (more than 200m <sup>2</sup> )	Road occupancy charge (more than 3 months)	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,102.50	1,129.00	2.4%	Per Square Metre Per Week
109	PLACE	Clean & Green	Temporary Structures Occupancy fee	Post-inspection and deposit handling fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	42.50	44.00	3.5%	Per Notice
110	PLACE	Clean & Green	Temporary Structures Occupancy fee	Complaint investigation and compliance fee for upheld complaint	Cllr David Edgar	2.1 People live in a borough that is clean and green	47.50	49.00	3.2%	Per Notice
111	PLACE	Clean & Green	Temporary Structures Occupancy fee	Licence renewal fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	105.00	108.00	2.9%	One Off

**Appendix 3**

Discretionary Fees and Charges within Place

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
112	PLACE	Clean & Green	Temporary Structures Occupancy fee	Overstay charge	Cllr David Edgar	2.1 People live in a borough that is clean and green	157.50 + occupancy fee backdated to licence expiry date	161.00	2.4%	Per Overstay
113	PLACE	Clean & Green	Containers/Site Huts/Portaloos	On carriageways	Cllr David Edgar	2.1 People live in a borough that is clean and green	289.50	297.00	2.6%	Per Item/Per Month
114	PLACE	Clean & Green	Containers/Site Huts/Portaloos	On carriageways (renewal fee)	Cllr David Edgar	2.1 People live in a borough that is clean and green	157.50	162.00	2.9%	Per Item/Per Month
115	PLACE	Clean & Green	Containers/Site Huts/Portaloos	On footways	Cllr David Edgar	2.1 People live in a borough that is clean and green	210.00	216.00	2.9%	Per Item/Per Month
116	PLACE	Clean & Green	Containers/Site Huts/Portaloos	On footways (renewal fee)	Cllr David Edgar	2.1 People live in a borough that is clean and green	132.00	136.00	3.0%	Per Item/Per Month
117	PLACE	Clean & Green	Deposit	York Stone or stone setts paving	Cllr David Edgar	2.1 People live in a borough that is clean and green	219.50	225.00	2.5%	Per Square Metre
118	PLACE	Clean & Green	Deposit	Other paving materials	Cllr David Edgar	2.1 People live in a borough that is clean and green	78.50	81.00	3.2%	Per Square Metre
119	PLACE	Clean & Green	Commercial Waste - Residual	Sacks	Cllr David Edgar	2.1 People live in a borough that is clean and green	1.40	1.45	3.6%	Per Item
120	PLACE	Clean & Green	Commercial Waste - Residual	240 litre wheeled bin	Cllr David Edgar	2.1 People live in a borough that is clean and green	11.75	12.05	2.6%	Per Item
121	PLACE	Clean & Green	Commercial Waste - Residual	360 litre wheeled bin	Cllr David Edgar	2.1 People live in a borough that is clean and green	13.40	13.75	2.6%	Per Item
122	PLACE	Clean & Green	Commercial Waste - Residual	Eurobin 1100 litre	Cllr David Edgar	2.1 People live in a borough that is clean and green	18.50	18.95	2.4%	Per Item
123	PLACE	Clean & Green	Commercial Waste - Residual	Eurobin 660 litre	Cllr David Edgar	2.1 People live in a borough that is clean and green	14.30	14.65	2.4%	Per Item
124	PLACE	Clean & Green	Commercial Waste - Residual	Rental only 240 litre wheeled bin	Cllr David Edgar	2.1 People live in a borough that is clean and green	0.60	0.65	8.3%	Per Item
125	PLACE	Clean & Green	Commercial Waste - Residual	Rental only 360 litre wheeled bin	Cllr David Edgar	2.1 People live in a borough that is clean and green	0.60	0.65	8.3%	Per Item
126	PLACE	Clean & Green	Commercial Waste - Residual	Rental only bulk bin	Cllr David Edgar	2.1 People live in a borough that is clean and green	1.90	1.95	2.6%	Per Item
127	PLACE	Clean & Green	Commercial Waste - Residual	Collection only 360 litre wheeled bin	Cllr David Edgar	2.1 People live in a borough that is clean and green	7.70	7.90	2.6%	Per Item
128	PLACE	Clean & Green	Commercial Waste - Residual	Collection only Eurobin	Cllr David Edgar	2.1 People live in a borough that is clean and green	12.35	12.65	2.4%	Per Item
129	PLACE	Clean & Green	Commercial Waste - Residual	Rolonoff	Cllr David Edgar	2.1 People live in a borough that is clean and green	168.60	172.65	2.4%	Per Item
130	PLACE	Clean & Green	Commercial Waste - Residual	Rolonoff hire	Cllr David Edgar	2.1 People live in a borough that is clean and green	11.10	11.40	2.7%	Per Item
131	PLACE	Clean & Green	Commercial Waste - Recycling	Sacks or bundle of cardboard	Cllr David Edgar	2.1 People live in a borough that is clean and green	1.30	1.35	3.8%	Per Item
132	PLACE	Clean & Green	Commercial Waste - Recycling	240 litre wheeled bin	Cllr David Edgar	2.1 People live in a borough that is clean and green	3.90	4.00	2.6%	Per Item
133	PLACE	Clean & Green	Commercial Waste - Recycling	360 litre wheeled bin	Cllr David Edgar	2.1 People live in a borough that is clean and green	5.40	5.55	2.8%	Per Item
134	PLACE	Clean & Green	Commercial Waste - Recycling	Eurobin 600 litre	Cllr David Edgar	2.1 People live in a borough that is clean and green	8.15	8.35	2.5%	Per Item
135	PLACE	Clean & Green	Commercial Waste - Recycling	Eurobin 1280 litre	Cllr David Edgar	2.1 People live in a borough that is clean and green	11.65	11.95	2.6%	Per Item

**Appendix 3**

Discretionary Fees and Charges within Place

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
136	PLACE	Clean & Green	Commercial Waste - Schedule 2	Sacks	Cllr David Edgar	2.1 People live in a borough that is clean and green	0.90	0.95	5.6%	Per Item
137	PLACE	Clean & Green	Commercial Waste - Schedule 2	240 litre wheeled bin	Cllr David Edgar	2.1 People live in a borough that is clean and green	1.90	1.95	2.6%	Per Item
138	PLACE	Clean & Green	Commercial Waste - Schedule 2	360 litre wheeled bin	Cllr David Edgar	2.1 People live in a borough that is clean and green	2.00	2.05	2.5%	Per Item
139	PLACE	Clean & Green	Commercial Waste - Schedule 2	Eurobin 1100 litre	Cllr David Edgar	2.1 People live in a borough that is clean and green	6.30	6.50	3.2%	Per Item
140	PLACE	Clean & Green	Commercial Waste - Schedule 2	Eurobin 660 litre	Cllr David Edgar	2.1 People live in a borough that is clean and green	5.95	6.10	2.5%	Per Item
141	PLACE	Clean & Green	Commercial Waste - Schedule 2	Rental only 240 litre wheeled bin	Cllr David Edgar	2.1 People live in a borough that is clean and green	0.60	0.65	8.3%	Per Item
142	PLACE	Clean & Green	Commercial Waste - Schedule 2	Rental only 360 litre wheeled bin	Cllr David Edgar	2.1 People live in a borough that is clean and green	1.65	1.70	3.0%	Per Item

**3.3 Transportation & Highways**

143	PLACE	Transportation & Highways	Development	Highways enquiries - copy map	Cllr David Edgar	2.1 People live in a borough that is clean and green	51.50	53.00	2.9%	Per Map
144	PLACE	Transportation & Highways	Development	Highways enquiries - questions	Cllr David Edgar	2.1 People live in a borough that is clean and green	21.00	22.00	4.8%	Per Question
145	PLACE	Transportation & Highways	Development	Highways enquiries - (resident groups)	Cllr David Edgar	2.1 People live in a borough that is clean and green	37.50	38.50	2.7%	Per Enquiry
146	PLACE	Transportation & Highways	Street works	Crane Licence - not closing a road	Cllr David Edgar	2.1 People live in a borough that is clean and green	360-500	370-512	2.6%	Per Licence
147	PLACE	Transportation & Highways	Street works	Weekend Day rate for supervising for crane works etc.	Cllr David Edgar	2.1 People live in a borough that is clean and green	246-356	252-365	2.4%	Per Day
148	PLACE	Transportation & Highways	Street works	Section 50 licences	Cllr David Edgar	2.1 People live in a borough that is clean and green	813-1,200	833-1,230	2.4%	Per Licence
149	PLACE	Transportation & Highways	Street works	list of statutory undertakers	Cllr David Edgar	2.1 People live in a borough that is clean and green	41-100	42-102	2.4%	Per List
150	PLACE	Transportation & Highways	Street works	Defective statutory undertakers equipment - recharge cost plus fees	Cllr David Edgar	2.1 People live in a borough that is clean and green	27% - 30%	27% - 30%	0.0%	Per Incident
151	PLACE	Transportation & Highways	Traffic Management Order	Section 14.2 - Notice to close roads or restrict traffic movement 1 to 5 days	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,009-2,352	1,033-2,408	2.4%	Per Notice
152	PLACE	Transportation & Highways	Traffic Management Order	Section 14.1 - Order to close roads or restrict traffic movement - 1 to 14 days	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,878-3,453	1,923-3,536	2.4%	Per Notice
153	PLACE	Transportation & Highways	Traffic Management Order	Section 14.1 - Order to close roads or restrict traffic movement 15 to 28 days	Cllr David Edgar	2.1 People live in a borough that is clean and green	2,017-3,697	2,065-3,786	2.4%	Per Notice
154	PLACE	Transportation & Highways	Traffic Management Order	Section 14.1 - Order to close roads or restrict traffic movement - 1 Month	Cllr David Edgar	2.1 People live in a borough that is clean and green	2,352-4,031	2,408-4,128	2.4%	Per Notice
155	PLACE	Transportation & Highways	Traffic Management Order	Section 14.1 - Order to close roads or restrict traffic movement - 2 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	2,688-4,368	2,753-4,473	2.4%	Per Notice
156	PLACE	Transportation & Highways	Traffic Management Order	Section 14.1 - Order to close roads or restrict traffic movement - 3 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	3,024-4,703	3,097-4,816	2.4%	Per Notice
157	PLACE	Transportation & Highways	Traffic Management Order	Section 14.1 - Order to close roads or restrict traffic movement - 6 Months	Cllr David Edgar	2.1 People live in a borough that is clean and green	8,062-13,102	8,255-13,416	2.4%	Per Notice



**Appendix 3**

Discretionary Fees and Charges within Place

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
158	PLACE	Transportation & Highways	Street Parties on the Highway	Section 14.2 - Notice to close roads or restrict traffic movement 1 to 5 days	Cllr David Edgar	2.1 People live in a borough that is clean and green	N/A	0.00	0.0%	Per Notice

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#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
<b>3.4 Street Trading</b>										
159	PLACE	Street Trading	Permanent Trader - General	Mon-Fri	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	7.00	7.00	0.0%	Per Day
160	PLACE	Street Trading	Permanent Trader - General	Sat	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	25.00	25.00	0.0%	Per Day
161	PLACE	Street Trading	Permanent Trader - General	Sun	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	36.00	36.00	0.0%	Per Day
162	PLACE	Street Trading	Permanent Trader - Specific Market (Chrip Street - Normal Pitch)	Mon-Fri	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	7.00	7.00	0.0%	Per Day
163	PLACE	Street Trading	Permanent Trader - Specific Market (Chrip Street - Normal Pitch)	Sat	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	27.00	27.00	0.0%	Per Day
164	PLACE	Street Trading	Permanent Trader - Market Specific (Chrip Street - Large Pitch)	Mon-Fri	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	8.00	8.00	0.0%	Per Day
165	PLACE	Street Trading	Permanent Trader - Market Specific (Chrip Street - Large Pitch)	Sat	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	47.00	47.00	0.0%	Per Day
166	PLACE	Street Trading	Permanent Trader - Market Specific (Columbia Road)	Sun	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	47.00	47.00	0.0%	Per Day
167	PLACE	Street Trading	Permanent Trader - Market Specific (Petticoat Lane)	Mon-Fri	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	7.00	7.00	0.0%	Per Day
168	PLACE	Street Trading	Permanent Trader - Market Specific (Petticoat Lane)	Sun	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	34.00	34.00	0.0%	Per Day
169	PLACE	Street Trading	Permanent Trader - Market Specific (Whitechapel)	Mon-Fri	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	7.00	7.00	0.0%	Per Day
170	PLACE	Street Trading	Permanent Trader - Market Specific (Whitechapel)	Sat	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	30.00	30.00	0.0%	Per Day
171	PLACE	Street Trading	Temporary Trader - General (Daily Issue)	Mon-Fri	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	22.00	22.00	0.0%	Per Day
172	PLACE	Street Trading	Temporary Trader - General (Daily Issue)	Sat	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	33.00	33.00	0.0%	Per Day

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#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
173	PLACE	Street Trading	Temporary Trader - General (Daily Issue)	Sun	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	38.00	38.00	0.0%	Per Day
174	PLACE	Street Trading	Temporary Trader - Regeneration (Daily Issue)	Mon-Fri	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	12.00	12.00	0.0%	Per Day
175	PLACE	Street Trading	Temporary Trader - Regeneration (Daily Issue)	Sat	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	17.00	17.00	0.0%	Per Day
176	PLACE	Street Trading	Temporary Trader - Regeneration (Daily Issue)	Sun	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	22.00	22.00	0.0%	Per Day
177	PLACE	Street Trading	Extra Pitch - General (Daily Issue)	Mon-Fri	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	7.00	7.00	0.0%	Per Day
178	PLACE	Street Trading	Extra Pitch - General (Daily Issue)	Sat	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	12.00	12.00	0.0%	Per Day
179	PLACE	Street Trading	Extra Pitch - General (Daily Issue)	Sun	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	17.00	17.00	0.0%	Per Day
180	PLACE	Street Trading	Isolated Pitch - General	Mon-Fri	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	30.00	30.00	0.0%	Per Day
181	PLACE	Street Trading	Isolated Pitch - General	Sat	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	50.00	50.00	0.0%	Per Day
182	PLACE	Street Trading	Isolated Pitch - General	Sun	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	52.00	52.00	0.0%	Per Day
183	PLACE	Street Trading	Display of goods and other use of public footway space (per square metre)	Mon-Sun	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	1.00	1.00	0.0%	Per Day
184	PLACE	Street Trading	Additional Cleansing Charge per day (Fresh Produce/ Flower Refuse)	Mon-Sun (above expected level already included within street trading charge)	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	Invoiced equally amongst traders per market	Invoiced equally amongst traders per market		Per Day
185	PLACE	Street Trading	Additional Cleansing Charge per day (Food Courts)	Mon-Sun (above expected level already included within street trading charge)	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	Invoiced equally amongst traders per market	Invoiced equally amongst traders per market		Per Day
186	PLACE	Street Trading	Forecourt Trading	Mon-Sun	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	27.55	27.55	0.0%	Per Week
187	PLACE	Street Trading	Permanent Licence Application / Renewal Fee (up to 3 years)	Mon-Sun	Cllr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	80.00	80.00	0.0%	Up to 3 years

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**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
188	PLACE	Street Trading	Temporary Licence Application / Renewal Fee (up to 3 years)	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	80.00	80.00	0.0%	Up to 3 years
189	PLACE	Street Trading	Public Footway Licence Application Fee - shop display / Aboard / Specified Service etc (6 months)	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	13.50	13.50	0.0%	6 Months
190	PLACE	Street Trading	Public Footway Licence - Tables & Chairs	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	122.00	122.00	0.0%	6 Months
191	PLACE	Street Trading	Public Footway Licence - Application Fee Isolated Pitch (6 months)	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	13.50	13.50	0.0%	6 Months
192	PLACE	Street Trading	Registered Assistant Application / Renewal Fee	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	30.00	30.00	0.0%	Up to 3 years
193	PLACE	Street Trading	Fees for a Licence - General Administration (e.g. refunds etc)	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	27.00	27.00	0.0%	Per Item
194	PLACE	Street Trading	Fees for a Licence - Arrears Letter	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	22.45	22.45	0.0%	Per Item
195	PLACE	Street Trading	Fees for a Licence - Final Reminder	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	22.45	22.45	0.0%	Per Item
196	PLACE	Street Trading	Fees for a Licence - Licence Variation (Quarterly)	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	60.00	60.00	0.0%	Per Item
197	PLACE	Street Trading	Fees for a Licence - Replacement Pitch Card	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	17.00	17.00	0.0%	Per Item
198	PLACE	Street Trading	Fees for a Licence - New Pitch Designation	Mon-Sun (per pitch)	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	1,031.10	1,031.10	0.0%	Per Item
199	PLACE	Street Trading	Fees for a Licence - Electricity	Mon-Sun (fee for electricity token)	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	3.00	3.00	0.0%	Per Item
200	PLACE	Street Trading	Electricity charge - Chrisp Street Market (per day)	Mon-Sat	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	1.50	1.50	0.0%	Per Item
201	PLACE	Street Trading	Pat Testing Fee (per annum)	-	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	30.00	30.00	0.0%	Per Item
202	PLACE	Street Trading	Permanent Trader - hot food vendor (per day)	Mon - Fri	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	20.00	20.00	0.0%	Per Day

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CPI September 2018 2.4%

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#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
203	PLACE	Street Trading	Permanent Trader - hot food vendor (per day)	Sat	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	30.00	30.00	0.0%	Per Day
204	PLACE	Street Trading	Trader Toilet provision - Columbia Road	Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	5.00	5.00	0.0%	Per Day
205	PLACE	Street Trading	Private land trading fee each trader per day	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	5.00	5.00	0.0%	Per Day
206	PLACE	Street Trading	Use of Council equipment (gazebos etc) per day by non traders	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	30.00	30.00	0.0%	Per Day
207	PLACE	Street Trading	Event fee promotion (per day)	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	50.00	50.00	0.0%	Per Day
208	PLACE	Street Trading	Use of Council equipment (gazebos etc) per day by traders	Mon-sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	5.00	5.00	0.0%	Per day
209	PLACE	Street Trading	Administration fee - sourcing traders for events	-	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	50.00	50.00	0.0%	Per Item
210	PLACE	Street Trading	Electricity charge - hot food vendors (per day)	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	10.00	10.00	0.0%	Per Day
211	PLACE	Street Trading	Deep clean of market locations	-	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	Invoiced equally amongst traders per market	Invoiced equally amongst traders per market		Per Item
212	PLACE	Street Trading	Private Land Application Fee	Mon-Sun	Clr Motin Uz-Zaman	1.1 People access a range of education, training, and employment opportunities	30.00	30.00	0.0%	Per Item

3.5 Environmental Commercial Services

213	PLACE	Environmental Commercial Services	Contaminated land searches	Standard search	Clr David Edgar	2.1 People live in a borough that is clean and green	184.50	189.00	2.4%	Per Item
214	PLACE	Environmental Commercial Services	Contaminated land searches	Contaminated land search requiring the use of Environmental databases other than the search	Clr David Edgar	2.1 People live in a borough that is clean and green	220.00	226.00	2.7%	Per Item
215	PLACE	Environmental Commercial Services	Contaminated land searches	Non standard search	Clr David Edgar	2.1 People live in a borough that is clean and green	490.50	503.00	2.5%	Per Item
216	PLACE	Environmental Commercial Services	HMO Licensing	Basic fee per property	Clr David Edgar	2.1 People live in a borough that is clean and green	525.00	538.00	2.5%	Per Item
217	PLACE	Environmental Commercial Services	HMO Licensing	Additional fee per habitable room	Clr David Edgar	2.1 People live in a borough that is clean and green	35.00	36.00	2.9%	Per Item
218	PLACE	Environmental Commercial Services	HMO Licensing	Re-Licence fee for a mandatory HMO	Clr David Edgar	2.1 People live in a borough that is clean and green	525.00	538.00	2.5%	Per Item
219	PLACE	Environmental Commercial Services	HMO Licensing	Amend details on an existing Licence	Clr David Edgar	2.1 People live in a borough that is clean and green	152.00	156.00	2.6%	Per Item

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Discretionary Fees and Charges within Place

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#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
220	PLACE	Environmental Commercial Services	HMO Licensing	Re-Licence fee / habitable room	Cllr David Edgar	2.1 People live in a borough that is clean and green	35.00	36.00	2.9%	Per Item
221	PLACE	Environmental Commercial Services	Selective Licensing	Licence online application	Cllr David Edgar	2.1 People live in a borough that is clean and green	520.00	532.50	2.4%	Per Item
222	PLACE	Environmental Commercial Services	Selective Licensing	Licence partial online application	Cllr David Edgar	2.1 People live in a borough that is clean and green	580.00	594.00	2.4%	Per Item
223	PLACE	Environmental Commercial Services	Selective Licensing	Licence partial postal application	Cllr David Edgar	2.1 People live in a borough that is clean and green	660.00	676.00	2.4%	Per Item
224	PLACE	Environmental Commercial Services	Selective Licensing	Licence postal application	Cllr David Edgar	2.1 People live in a borough that is clean and green	610.00	625.00	2.5%	Per Item
225	PLACE	Environmental Commercial Services	Travellers site weekly rent (pitch)		Cllr David Edgar	2.1 People live in a borough that is clean and green	83.50	86.00	3.0%	Weekly
226	PLACE	Environmental Commercial Services	Animal warden service fees	Retrieve dog from pound	Cllr David Edgar	2.1 People live in a borough that is clean and green	52.50	54.00	2.9%	Per Dog
227	PLACE	Environmental Commercial Services	Animal warden service fees	Daily charge and additional for ancillary vet costs	Cllr David Edgar	2.1 People live in a borough that is clean and green	12.70	14.00	10.2%	Daily/Per Dog
228	PLACE	Environmental Commercial Services	Animal warden service fees	Micro chipping a dog	Cllr David Edgar	2.1 People live in a borough that is clean and green	14.00	15.00	7.1%	Per Item
229	PLACE	Environmental Commercial Services	Parish funeral admin charge plus the Parish Funeral charge		Cllr David Edgar	2.1 People live in a borough that is clean and green	181.70	187.00	2.9%	Per Item
230	PLACE	Environmental Commercial Services	Post Mortem (2nd)		Cllr David Edgar	2.1 People live in a borough that is clean and green	491.40	504.00	2.6%	Per Item
231	PLACE	Environmental Commercial Services	Housing act notice served fee Improvement Notice Section 11 or 12 Prohibition Order Section 20 or		Cllr David Edgar	2.1 People live in a borough that is clean and green	497.60	510.00	2.5%	Per Item
232	PLACE	Environmental Commercial Services	Photocopy fees	1st 10 pages A4	Cllr David Edgar	2.1 People live in a borough that is clean and green	9.70	9.95	2.6%	10 Pages
233	PLACE	Environmental Commercial Services	Photocopy fees	Each further sheet A4	Cllr David Edgar	2.1 People live in a borough that is clean and green	1.10	1.10	0.0%	Per Page
234	PLACE	Environmental Commercial Services	Photocopy fees	1st 10 pages A3	Cllr David Edgar	2.1 People live in a borough that is clean and green	18.55	19.00	2.4%	10 Pages
235	PLACE	Environmental Commercial Services	Photocopy fees	each further sheet A3	Cllr David Edgar	2.1 People live in a borough that is clean and green	1.10	1.15	4.5%	Per Page
236	PLACE	Environmental Commercial Services	Pest Control - Pest Control - Pest Control - Mice ex vat		Cllr David Edgar	2.1 People live in a borough that is clean and green	102.10	105.00	2.8%	Per 3 visits
237	PLACE	Environmental Commercial Services	Pest Control - Pest Control - Cockroaches ex vat		Cllr David Edgar	2.1 People live in a borough that is clean and green	102.10	105.00	2.8%	Per 3 visits
238	PLACE	Environmental Commercial Services	Pest Control - Pest Control - Fleas ex vat		Cllr David Edgar	2.1 People live in a borough that is clean and green	56.45	58.00	2.7%	Per visit
239	PLACE	Environmental Commercial Services	Pest Control - Pest Control - Bedbugs ex vat		Cllr David Edgar	2.1 People live in a borough that is clean and green	149.50	153.50	2.7%	Per treatment
240	PLACE	Environmental Commercial Services	Pest Control - Pest Control - Wasps ex vat		Cllr David Edgar	2.1 People live in a borough that is clean and green	56.45	58.00	2.7%	Per visit
241	PLACE	Environmental Commercial Services	Pest Control - Pest Control - Pharaohs Ants ex vat		Cllr David Edgar	2.1 People live in a borough that is clean and green	102.05	104.50	2.4%	Per 3 visits
242	PLACE	Environmental Commercial Services	Pest Control - Pest Control - Garden Ants ex vat		Cllr David Edgar	2.1 People live in a borough that is clean and green	56.45	58.00	2.7%	Per visit
243	PLACE	Environmental Commercial Services	Food Health - Health Certificates		Cllr David Edgar	2.1 People live in a borough that is clean and green	88.25	91.00	3.1%	Per Item
244	PLACE	Environmental Commercial Services	Food Health - Additional Copies		Cllr David Edgar	2.1 People live in a borough that is clean and green	15.75	17.00	7.9%	Per Item

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Discretionary Fees and Charges within Place

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#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
245	PLACE	Environmental Commercial Services	Food Health - Collection of product cost		Clr David Edgar	2.1 People live in a borough that is clean and green	117.25	121.00	3.2%	Per Collection
246	PLACE	Environmental Commercial Services	Food Health - Disposal of product cost		Clr David Edgar	2.1 People live in a borough that is clean and green	0.70	1.00	42.9%	Per Disposal
247	PLACE	Environmental Commercial Services	Food Health - Certificate of destruction cost		Clr David Edgar	2.1 People live in a borough that is clean and green	31.10	32.00	2.9%	Per Item
248	PLACE	Environmental Commercial Services	Food Health - Basic food hygiene & health and safety course		Clr David Edgar	2.1 People live in a borough that is clean and green	66.50	69.00	3.8%	Per Item
249	PLACE	Environmental Commercial Services	Food Health - Food premises- full register		Clr David Edgar	2.1 People live in a borough that is clean and green	947.80	971.00	2.4%	Per Item
250	PLACE	Environmental Commercial Services	Food Health - Food premises- per category		Clr David Edgar	2.1 People live in a borough that is clean and green	379.80	389.00	2.4%	Per Category
251	PLACE	Environmental Commercial Services	Food Safety re-inspection for food hygiene rating scheme - non official control		Clr David Edgar	2.1 People live in a borough that is clean and green	New	137.00		Per re-inspection
252	PLACE	Environmental Commercial Services	Food Health - Food premises - Per Entry		Clr David Edgar	2.1 People live in a borough that is clean and green	8.00	9.00	12.5%	Per Entry
253	PLACE	Environmental Commercial Services	Animal Welfare and safety - Dangerous wild animal licence		Clr David Edgar	2.1 People live in a borough that is clean and green	495.70	508.00	2.5%	Per Licence
254	PLACE	Environmental Commercial Services	Animal Welfare and safety - • Selling animals as pets		Clr David Edgar	2.1 People live in a borough that is clean and green	231.80	238.00	2.7%	Per Item
255	PLACE	Environmental Commercial Services	Animal Welfare and safety - • Hiring out horses		Clr David Edgar	2.1 People live in a borough that is clean and green	247.00	253.00	2.4%	Per Licence
256	PLACE	Environmental Commercial Services	Animal Welfare and safety - • Keeping or training animals for exhibition		Clr David Edgar	2.1 People live in a borough that is clean and green	382.10	392.00	2.6%	Per Licence
257	PLACE	Environmental Commercial Services	Animal Welfare and safety - • Providing or arranging for the provision of boarding for cats or dogs (including day care)		Clr David Edgar	2.1 People live in a borough that is clean and green	381.10	391.00	2.6%	Per Licence
258	PLACE	Environmental Commercial Services	Animal Welfare and safety - Variation and Transfer		Clr David Edgar	2.1 People live in a borough that is clean and green	285.60	Same as a New licence		
259	PLACE	Environmental Commercial Services	Health and safety reports - Production of factual reports		Clr David Edgar	2.1 People live in a borough that is clean and green	120.50	124.00	2.9%	Per Report
260	PLACE	Environmental Commercial Services	Health and safety reports - Photocopy of report		Clr David Edgar	2.1 People live in a borough that is clean and green	0.40	0.50	25.0%	Per Photocopy
261	PLACE	Environmental Commercial Services	Health and safety reports - Change per photograph		Clr David Edgar	2.1 People live in a borough that is clean and green	26.80	27.50	2.6%	Per Change
262	PLACE	Environmental Commercial Services	Weights and Measures Verification Fees - If required in the presence of another staff		Clr David Edgar	2.1 People live in a borough that is clean and green	90.60	100.00	10.4%	Per hour or part thereof
263	PLACE	Environmental Commercial Services	Mail forwarding registration - Mail forwarding registration		Clr David Edgar	2.1 People live in a borough that is clean and green	109.30	112.00	2.5%	Per Registration
264	PLACE	Environmental Commercial Services	Scrap Metal: Site Licence	New application	Clr David Edgar	2.1 People live in a borough that is clean and green	651.40	668.00	2.5%	Per Application
265	PLACE	Environmental Commercial Services	Scrap Metal: Site Licence	Renewal	Clr David Edgar	2.1 People live in a borough that is clean and green	488.60	501.00	2.5%	Per Renewal
266	PLACE	Environmental Commercial Services	Scrap Metal: Site Licence	Variation	Clr David Edgar	2.1 People live in a borough that is clean and green	217.20	223.00	2.7%	Per Variation
267	PLACE	Environmental Commercial Services	Scrap Metal: Site Licence	Duplicate	Clr David Edgar	2.1 People live in a borough that is clean and green	22.00	23.00	4.5%	Per Duplicate
268	PLACE	Environmental Commercial Services	Scrap Metal: Mobile Collector	New application	Clr David Edgar	2.1 People live in a borough that is clean and green	380.00	390.00	2.6%	Per Application

**Appendix 3**

Discretionary Fees and Charges within Place

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
269	PLACE	Environmental Commercial Services	Scrap Metal: Mobile Collector	Renewal	Cllr David Edgar	2.1 People live in a borough that is clean and green	217.10	223.00	2.7%	Per Renewal
270	PLACE	Environmental Commercial Services	Scrap Metal: Mobile Collector	Variation	Cllr David Edgar	2.1 People live in a borough that is clean and green	135.80	140.00	3.1%	Per Variation
271	PLACE	Environmental Commercial Services	Scrap Metal: Mobile Collector	Duplicate	Cllr David Edgar	2.1 People live in a borough that is clean and green	21.80	23.00	5.5%	Per Duplicate
272	PLACE	Environmental Commercial Services	Poisons Act	New Application	Cllr David Edgar	2.1 People live in a borough that is clean and green	30.40	32.00	5.3%	Per Application
273	PLACE	Environmental Commercial Services	Poisons Act	Renewal	Cllr David Edgar	2.1 People live in a borough that is clean and green	16.00	17.00	6.3%	Per Renewal
274	PLACE	Environmental Commercial Services	Poisons Act	Variation Detail	Cllr David Edgar	2.1 People live in a borough that is clean and green	8.30	9.00	8.4%	Per Variation
275	PLACE	Environmental Commercial Services	Film Classification	Per hour or part thereof	Cllr David Edgar	2.1 People live in a borough that is clean and green	31.50	£24 x Total Run Time of Film in hours + £36 Processing Fee	N/A	Per hour or part thereof

**3.6 Strategic Planning and Development Management**

276	PLACE	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy 2010 Business Collection	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	93.00	95.50	2.7%	Per Document
277	PLACE	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy 2010 Business Postage	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	98.00	100.50	2.6%	Per Document
278	PLACE	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy 2010 Resident Collection	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	62.00	63.00	1.6%	Per Document
279	PLACE	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy 2010 Resident Postage	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	67.00	69.00	3.0%	Per Document
280	PLACE	Strategic Planning	Documents & Information	Local Plan Documents Managing Development Document 2013 Business Collection	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	123.50	126.50	2.4%	Per Document
281	PLACE	Strategic Planning	Documents & Information	Local Plan Documents Managing Development Document 2013 Business Postage	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	129.00	132.00	2.3%	Per Document
282	PLACE	Strategic Planning	Documents & Information	Local Plan Documents Managing Development Document 2013 Resident Collection	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	62.00	63.00	1.6%	Per Document
283	PLACE	Strategic Planning	Documents & Information	Local Plan Documents Managing Development Document 2013 Resident Postage	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	72.50	74.00	2.1%	Per Document
284	PLACE	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy & Managing Development Document 2013 Business Collection	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	206.00	211.00	2.4%	Per Document
285	PLACE	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy & Managing Development Document 2013 Business Postage	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	216.50	222.00	2.5%	Per Document
286	PLACE	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy & Managing Development Document 2013 Resident Collection	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	113.50	116.00	2.2%	Per Document
287	PLACE	Strategic Planning	Documents & Information	Local Plan Documents Core Strategy & Managing Development Document 2013 Resident Postage	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	123.50	126.00	2.0%	Per Document
288	PLACE	Strategic Planning	Documents & Information	Section 106 and other legal documents	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	36.50	38.00	4.1%	Per Agreement
289	PLACE	Strategic Planning	Planning Briefs/Masterplans Copy	Planning Brief/ Master Plan	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	41.50	42.50	2.4%	Per Document



Appendix 3

Discretionary Fees and Charges within Place

CPI September 2018 2.4%

RPI September 2018 3.3%

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
290	PLACE	Strategic Planning	Planning Site History Package	Summary of Planning applications, appeals, Conservation area and listed building status.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	67.00	69.00	3.0%	Per Site (One Address)
291	PLACE	Strategic Planning	CADAP Fee	Conservation and Design Advisory Panel (CADAP)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	New	5,220.00		
292	PLACE	Strategic Planning	CADAP Follow-up Reviews	Conservation and Design Advisory Panel (CADAP)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	New	2,940.00		
293	PLACE	Strategic Planning	CADAP Chair Reviews	Conservation and Design Advisory Panel (CADAP)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	New	1,500.00		
294	PLACE	Development Management	Pre-application advice (Scale A - householder development)	Scale A1 Duty Planner advice confirmation email or letter	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	75.00	80.00	6.7%	
295	PLACE	Development Management	Pre-application advice (Scale A householder development)	Scale A2 Duty Planner site visit only	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	75.00	80.00	6.7%	Confirmation of advice letter in conservation areas of works affecting listed buildings
296	PLACE	Development Management	Pre-application advice (Scale A householder development)	Scale A3 Duty Planner advice confirmation email or letter for heritage buildings (conservation areas or listed buildings)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	150.00	155.00	3.3%	
297	PLACE	Development Management	Pre-application advice (Scale A householder development)	Scale A4 Optional advice for householders or in relation to non-residential developments up to 100m <sup>2</sup>	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	New	250.00		
298	PLACE	Development Management	Pre-application advice (Scale B - minor scale development)	Scale B1 Minor Scale Development Meeting	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	1,475.00	1,515.00	2.7%	First Meeting
299	PLACE	Development Management	Pre-application advice (Scale B - minor scale development)	Scale B2 Minor Scale Development follow up Meeting	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	885.00	910.00	2.8%	Follow-Up/ Subsequent Meetings.
300	PLACE	Development Management	Pre-application advice (Scale B - minor scale development)	Scale B3 Advice on Discharge Of Conditions Or Amendments To a Planning Permission	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	885.00	910.00	2.8%	
301	PLACE	Development Management	Pre-application advice (Scale B - minor scale development)	Scale B4 Advice EIA Screening/Scoping	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	885.00	910.00	2.8%	
302	PLACE	Development Management	Pre-application advice (Scale C - small scale major development)	Scale C1 Small Scale Major Development Meeting	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	New	4,000.00		First Meeting
303	PLACE	Development Management	Pre-application advice (Scale C - small scale major development)	Scale C2 Small Scale Major Development follow up Meeting	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	New	2,500.00		Follow-Up/ Subsequent Meetings.
304	PLACE	Development Management	Pre-application advice (Scale C - small scale major development)	Scale C3 Advice on Discharge Of Conditions Or Amendments To a	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	New	2,500.00		
305	PLACE	Development Management	Pre-application advice (Scale C - small scale major development)	Scale C4 Advice EIA Screening/Scoping	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	New	2,500.00		
306	PLACE	Development Management	Pre-application advice (Scale D - major development)	Scale D1 Major Development Inception and Design Meeting	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	7,500.00	7,680.00	2.4%	First two meeting
307	PLACE	Development Management	Pre-application advice (Scale D - major development)	Scale D2 Major Development follow up Meeting	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	4,500.00	4,610.00	2.4%	Follow-Up/ Subsequent Meetings.
308	PLACE	Development Management	Pre-application advice (Scale D - major development)	Scale D3 Advice on Discharge Of Conditions Or Amendments To a	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	3,000.00	3,075.00	2.5%	
309	PLACE	Development Management	Pre-application advice (Scale D - major development)	Scale D4 Advice EIA Screening/Scoping	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	3,000.00	3,075.00	2.5%	
310	PLACE	Development Management	Pre-application advice (Scale D - major development)	Scale D5 Review of Draft Viability Assessment (external consultant)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	Recover consultant costs + 10% admin	Recover consultant costs + 10% admin		Per Application
311	PLACE	Development Management	Pre-application advice (Scale D - major development)	Scale D6 Community Forum Facilitation	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	2,000.00	2,050.00	2.5%	Community Forum Attendance
312	PLACE	Development Management	Pre-application advice (Scale E - Strategic Development)	Scale 1E Strategic Development Inception and design Meeting	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	15,000.00	15,360.00	2.4%	First two meetings + GLA attendance

**Appendix 3**

Discretionary Fees and Charges within Place

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
313	PLACE	Development Management	Pre-application advice (Scale E - Strategic Development)	Scale E2 Strategic Development follow up Meeting	Clr Rachel Blake	2.1 People live in a borough that is clean and green	4,000.00	4,100.00	2.5%	Follow-Up/ Subsequent Meetings.
314	PLACE	Development Management	Pre-application advice (Scale E - Strategic Development)	Scale E3 Advice on Discharge Of Conditions Or Amendments To a	Clr Rachel Blake	2.1 People live in a borough that is clean and green	4,000.00	4,100.00	2.5%	
315	PLACE	Development Management	Pre-application advice (Scale E - Strategic Development)	Scale E4 Advice EIA Screening/Scoping	Clr Rachel Blake	2.1 People live in a borough that is clean and green	4,000.00	4,100.00	2.5%	
316	PLACE	Development Management	Pre-application advice (Scale E - Strategic Development)	Scale E5 Review of Draft Viability Assessment (external consultant)	Clr Rachel Blake	2.1 People live in a borough that is clean and green	Recover consultant costs + 10% admin	Recover consultant costs + 10% admin		Per Application
317	PLACE	Development Management	Pre-application advice (Scale E - Strategic Development)	Scale E6 Community Forum Facilitation	Clr Rachel Blake	2.1 People live in a borough that is clean and green	2,000.00	2,050.00	2.5%	Community Forum Attendance
318	PLACE	Development Management	Pre-application advice (Scale D)	- Basic Townscape and Visual Impact Review using 3D Model and model supplied by the Applicant	Clr Rachel Blake	2.1 People live in a borough that is clean and green	New	1,000.00		
319	PLACE	Development Management	Pre-application advise (Scale E)	Full Townscape and Visual Impact Review using 3D Model and model supplied by the Applicant	Clr Rachel Blake	2.1 People live in a borough that is clean and green	New	2,500.00		
320	PLACE	Development Management	Scale D – Major Development Proposals Scoping meeting	Major Development Proposals Scoping meeting	Clr Rachel Blake	2.1 People live in a borough that is clean and green	New	2,000.00		
321	PLACE	Development Management	Scale E – Strategic Development Proposals Scoping meeting	Strategic Development Proposals Scoping meeting	Clr Rachel Blake	2.1 People live in a borough that is clean and green	New	2,500.00		
322	PLACE	Infrastructure Planning	Development Viability	Development Viability Internal team	Clr Rachel Blake	2.1 People live in a borough that is clean and green	New	600-9,000		

**3.7 Building Control and Street Naming & Numbering**

323	PLACE	Building Control	Demolition Survey and issue of [section 81] Demolition Notice	The standard flat rate charge covers officer time and administrative costs associated with survey, consultation and issue of the notice	Clr Rachel Blake	2.1 People live in a borough that is clean and green	299.00	307.00	2.7%	Per Application
324	PLACE	Building Control	Out of Hours Test Witnessing at developer or owner's request	For test witnessing fire and life safety systems out of working hrs 06:00-09:00 & 17:00-21:00.	Clr Rachel Blake	2.1 People live in a borough that is clean and green	75.00	80.00	6.7%	£60/Hr Covers Officer 2x Pay
325	PLACE	Building Control	Out of Hours Test Witnessing at developer or owner's request	For test witnessing fire and life safety systems out of working hrs 21:00-06:00hrs and weekends	Clr Rachel Blake	2.1 People live in a borough that is clean and green	140.00	145.00	3.6%	£120/Hr Covers Officer 2x Pay And Cover For Toil
326	PLACE	Building Control	Ordnance Survey Map Extracts	A4 Scale 1:1250	Clr Rachel Blake	2.1 People live in a borough that is clean and green	41.50	42.50	2.4%	
327	PLACE	Building Control	Ordnance Survey Map Extracts	A4 Scale 1:2500	Clr Rachel Blake	2.1 People live in a borough that is clean and green	77.50	79.50	2.6%	
328	PLACE	Building Control	Documents & Information	List of Current Applications	Clr Rachel Blake	2.1 People live in a borough that is clean and green	298.50	306.00	2.5%	Per Annum
329	PLACE	Building Control	Drawings	A0 Sized	Clr Rachel Blake	2.1 People live in a borough that is clean and green	21.00	22.00	4.8%	Per Sheet
330	PLACE	Building Control	Drawings	A1 - A3 Sized	Clr Rachel Blake	2.1 People live in a borough that is clean and green	15.50	16.00	3.2%	Per Sheet
331	PLACE	Building Control	File Retrieval	Research for file retrieval	Clr Rachel Blake	2.1 People live in a borough that is clean and green	46.50	48.00	3.2%	
332	PLACE	Building Control	File Retrieval	Retrieval of 1 archive box from Storage.	Clr Rachel Blake	2.1 People live in a borough that is clean and green	31.00	32.00	3.2%	
333	PLACE	Building Control	File Retrieval	Express Retrieval of 1-6 archive boxes from Storage.	Clr Rachel Blake	2.1 People live in a borough that is clean and green	51.50	53.00	2.9%	
334	PLACE	Building Control	File Retrieval	Additional File Boxes £1 per box up to 20 boxes	Clr Rachel Blake	2.1 People live in a borough that is clean and green	2.10	2.15	2.4%	
335	PLACE	Building Control	Copies	A4 first page	Clr Rachel Blake	2.1 People live in a borough that is clean and green	2.10	2.20	4.8%	

Appendix 3

Discretionary Fees and Charges within Place

CPI September 2018 2.4%

RPI September 2018 3.3%

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
336	PLACE	Building Control	Copies	A4 each page thereafter	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	0.35	0.40	14.3%	
337	PLACE	Building Control	Copies	A3 first page	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	6.20	6.35	2.4%	
338	PLACE	Building Control	Copies	A3 each page thereafter	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	0.60	0.65	8.3%	
339	PLACE	Building Control	Professional Advice and Services	Post Search/ Conveyance Related Enquiries	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	165.00	169.00	2.4%	Per Letter
340	PLACE	Building Control	Professional Advice and Services	Enquires requiring response by letter, non-binding.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	57.00	58.50	2.6%	Per Letter
341	PLACE	Building Control	Professional Advice and Services	Confirmation of Tree Preservation Order / Listed Building Status / Conservation Area	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	31.00	32.00	3.2%	Up to 5 sites/addresses
342	PLACE	Building Control	Professional Advice and Services	Other charges for administrative work	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	57.00	58.50	2.6%	Per Hour
343	PLACE	Building Control	Documents & Information	Copy Decision Notice/ Completion Certificate/ Building Regulation Approval Decision/ Rights of Light Notice	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	31.00	32.00	3.2%	Per Document
344	PLACE	Building Control	Dangerous Structures	Survey and administration costs in processing contractors' invoices etc.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	200.00 - 350.00 survey fee and 5% of contractors' invoiced costs	205-360		Job By Job Basis
345	PLACE	Building Control	Creation of New Dwellings - standard	Plan Charge - between 1-19 dwellings	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	260.00 - 680.00 ex VAT 312.00 - 816.00 inc VAT	267.00 - 697.00 ex VAT 328.00 - 856.00 inc VAT		Dependent On Number Of Dwellings
346	PLACE	Building Control	Creation of New Dwellings - standard	Plan Charge - between 1-19 dwellings - REGULARISATION CHARGE	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	As above plus 25%	As above plus 25%		Dependent On Number Of Dwellings
347	PLACE	Building Control	Creation of New Dwellings - standard	Inspection Charge - between 1-19 dwellings	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	350.00 - 2,464.00 ex VAT 420.00 - 2,956.80 inc	358.00 - 2,524.00 ex VAT 431.00 - 3,028.80 inc		Dependent On Number Of Dwellings
348	PLACE	Building Control	Creation of New Dwellings - standard	Inspection Charge - between 1-19 dwellings - REGULARISATION CHARGE	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	As above plus 25%	As above plus 25%		Dependent On Number Of Dwellings
349	PLACE	Building Control	Creation of New Dwellings - standard	Building Notice Charge - between 1-19 dwellings	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	610.00 - 3,144.00 ex VAT 732.00 - 3,772.80 inc	625.00 - 3,220.00 ex VAT 750.00 - 3,863 inc VAT		Dependent On Number Of Dwellings
350	PLACE	Building Control	Creation of New Dwellings - standard	Building Notice Charge - between 1-19 dwellings - REGULARISATION CHARGE	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	As above plus 25%	As above plus 25%		Dependent On Number Of Dwellings
351	PLACE	Building Control	Extensions to a single domestic building	Plan Charge - Single storey extensions - category 1,2,3	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	250.00 ex VAT 300.00 inc VAT	256.00 ex VAT 308.00 inc VAT		Per Plan
352	PLACE	Building Control	Extensions to a single domestic building	Inspection Charge - Single storey extensions - category 1,2,3	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	325.00 - 504.00 ex VAT 390.00 - 604.80 inc VAT	333.00 - 517.00 ex VAT 400.00 - 620.00 inc VAT		Per Inspection & Depending On Floor Area
353	PLACE	Building Control	Extensions to a single domestic building	Building Notice Charge - Single storey extensions - category 1,2,3	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	575.00 - 754.00 ex VAT 690.00 - 904.80 inc VAT	589.00 - 773.00 ex VAT 707.00 - 927.00 inc VAT		Per Notice & Depending On Floor Area
354	PLACE	Building Control	Extensions to a Two Storey domestic building	Plan Charge - Two storey extensions - category 4, 5	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	250.00 ex VAT 300.00 inc VAT	256.00 ex VAT 308.00 inc VAT		Per Plan
355	PLACE	Building Control	Extensions to a Two Storey domestic building	Inspection Charge - Two storey extensions - category 4,5	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	504.00 - 575.00 ex VAT 604.80 - 690.00 INC VAT	517.00 - 589.00 ex VAT 620.00 - 707.00 INC VAT		Per Inspection & Depending On Floor Area
356	PLACE	Building Control	Extensions to a Two Storey domestic building	Building Notice Charge - Two storey extensions - category 4,5	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	754.00 - 825.00 ex VAT 904.80 - 990.00 inc VAT	773.00 - 845.00 ex VAT 927.00 - 1,014.00 inc		Per Notice & Depending On Floor Area
357	PLACE	Building Control	Loft Conversion	Plan Charge - Loft Conversion - category 6,7	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	250.00 ex VAT 300.00 inc VAT	256.00 ex VAT 308.00 inc VAT		Per Plan

Appendix 3

Discretionary Fees and Charges within Place

CPI September 2018 2.4%

RPI September 2018 3.3%

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
358	PLACE	Building Control	Loft Conversion	Inspection Charge - Loft Conversion - category 6,7	Clr Rachel Blake	2.1 People live in a borough that is clean and green	325.00 - 575.00 ex VAT - no dormer / dormer 390.00 - 690.00 inc VAT	333.00 - 589.00 ex VAT - no dormer / dormer 400.00 - 707.00 inc VAT		Per Inspection
359	PLACE	Building Control	Loft Conversion	Building Notice Charge - Loft Conversion - category 6,7	Clr Rachel Blake	2.1 People live in a borough that is clean and green	575.00 - 825.00 ex VAT - no dormer / dormer 690.00 - 990.00 inc VAT	589.00 - 845.00 ex VAT - no dormer / dormer 707.00 - 1014.00 inc VAT		Per Notice
360	PLACE	Building Control	Garages & Carports	Plan Charge - Garages & Carports - Category 8	Clr Rachel Blake	2.1 People live in a borough that is clean and green	175.00 ex VAT 210.00 inc VAT	180.00 ex VAT 216.00 inc VAT		Per Plan
361	PLACE	Building Control	Garages & Carports	Inspection Charge - Garages & Carports - Category 8	Clr Rachel Blake	2.1 People live in a borough that is clean and green	255.00 ex VAT 306.00 inc VAT	262.00 ex VAT 314.00 inc VAT		Per Inspection
362	PLACE	Building Control	Garages & Carports	Buildings Notice Charge - Garages & Carports - Category 8	Clr Rachel Blake	2.1 People live in a borough that is clean and green	430.00 ex VAT 516.00 inc VAT	441.00 ex VAT 529.00 inc VAT		Per Notice
363	PLACE	Building Control	Garages & Carports	Plan Charge - Garages & Carports - Category 9	Clr Rachel Blake	2.1 People live in a borough that is clean and green	175.00 ex VAT 210.00 inc VAT	180.00 ex VAT 216.00 inc VAT		Per Plan
364	PLACE	Building Control	Garages & Carports	Inspection Charge - Garages & Carports - Category 9	Clr Rachel Blake	2.1 People live in a borough that is clean and green	325.00 ex VAT 390.00 inc VAT	333.00 ex VAT 400.00 inc VAT		Per Inspection
365	PLACE	Building Control	Garages & Carports	Buildings Notice Charge - Garages & Carports - Category 9	Clr Rachel Blake	2.1 People live in a borough that is clean and green	500.00 ex VAT 600.00 inc VAT	512.00 ex VAT 615.00 inc VAT		Per Notice
366	PLACE	Building Control	Other	Plan Charge - Conversion of a garage to a dwelling to a habitable room(s) -	Clr Rachel Blake	2.1 People live in a borough that is clean and green	215.00 ex VAT 258.00 inc VAT	221.00 ex VAT 265.00 inc VAT		Per Plan
367	PLACE	Building Control	Other	Inspection Charge - Conversion of a garage to a dwelling to a habitable room(s) - Category 10	Clr Rachel Blake	2.1 People live in a borough that is clean and green	380.00 ex VAT 456.00 inc VAT	390.00 ex VAT 467.00 inc VAT		Per Inspection
368	PLACE	Building Control	Other	Buildings Notice Charge - Conversion of a garage to a dwelling to a habitable room(s) - Category 10	Clr Rachel Blake	2.1 People live in a borough that is clean and green	595.00 ex VAT 714.00 inc VAT	610.00 ex VAT 732.00 inc VAT		Per Notice
369	PLACE	Building Control	Other	Plan Charge - Alterations to extend or create a basement up to 100m2 - Category 11	Clr Rachel Blake	2.1 People live in a borough that is clean and green	250.00 ex VAT 300.00 inc VAT	256.00 ex VAT 308.00 inc VAT		Per Plan
370	PLACE	Building Control	Other	Inspection Charge - Alterations to extend or create a basement up to 100m2 - Category 11	Clr Rachel Blake	2.1 People live in a borough that is clean and green	505.00 ex VAT 606.00 inc VAT	518.00 ex VAT 621.00 inc VAT		Per Inspection
371	PLACE	Building Control	Other	Buildings Notice Charge - Alterations to extend or create a basement up to 100m2 - Category 11	Clr Rachel Blake	2.1 People live in a borough that is clean and green	755.00 ex VAT 906.00 inc VAT	774.00 ex VAT 928.00 inc VAT		Per Notice
372	PLACE	Building Control	Extensions	Regularisation Charge	Clr Rachel Blake	2.1 People live in a borough that is clean and green	1.25% x Building Notice Charge	1.25% x Building Notice Charge		Per Application
373	PLACE	Building Control	Extensions	Not using a Part P Registered Electrician	Clr Rachel Blake	2.1 People live in a borough that is clean and green	200.00 ex VAT 240.00 inc VAT	205.00 ex VAT 246.00 inc VAT		Per Application
374	PLACE	Building Control	Alterations to Single Domestic Building	Underpinning - Plan Charge	Clr Rachel Blake	2.1 People live in a borough that is clean and green	175.00 ex VAT 210.00 inc VAT	180.00 ex VAT 216.00 inc VAT		Per Application
375	PLACE	Building Control	Alterations to Single Domestic Building	Underpinning - Inspection Charge	Clr Rachel Blake	2.1 People live in a borough that is clean and green	200.00 ex VAT per 5m 240.00 inc VAT	205.00 ex VAT per 5m 246.00 inc VAT		Per Application
376	PLACE	Building Control	Alterations to Single Domestic Building	Underpinning - Building Notice Charge	Clr Rachel Blake	2.1 People live in a borough that is clean and green	375.00 ex VAT 450.00 inc VAT	384.00 ex VAT 461.00 inc VAT		Per Application
377	PLACE	Building Control	Alterations to Single Domestic Building	Underpinning - Inspection Charge - each additional 5m or part thereof	Clr Rachel Blake	2.1 People live in a borough that is clean and green	85.00 ex VAT 102.00 inc VAT	88.00 ex VAT 105.00 inc VAT		Per Application
378	PLACE	Building Control	Alterations to Single Domestic Building	Internal alterations, installation of fittings (not electrical) and/or structural alterations - Plan Charge	Clr Rachel Blake	2.1 People live in a borough that is clean and green	175.00 - 250.00 ex VAT 210.00 - 300.00 inc VAT	180.00 - 256.00 ex VAT 216.00 - 308.00 inc VAT		Depending on estimated cost of works
379	PLACE	Building Control	Alterations to Single Domestic Building	Internal alterations, installation of fittings (not electrical) and/or structural alterations - Inspection Charge	Clr Rachel Blake	2.1 People live in a borough that is clean and green	175.00 - 760.00 ex VAT 210.00 - 912.00 inc VAT	180.00 - 779.00 ex VAT 216.00 - 934.00 inc VAT		Depending on estimated cost of works

Appendix 3

Discretionary Fees and Charges within Place

CPI September 2018 2.4%

RPI September 2018 3.3%

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
380	PLACE	Building Control	Alterations to Single Domestic Building	Internal alterations, installation of fittings (not electrical) and/or structural alterations - Building Notice Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	175.00 - 1,010.00 ex VAT 210.00 - 1,212.00 inc VAT	180.00 - 1,035.00 ex VAT 216.00 - 1,242.00 inc VAT		Depending on estimated cost of works
381	PLACE	Building Control	Alterations to Single Domestic Building	Window replacement (not competent persons scheme) - Plan Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	85.00 ex VAT 102.00 inc VAT	88.00 ex VAT 105.00 inc VAT		Up to 20 windows / over 20 windows
382	PLACE	Building Control	Alterations to Single Domestic Building	Window replacement (not competent persons scheme) - Inspection Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	200.00 / 400.00 ex VAT 240.00 / 480.00 inc VAT	205.00 / 410.00 ex VAT 246.00 / 492.00 inc VAT		Up to 20 windows / over 20 windows
383	PLACE	Building Control	Alterations to Single Domestic Building	Window replacement (not competent persons scheme) - Building Notice Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	285.00 / 485.00 ex VAT 342.00 / 582.00 inc VAT	292.00 / 497.00 ex VAT 351.00 / 596.00 inc VAT		Up to 20 windows / over 20 windows
384	PLACE	Building Control	Alterations to Single Domestic Building	Electrical wiring - Plan Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	230.00 ex VAT 276.00 inc VAT	236.00 ex VAT 283.00 inc VAT		
385	PLACE	Building Control	Alterations to Single Domestic Building	Electrical wiring - Inspection Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	230.00 ex VAT 276.00 inc VAT	236.00 ex VAT 283.00 inc VAT		
386	PLACE	Building Control	Alterations to Single Domestic Building	Electrical wiring - Building Notice Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	230.00 ex VAT 276.00 inc VAT	236.00 ex VAT 283.00 inc VAT		
387	PLACE	Building Control	Alterations to Single Domestic Building	Conversion to create new dwellings - Plan Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	175.00 - 340.00 ex VAT 210.00 - 408.00 inc VAT	180.00 - 349.00 ex VAT 216.00 - 418.00 inc VAT		Per application - 7 pricing bands - depending on estimated costs
388	PLACE	Building Control	Alterations to Single Domestic Building	Conversion to create new dwellings - Inspection Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	175.00 - 1,850.00 ex VAT 210.00 - 2,220.00 inc VAT	180.00 - 1,895.00 ex VAT 216.00 - 2,274.00 inc VAT		Per application - 7 pricing bands - depending on estimated costs
389	PLACE	Building Control	Alterations to Single Domestic Building	Conversion to create new dwellings - Building Notice Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	175.00 - 2,190.00 ex VAT 210.00 - 2,628.00 inc VAT	180.00 - 2,243.00 ex VAT 216.00 - 2,692.00 inc VAT		Per application - 7 pricing bands - depending on estimated costs
390	PLACE	Building Control	Alterations to Single Non Domestic Building	Underpinning - Plan Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	175.00 ex VAT 210.00 inc VAT	180.00 ex VAT 216.00 inc VAT		Per application.
391	PLACE	Building Control	Alterations to Single Non Domestic Building	Underpinning - Inspection Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	200.00 ex VAT 240.00 inc VAT	205.00 ex VAT 246.00 inc VAT		Per application. For every 5m length or part thereof
392	PLACE	Building Control	Alterations to Single Non Domestic Building	Underpinning - Inspection Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	84.00 ex VAT 100.80 inc VAT	87.00 ex VAT 104.00 inc VAT		Per application, for each additional 5m or part thereof
393	PLACE	Building Control	Alterations to Single Non Domestic Building	Fit out and alteration - office and retail - Plan Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	175.00 - 505.00 ex VAT 210.00 - 606.00 inc VAT	180.00 - 518.00 ex VAT 216.00 - 621.00 inc VAT		Per application. 7 price bands depending on estimated cost
394	PLACE	Building Control	Alterations to Single Non Domestic Building	Fit out and alteration - office and retail - Inspection Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	200.00 - 900.00 ex VAT 240.00 - 1,080.00 inc VAT	205.00 - 922.00 ex VAT 246.00 - 1,106.00 inc VAT		Per application. 7 price bands depending on estimated cost
395	PLACE	Building Control	Alterations to Single Non Domestic Building	Fit out and alteration - other than office or retail use - Plan Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	175.00 - 505.00 ex VAT 210.00 - 606.00 inc VAT	180.00 - 518.00 ex VAT 216.00 - 621.00 inc VAT		Per application. 7 price bands depending on estimated cost
396	PLACE	Building Control	Alterations to Single Non Domestic Building	Fit out and alteration - other than office or retail use - Inspection Charge	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	340.00 - 1,265.00 ex VAT 408.00 - 1,518.00 inc VAT	349.00 - 1,296.00 ex VAT 418.00 - 1,555.00 inc VAT		Per application. 7 price bands depending on estimated cost
397	PLACE	Building Control	Section 30 - Temporary Structures Charge	Application for erection of a special buildings or structures intended to be kept permanently or temporarily.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	TBC Please contact for a quote	TBC Please contact for a quote		
398	PLACE	Building Control	Section 30 - Temporary Structures Charge	Grandstand	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	300.00-600.00	308.00-615.00		No of seats 10 to 1000  No of seats over 1000 to be agreed based on details of structure & complexity.
399	PLACE	Building Control	Section 30 - Temporary Structures Charge	Stage	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	300.00	308.00	2.7%	Less than 60m <sup>2</sup>  Over 60m <sup>2</sup> to be agreed based on details of structure & complexity.

Appendix 3

Discretionary Fees and Charges within Place

CPI September 2018 2.4%

RPI September 2018 3.3%

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
400	PLACE	Building Control	Section 30 - Temporary Structures Charge	Framed Tower for loud speakers, lighting, video screens etc	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	180.00	185.00	2.8%	+50% for each additional tower of a similar type
401	PLACE	Building Control	Section 30 - Temporary Structures Charge	Other structure of a complex nature	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	To be agreed based on details of structure & complexity	To be agreed based on details of structure & complexity		
402	PLACE	Building Control	Section 30 - Temporary Structures Charge	Renewals of previous consents (regardless of the regulatory of the re-inspection) - Building or Structure	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	85.00 - 125.00	88.00 - 128.00		
403	PLACE	Building Control	Section 30 - Temporary Structures Charge	Renewals of previous consents (regardless of the regulatory of the re-inspection) - Chimney Shaft, Smoke Duct, Tower or similar sized structure (whether vertical, horizontal or	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	85.00 / 10.00	88.00 / 11.00		For first 6 metres/ for every additional 6 metres
404	PLACE	Building Control	Section 30 - Temporary Structures Charge	Renewals of previous consents (regardless of the regulatory of the re-inspection) - Advertisement Hoarding or other sign supporting structure	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	85.00	88.00	3.5%	Per independent panel

3.8 Technical Support - Local Land Charges

405	PLACE	Technical Support	Local Land Charges - Documents & Information	Copy Of Local Land Charges Search	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	32.00	33.00	3.1%	
406	PLACE	Technical Support	Local Land Charges - Documents & Information	Copy of LLC 1	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	17.00	18.00	5.9%	
407	PLACE	Technical Support	Local Land Charges - Official Search	Register only (Regular search or NLIS)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	43.00	45.00	4.7%	
408	PLACE	Technical Support	Local Land Charges - Official Search	CON29 (Regular search or NLIS)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	180.00	185.00	2.8%	
409	PLACE	Technical Support	Local Land Charges - Official Search	Total Full Search Fee (Regular search or NLIS)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	223.00	229.00	2.7%	
410	PLACE	Technical Support	Local Land Charges - Enhanced Search Fee	Each additional parcel of land on LLC1	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	12.00	14.00	16.7%	
411	PLACE	Technical Support	Local Land Charges - Enhanced Search Fee	Each additional parcel of land on CON29	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	48.00	50.00	4.2%	
412	PLACE	Technical Support	Local Land Charges - Enhanced Search Fee	Each additional parcel of land on LLC1 + CON29	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	59.00	61.00	3.4%	
413	PLACE	Technical Support	Local Land Charges - Enhanced Search Fee	Part 2 enquiries	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	47.00	49.00	4.3%	
414	PLACE	Technical Support	Local Land Charges - Enhanced Search Fee	Cancellation Fee	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	67.00	69.00	3.0%	
415	PLACE	Technical Support	Local Land Charges - Private Registration Fee	Rights of Light Notice (Full or Temporary)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	206.00	211.00	2.4%	
416	PLACE	Technical Support	Local Land Charges - Private Registration Fee	Rights of Light Notice (Definitive Certificate following registration of temporary certificate)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	67.00	100.00	49.3%	

3.9 Street Naming & Numbering

405	PLACE	Street Naming & Numbering	Street Naming and Numbering	House or premises addition of a name or name change	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	834.00	855.00	2.5%	
406	PLACE	Street Naming & Numbering	Street Naming and Numbering	Naming of Street	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	834.00	855.00	2.5%	
407	PLACE	Street Naming & Numbering	Street Naming and Numbering	Renaming a pre-existing street (including realignment and extensions of/to an existing street name area)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	834.00	855.00	2.5%	

**Appendix 3**

Discretionary Fees and Charges within Place

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
408	PLACE	Street Naming & Numbering	Street Naming and Numbering	New Developments Address creation or Regularisation of Addresses for pre-existing but unaddressed development - first unit free of charge.	Clr Rachel Blake	2.1 People live in a borough that is clean and green	New	70.00		2 or More units £70 per Unit
409	PLACE	Street Naming & Numbering	Street Naming and Numbering	3rd party obtaining of copy of a single street naming and numbering order and/or definitive street naming and addressing plan	Clr Rachel Blake	2.1 People live in a borough that is clean and green	52.00	50.00	-3.8%	

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
<b>4.1 Registration of Births, Deaths &amp; Marriages</b>										
1	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Provisional Booking Fee	Booking fee if whole ceremony fee is not paid up front	Mayor John Biggs	No strong alignment	70.00	75.00 + VAT	7.1%	Per booking where whole ceremony fee is not paid up
2	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Vestry	Monday to Thursday	Mayor John Biggs	No strong alignment	190.00	190.00	0.0%	1 hr
3	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Vestry	Friday	Mayor John Biggs	No strong alignment	220.00	250.00	13.6%	1 hr
4	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Vestry	Saturday AM	Mayor John Biggs	No strong alignment	250.00	250.00	0.0%	1 hr
5	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Vestry	Saturday PM - (office will be closed)	Mayor John Biggs	No strong alignment	350.00	400.00	14.3%	1 hr
6	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Vestry	Sunday	Mayor John Biggs	No strong alignment	600.00	600.00	0.0%	1 hr
7	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Vestry	Bank Holidays	Mayor John Biggs	No strong alignment	600.00	600.00	0.0%	1 hr
8	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Licenced Venue	Monday - Thursday 10am - 4.30pm	Mayor John Biggs	No strong alignment	550.00	550.00	0.0%	2 hrs
9	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Licenced Venue	Friday & Saturday 10am - 4.30pm	Mayor John Biggs	No strong alignment	580.00	580.00	0.0%	2 hrs
10	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Licenced Venue	Monday - Thursday 5pm - 7.30pm	Mayor John Biggs	No strong alignment	600.00	600.00	0.0%	2 hrs
11	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Licenced Venue	Friday & Saturday 5pm - 7.30pm	Mayor John Biggs	No strong alignment	620.00	620.00	0.0%	2 hrs
12	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Licenced Venue	Monday - Thursday 8pm - 10pm	Mayor John Biggs	No strong alignment	850.00	850.00	0.0%	2 hrs
13	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Licenced Venue	Friday & Saturday 8pm - 10pm	Mayor John Biggs	No strong alignment	850.00	900.00	5.9%	2 hrs
14	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Licenced Venue	Sundays and Bank Holidays 10am - 4.30pm	Mayor John Biggs	No strong alignment	700.00	700.00	0.0%	2 hrs
15	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Licenced Venue	Sundays and Bank Holidays 5pm - 7.30pm	Mayor John Biggs	No strong alignment	900.00	1,000.00	11.1%	2 hrs
16	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Licenced Venue	Sundays and Bank Holidays 8pm - 10pm	Mayor John Biggs	No strong alignment	1,000.00	1,200.00	20.0%	2 hrs
17	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Licenced Venue	Christmas/New Year's Eve 10am - 5pm	Mayor John Biggs	No strong alignment	1,050.00	1,100.00	4.8%	2 hrs
18	GOV	Registration of Births, Deaths & Marriages	Marriage & Civil Partnership Ceremony - Licenced Venue	Christmas/New Year's Eve 5pm - 10pm	Mayor John Biggs	No strong alignment	2,100.00	2,200.00	4.8%	2 hrs
19	GOV	Registration of Births, Deaths & Marriages	Nationality Checking Service	Adult	Mayor John Biggs	No strong alignment	65.00	65.00 + VAT	0.0%	45 mins
20	GOV	Registration of Births, Deaths & Marriages	Nationality Checking Service	Child	Mayor John Biggs	No strong alignment	65.00	65 + VAT	0.0%	45 mins
21	GOV	Registration of Births, Deaths & Marriages	Nationality Checking Service	Child (If accompanying an adult appointment)	Mayor John Biggs	No strong alignment	45.00	0.00	-100.0%	45 mins
22	GOV	Registration of Births, Deaths & Marriages	Individual Citizenship Ceremony - Vestry Room	Monday - Thursday	Mayor John Biggs	No strong alignment	120.00	190.00 + VAT	58.3%	1 hr
23	GOV	Registration of Births, Deaths & Marriages	Individual Citizenship Ceremony - Vestry Room	Friday	Mayor John Biggs	No strong alignment	120.00	250.00 + VAT	108.3%	
24	GOV	Registration of Births, Deaths & Marriages	Individual Citizenship Ceremony - Vestry Room	Saturday AM	Mayor John Biggs	No strong alignment	240.00	250.00 + VAT	4.2%	1 hr



**Appendix 4**

Discretionary Fees and Charges within Governance

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
25	GOV	Registration of Births, Deaths & Marriages	Individual Citizenship Ceremony - Vestry Room	Saturday PM - (office will be closed)	Mayor John Biggs	No strong alignment	350.00	400.00 + VAT	14.3%	1 hr
26	GOV	Registration of Births, Deaths & Marriages	Individual Citizenship Ceremony - Vestry Room	Sunday	Mayor John Biggs	No strong alignment	530.00	600.00 + VAT	13.2%	1 hr
27	GOV	Registration of Births, Deaths & Marriages	Individual Citizenship Ceremony - other licenced venue	Monday -Thursday	Mayor John Biggs	No strong alignment	550.00	550.00 + VAT	0.0%	2 hrs
28	GOV	Registration of Births, Deaths & Marriages	Individual Citizenship Ceremony - other licenced venue	Friday & Saturday	Mayor John Biggs	No strong alignment	580.00	580.00 + VAT	0.0%	2 hrs
29	GOV	Registration of Births, Deaths & Marriages	Individual Citizenship Ceremony - other licenced venue	Sunday	Mayor John Biggs	No strong alignment	580.00	600.00 + VAT	3.4%	2 hrs
30	GOV	Registration of Births, Deaths & Marriages	Individual Citizenship Ceremony - other licenced venue	Bank Holidays	Mayor John Biggs	No strong alignment	580.00	600.00 + VAT	3.4%	2 hrs
31	GOV	Registration of Births, Deaths & Marriages	To remove Vestry partition and add chairs to allow for between 60 and 120 guests	Provisional Bookings	Mayor John Biggs	No strong alignment	100.00	100.00 + VAT	0.0%	30 min
32	GOV	Registration of Births, Deaths & Marriages	Approved Premises Licenses	Venue with 1 Room	Mayor John Biggs	No strong alignment	457.00	468.00	2.4%	Per Annum
33	GOV	Registration of Births, Deaths & Marriages	Approved Premises Licenses	Venue with 2 - 4 Rooms	Mayor John Biggs	No strong alignment	667.00	684.00	2.5%	Per Annum
34	GOV	Registration of Births, Deaths & Marriages	Approved Premises Licenses	Venue with 5+ Rooms	Mayor John Biggs	No strong alignment	997.00	1,021.00	2.4%	Per Annum

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
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**5.1 Council Tax and Business Rates**

1	RES	Council Tax and Business Rates	Costs for Issuing a Summons (Council Tax)	Cost charged per summons issued	Cllr Candida Ronald	No strong alignment	90.00	90.00	0.0%	Per summons issued
2	RES	Council Tax and Business Rates	Costs for obtaining a Liability Order (Council Tax)	Costs charged for each liability order obtained from Thames Magistrates Court	Cllr Candida Ronald	No strong alignment	20.00	20.00	0.0%	Per Liability Order granted
3	RES	Council Tax and Business Rates	Costs for Issuing a Summons (Business Rates)	Cost charged per summons issued	Cllr Candida Ronald	No strong alignment	150.00	150.00	0.0%	Per summons issued
4	RES	Council Tax and Business Rates	Costs for obtaining a Liability Order (Business Rates)	Costs charged for each liability order obtained from Thames Magistrates Court	Cllr Candida Ronald	No strong alignment	50.00	50.00	0.0%	Per Liability Order granted

**5.2 Idea Stores and Idea Store Learning**

5	RES	Idea Store	Membership Cards	Lost - children	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	0.50	0.50	0.0%	Per Card
6	RES	Idea Store	Membership Cards	Lost - adult	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	1.00	1.00	0.0%	Per Card
7	RES	Idea Store	Overdue items notification by post	Notification by post to all adults (16 and over)	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	1.00	1.00	0.0%	Per Notification
8	RES	Idea Store	Reserved items notification by post	Notification by post to all adults (16 and over)	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	1.00	1.00	0.0%	Per Notification
9	RES	Idea Store	Overdue return fine (Adults aged 16-64)	Books, CDs, and CD Roms	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	0.20	0.20	0.0%	Per Day
10	RES	Idea Store	Overdue return fine (Adults aged 16-64)	DVDs	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	1.00	1.00	0.0%	Per Day
11	RES	Idea Store	Library reservations (Adults aged 16-64)	Books - Premium services for books held outside the LLC	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	5.00	5.00	0.0%	Per Item
12	RES	Idea Store	Library reservations (Adults aged 16-64)	AV - Premium services for AV held outside LBTH	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	5.00	5.00	0.0%	Per Item
13	RES	Idea Store	Room hire: standard	Average Learning Lab	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	27.50	32.00	16.4%	Per Hour
14	RES	Idea Store	Room hire: specialist	IS Canary Wharf, Dance Studio, Seminar Room, Conference Room, Local History Library and other specialist rooms	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	15.75 - 105.00	20-125	16.4%	Per Hour
15	RES	Idea Store	Photocopying	Card	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	1.00	1.00	0.0%	Per Card
16	RES	Idea Store	Photocopying	A4 B&W	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	0.10	0.10	0.0%	Per Sheet

Appendix 5

Discretionary Fees and Charges within Resources

CPI September 2018 2.4%

RPI September 2018 3.3%

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
17	RES	Idea Store	Photocopying	A3 B&W	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	0.20	0.20	0.0%	Per Sheet
18	RES	Idea Store	Photocopying	A4 Colour	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	1.00	1.00	0.0%	Per Sheet
19	RES	Idea Store	Photocopying	A3 Colour	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	1.00	N/A		
20	RES	Idea Store	Fax	To UK	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	0.70	0.70	0.0%	Per Page
21	RES	Idea Store	Fax	Receiving faxes	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	0.20	0.20	0.0%	Per Page
22	RES	Idea Store	Printouts	A4 B&W printouts from internet	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	0.10	0.10	0.0%	Per Sheet
23	RES	Idea Store	Printouts	A4 Colour printouts from internet	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	0.25	0.25	0.0%	Per Sheet
24	RES	Idea Store	Printouts	A3 Colour printouts from internet	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	1.00	N/A		Per Sheet
25	RES	Idea Store (Local History Library & Archives)	Printouts	A3 microfilm printouts	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	1.00	1.00	0.0%	Per Sheet
26	RES	Idea Store (Local History Library & Archives)	Printouts	A4 microfilm printouts	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	0.70	0.70	0.0%	Per Sheet
27	RES	Idea Store (Local History Library & Archives)	Digitisation	Images less than 300dpi (whether previously scanned or not)	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	5.00	5.00	0.0%	Per Image
28	RES	Idea Store (Local History Library & Archives)	Digitisation	Images more than 300dpi (whether previously scanned or not)	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	10.00	10.00	0.0%	Per Image
29	RES	Idea Store (Local History Library & Archives)	Digitisation	Burning to CD	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	2.00	2.00	0.0%	Per Disc
30	RES	Idea Store (Local History Library & Archives)	Digitisation	Use of personal digital camera	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	5.00	5.00	0.0%	Per Day
31	RES	Idea Store (Local History Library & Archives)	Image reproduction	Film/TV (UK-only screening or broadcast, not inclusive of online streaming)	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	100.00	100.00	0.0%	Per Image

## Appendix 5

## Discretionary Fees and Charges within Resources

CPI September 2018 2.4%

RPI September 2018 3.3%

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
32	RES	Idea Store (Local History Library & Archives)	Image reproduction	Film/TV/Online streaming video (Worldwide)	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	200.00	200.00	0.0%	Per Image
33	RES	Idea Store (Local History Library & Archives)	Image reproduction	Online usage (discounted rate: including student projects, non-profit (charity/community/personal) websites or apps)	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	25.00	25.00	0.0%	Per Image
34	RES	Idea Store (Local History Library & Archives)	Image reproduction	Online usage (business websites, commercial apps, advertising)	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	300.00	300.00	0.0%	Per Image
35	RES	Idea Store (Local History Library & Archives)	Image reproduction	Exhibition / non-commercial public display	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	50.00	50.00	0.0%	Per Image
36	RES	Idea Store (Local History Library & Archives)	Image reproduction	Advertising (except online), art/design products or any other merchandise, hoardings, interior décor of business premises, any other commercial use	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	300.00	300.00	0.0%	Per Image
37	RES	Idea Store (Local History Library & Archives)	Image reproduction	Print media and e-books (UK)	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	50.00	50.00	0.0%	Per Image
38	RES	Idea Store (Local History Library & Archives)	Image reproduction - LBTH residents and voluntary/community groups	Print media and e-books (UK)	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	15.00	15.00	0.0%	Per Image
39	RES	Idea Store (Local History Library & Archives)	Image reproduction	Print media and e-books (World)	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	100.00	100.00	0.0%	Per Image
40	RES	Idea Store (Local History Library & Archives)	Image reproduction - LBTH residents and voluntary/community groups	Print media and e-books (World)	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	30.00	30.00	0.0%	Per Image
41	RES	Idea Store (including Local History Library & Archives)	Image reproduction concession - not-for-profit organisations, e.g. small presses, academic projects, community heritage projects	50% discount on reproduction fees listed above	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	Various	Various		Per Image
42	RES	Idea Store (Local History Library & Archives)	Image reproduction - urgent turnaround fee	For orders required within 2 hours: Add £150 on top of existing fees for first two images, then £100 per additional image.	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	New	150.00		Per order
43	RES	Idea Store Learning	Skills Funding Agency contract: non-accredited ESOL courses funded through Adult Community Learning grant (fees remitted for those in receipt of benefits)	Typical course fee on a 10 hour programme	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	1.35	1.35	0.0%	Per Hour
44	RES	Idea Store Learning	Skills Funding Agency contract: non-accredited ESOL courses funded through Adult Community Learning grant (full fee payers)	Typical course fee on a 10 hour programme	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	2.65	2.66	0.4%	Per Hour
45	RES	Idea Store Learning	Skills Funding Agency contract: accredited ESOL courses funded through Adult Skills grant (full fee payers)	Typical course fee on a 14 hour programme	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	4.25	4.25	0.0%	Per Hour

**Appendix 5**

Discretionary Fees and Charges within Resources

**CPI September 2018 2.4%**

**RPI September 2018 3.3%**

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
46	RES	Idea Store Learning	Skills Funding Agency contract: Courses funded through Adult Community Learning grant (fees remitted for those in receipt of benefits)	Typical course fee per hour on a 20 hour programme	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	0.00-2.65	2.65	0.0%	Per Hour
47	RES	Idea Store Learning	Skills Funding Agency contract: Courses funded through Adult Community Learning grant (full fee payers)	Typical course fee on a 20 hour programme	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	2.35-5.25	2.35-5.25	2.0%	Per Hour

**Appendix 6**

## Statutory Fees and Charges (All Directorates)

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
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**Health, Adults & Community**
**6.1 Financial Deputyship**

1	HAC	Financial Deputyship	Management of clients financial affairs as directed by the Court of Protection (COP)	Annual management fee where the court appoints a local authority deputy for property and affairs, payable on the first anniversary of the court order.	Cllr Denise Jones	1.3 People access joined up services when they need them and feel healthier and more independent	775.00	775.00	0%	Annual per Client
2	HAC	Financial Deputyship	Management of clients financial affairs as directed by the Court of Protection (COP)	One off payments for applying and receiving court order	Cllr Denise Jones	1.3 People access joined up services when they need them and feel healthier and more independent	745.00	745.00	0%	One-off per Client
3	HAC	Financial Deputyship	Management of clients financial affairs as directed by the Court of Protection (COP)	Use of Court of Protection with over £16,000	Cllr Denise Jones	1.3 People access joined up services when they need them and feel healthier and more independent	650.00	650.00	0%	Annual per Client
4	HAC	Financial Deputyship	Management of clients financial affairs as directed by the Court of Protection (COP)	Use of Court of Protection with under £16,000	Cllr Denise Jones	1.3 People access joined up services when they need them and feel healthier and more independent	3.5% of Savings	3.5% of savings	0%	Annual per Client
5	HAC	Financial Deputyship	Management of clients financial affairs as directed by the Court of Protection (COP)	Use of Court of Protection with property	Cllr Denise Jones	1.3 People access joined up services when they need them and feel healthier and more independent	£300 per Property	£300 per Property	0%	Annual per Client
6	HAC	Financial Deputyship	Management of clients financial affairs as directed by the Court of Protection (COP)	Court of Protection producing annual Reports	Cllr Denise Jones	1.3 People access joined up services when they need them and feel healthier and more independent	216.00	216.00	0%	Annual per Client
7	HAC	Financial Deputyship	Management of clients financial affairs as directed by the Court of Protection (COP)	Preparation of Income Tax returns	Cllr Denise Jones	1.3 People access joined up services when they need them and feel healthier and more independent	70.00	70.00	0%	Annual per Client
8	HAC	Financial Deputyship	Management of clients financial affairs as directed by the Court of Protection (COP)	Preparation of complex Income Tax returns	Cllr Denise Jones	1.3 People access joined up services when they need them and feel healthier and more independent	140.00	140.00	0%	Annual per Client
9	HAC	Financial Deputyship	Management of clients financial affairs as directed by the Court of Protection (COP)	Visiting clients - travel cost for time spent travelling	Cllr Denise Jones	1.3 People access joined up services when they need them and feel healthier and more independent	£40 per hour	£40 per hour	0%	Annual per Client

**Place**
**6.2 Transportation & Highways**

1	PLACE	Transportation & Highways	Streetworks	Sample Inspections	Cllr David Edgar	2.1 People live in a borough that is clean and green	50.00	50.00	0%	Per Inspection
2	PLACE	Transportation & Highways	Streetworks	Defect follow up	Cllr David Edgar	2.1 People live in a borough that is clean and green	48.00	48.00	0%	Per Inspection
3	PLACE	Transportation & Highways	Streetworks	Fixed penalty notices	Cllr David Edgar	2.1 People live in a borough that is clean and green	80.00-120.00	80.00-120.00	0%	Per Notice

**6.3 Environmental Commercial Services**

4	PLACE	Environmental Commercial Services	Licence to store explosives - new	(a) one year's duration	Cllr David Edgar	2.1 People live in a borough that is clean and green	130.00	130.00	0%	Per Licence
5	PLACE	Environmental Commercial Services	Licence to store explosives - new	(b) two years' duration	Cllr David Edgar	2.1 People live in a borough that is clean and green	162.00	162.00	0%	Per Licence
6	PLACE	Environmental Commercial Services	Licence to store explosives - new	(c) three years' duration	Cllr David Edgar	2.1 People live in a borough that is clean and green	196.00	196.00	0%	Per Licence
7	PLACE	Environmental Commercial Services	Licence to store explosives - new	(d) four years' duration	Cllr David Edgar	2.1 People live in a borough that is clean and green	228.00	228.00	0%	Per Licence
8	PLACE	Environmental Commercial Services	Licence to store explosives - new	(e) five years' duration	Cllr David Edgar	2.1 People live in a borough that is clean and green	261.00	261.00	0%	Per Licence

**Appendix 6**

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
9	PLACE	Environmental Commercial Services	Licence to store explosives - renewal	(a) one year's duration	Cllr David Edgar	2.1 People live in a borough that is clean and green	114.00	114.00	0%	Per Licence
10	PLACE	Environmental Commercial Services	Licence to store explosives - renewal	(b) two years' duration	Cllr David Edgar	2.1 People live in a borough that is clean and green	135.00	135.00	0%	Per Licence
11	PLACE	Environmental Commercial Services	Licence to store explosives - renewal	(c) three years' duration	Cllr David Edgar	2.1 People live in a borough that is clean and green	157.00	157.00	0%	Per Licence
12	PLACE	Environmental Commercial Services	Licence to store explosives - renewal	(d) four years' duration	Cllr David Edgar	2.1 People live in a borough that is clean and green	180.00	180.00	0%	Per Licence
13	PLACE	Environmental Commercial Services	Licence to store explosives - renewal	(e) five years' duration	Cllr David Edgar	2.1 People live in a borough that is clean and green	201.00	201.00	0%	Per Licence
14	PLACE	Environmental Commercial Services	Explosives:	Varying licence/registration-varying name of licensee or registered person, or address of	Cllr David Edgar	2.1 People live in a borough that is clean and green	36.00	36.00	0%	Per Licence
15	PLACE	Environmental Commercial Services	Explosives: any other kind of variation	The reasonable cost to the licensing authority of having the work carried out	Cllr David Edgar	2.1 People live in a borough that is clean and green	36.00	36.00	0%	Per Licence
16	PLACE	Environmental Commercial Services	Explosives: Transfer of licence		Cllr David Edgar	2.1 People live in a borough that is clean and green	36.00	36.00	0%	Per Licence
17	PLACE	Environmental Commercial Services	Explosives: Replacement of licence or registration referred to in this Part if lost		Cllr David Edgar	2.1 People live in a borough that is clean and green	36.00	36.00	0%	Per Licence
18	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Rateable value - Band A	Cllr David Edgar	2.1 People live in a borough that is clean and green	100.00	100.00	0%	Per Licence/Statement
19	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Rateable value - Band B	Cllr David Edgar	2.1 People live in a borough that is clean and green	190.00	190.00	0%	Per Licence/Statement
20	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Rateable value - Band C	Cllr David Edgar	2.1 People live in a borough that is clean and green	315.00	315.00	0%	Per Licence/Statement
21	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Rateable value - Band D	Cllr David Edgar	2.1 People live in a borough that is clean and green	450.00	450.00	0%	Per Licence/Statement
22	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Rateable value - Band E	Cllr David Edgar	2.1 People live in a borough that is clean and green	635.00	635.00	0%	Per Licence/Statement
23	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Band D where premises exclusively for consumption on premises	Cllr David Edgar	2.1 People live in a borough that is clean and green	900.00	900.00	0%	Per Licence/Statement
24	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence/Club Premises/Provisional statement	Band E where premises exclusively for consumption on premises	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,905.00	1,905.00	0%	Per Licence/Statement
25	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence	Capacity: 5,000-9,999	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,000.00	1,000.00	0%	Per Licence
26	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence	Capacity: 10,000-14,999	Cllr David Edgar	2.1 People live in a borough that is clean and green	2,000.00	2,000.00	0%	Per Licence
27	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence	Capacity: 15,000-19,999	Cllr David Edgar	2.1 People live in a borough that is clean and green	4,000.00	4,000.00	0%	Per Licence
28	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence	Capacity: 20,000-29,999	Cllr David Edgar	2.1 People live in a borough that is clean and green	8,000.00	8,000.00	0%	Per Licence
29	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence	Capacity: 30,000-39,999	Cllr David Edgar	2.1 People live in a borough that is clean and green	16,000.00	16,000.00	0%	Per Licence
30	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence	Capacity: 40,000-49,999	Cllr David Edgar	2.1 People live in a borough that is clean and green	24,000.00	24,000.00	0%	Per Licence
31	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence	Capacity: 50,000-59,999	Cllr David Edgar	2.1 People live in a borough that is clean and green	32,000.00	32,000.00	0%	Per Licence
32	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence	Capacity: 60,000-69,999	Cllr David Edgar	2.1 People live in a borough that is clean and green	40,000.00	40,000.00	0%	Per Licence

**Appendix 6**

## Statutory Fees and Charges (All Directorates)

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
33	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence	Capacity: 70,000-79,999	Cllr David Edgar	2.1 People live in a borough that is clean and green	48,000.00	48,000.00	0%	Per Licence
34	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence	Capacity: 80,000-89,999	Cllr David Edgar	2.1 People live in a borough that is clean and green	56,000.00	56,000.00	0%	Per Licence
35	PLACE	Environmental Commercial Services	Licensing Act: New Premises Licence	Capacity: 90,000 and over	Cllr David Edgar	2.1 People live in a borough that is clean and green	64,000.00	64,000.00	0%	Per Licence
36	PLACE	Environmental Commercial Services	Licensing Act: Premises Licence	Theft or loss, etc. of premises licence or summary	Cllr David Edgar	2.1 People live in a borough that is clean and green	10.50	10.50	0%	Per Licence
37	PLACE	Environmental Commercial Services	Licensing Act: Premises Licence	Change of name or address	Cllr David Edgar	2.1 People live in a borough that is clean and green	10.50	10.50	0%	Per Licence
38	PLACE	Environmental Commercial Services	Licensing Act: Premises Licence	Transfer	Cllr David Edgar	2.1 People live in a borough that is clean and green	23.00	23.00	0%	Per Licence
39	PLACE	Environmental Commercial Services	Licensing Act: Provisional Statement	Application for a provisional statement where premises being built, etc.	Cllr David Edgar	2.1 People live in a borough that is clean and green	315.00	315.00	0%	Per Statement
40	PLACE	Environmental Commercial Services	Licensing Act: Premises Licence	Application to vary licence to specify individual as premises supervisor	Cllr David Edgar	2.1 People live in a borough that is clean and green	23.00	23.00	0%	Per Licence
41	PLACE	Environmental Commercial Services	Licensing Act: Premises Licence	Interim authority notice following death etc. of licence holder	Cllr David Edgar	2.1 People live in a borough that is clean and green	23.00	23.00	0%	Per Licence
42	PLACE	Environmental Commercial Services	Licensing Act: Club Premises	Theft, loss etc. of certificate or summary	Cllr David Edgar	2.1 People live in a borough that is clean and green	10.50	10.50	0%	Per Licence
43	PLACE	Environmental Commercial Services	Licensing Act: Club Premises	Notification of change of name or alteration of rules of club	Cllr David Edgar	2.1 People live in a borough that is clean and green	10.50	10.50	0%	Per Licence
44	PLACE	Environmental Commercial Services	Licensing Act: Club Premises	Change of relevant registered address of club	Cllr David Edgar	2.1 People live in a borough that is clean and green	10.50	10.50	0%	Per Licence
45	PLACE	Environmental Commercial Services	Licensing Act: Personal Licence	New application and renewals	Cllr David Edgar	2.1 People live in a borough that is clean and green	37.00	37.00	0%	Per Licence
46	PLACE	Environmental Commercial Services	Licensing Act: Personal Licence	Theft or Loss of personal licence	Cllr David Edgar	2.1 People live in a borough that is clean and green	10.50	10.50	0%	Per Licence
47	PLACE	Environmental Commercial Services	Licensing Act: Personal Licence	Notification of change of name or address	Cllr David Edgar	2.1 People live in a borough that is clean and green	10.50	10.50	0%	Per Licence
48	PLACE	Environmental Commercial Services	Licensing Act: Personal Licence	Right of freeholder etc. to be notified of licensing matters	Cllr David Edgar	2.1 People live in a borough that is clean and green	21.00	21.00	0%	Per Licence
49	PLACE	Environmental Commercial Services	Gambling Act: Gaming: New Operator	2 or less machines	Cllr David Edgar	2.1 People live in a borough that is clean and green	50.00	50.00	0%	Per Licence
50	PLACE	Environmental Commercial Services	Gambling Act: Gaming: New Operator	3 or more machines	Cllr David Edgar	2.1 People live in a borough that is clean and green	150.00	150.00	0%	Per Licence
51	PLACE	Environmental Commercial Services	Gambling Act: Gaming: Existing Operator	3 or more machines	Cllr David Edgar	2.1 People live in a borough that is clean and green	100.00	100.00	0%	Per Licence
52	PLACE	Environmental Commercial Services	Gambling Act: Gaming:	3 or more machines - Transfer	Cllr David Edgar	2.1 People live in a borough that is clean and green	25.00	25.00	0%	Per Licence
53	PLACE	Environmental Commercial Services	Gambling Act: Gaming:	Annual Fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	50.00	50.00	0%	Per Licence
54	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Existing Casino	Annual fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	2,250.00	2,250.00	0%	Per Licence
55	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Existing Casino	Variation	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,500.00	1,500.00	0%	Per Variation
56	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Existing Casino	Transfer	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,015.00	1,015.00	0%	Per Transfer
57	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Existing Casino	Re-instatement	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,015.00	1,015.00	0%	Per Licence



**Appendix 6**

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
58	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Existing Casino	copy of Licence	Cllr David Edgar	2.1 People live in a borough that is clean and green	25.00	25.00	0%	Per Licence
59	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Existing Casino	Notification of change	Cllr David Edgar	2.1 People live in a borough that is clean and green	50.00	50.00	0%	Per Notification
60	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New small Casino	New Application	Cllr David Edgar	2.1 People live in a borough that is clean and green	8,000.00	8,000.00	0%	Per Licence
61	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New small Casino	Annual fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	3,750.00	3,750.00	0%	Per Licence
62	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New small Casino	Variation	Cllr David Edgar	2.1 People live in a borough that is clean and green	3,000.00	3,000.00	0%	Per Variation
63	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New small Casino	Transfer	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,350.00	1,350.00	0%	Per Transfer
64	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New small Casino	Reinstatement	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,350.00	1,350.00	0%	Per Licence
65	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New small Casino	Provisional Statement	Cllr David Edgar	2.1 People live in a borough that is clean and green	6,000.00	6,000.00	0%	Per Statement
66	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New small Casino	Application (Provisional Statement Holders)	Cllr David Edgar	2.1 People live in a borough that is clean and green	3,000.00	3,000.00	0%	Per Licence
67	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New small Casino	copy of Licence	Cllr David Edgar	2.1 People live in a borough that is clean and green	25.00	25.00	0%	Per Copy
68	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New small Casino	Notification of change	Cllr David Edgar	2.1 People live in a borough that is clean and green	50.00	50.00	0%	Per Notification
69	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New Large Casino	New Application	Cllr David Edgar	2.1 People live in a borough that is clean and green	10,000.00	10,000.00	0%	Per Licence
70	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New Large Casino	Annual fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	7,500.00	7,500.00	0%	Per Licence
71	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New Large Casino	Variation	Cllr David Edgar	2.1 People live in a borough that is clean and green	3,750.00	3,750.00	0%	Per Variation
72	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New Large Casino	Transfer	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,615.00	1,615.00	0%	Per Transfer
73	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New Large Casino	Reinstatement	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,615.00	1,615.00	0%	Per Licence
74	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New Large Casino	Provisional Statement	Cllr David Edgar	2.1 People live in a borough that is clean and green	7,500.00	7,500.00	0%	Per Statement
75	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New Large Casino	Application (Provisional Statement Holders)	Cllr David Edgar	2.1 People live in a borough that is clean and green	5,000.00	5,000.00	0%	Per Licence
76	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New Large Casino	copy of Licence	Cllr David Edgar	2.1 People live in a borough that is clean and green	25.00	25.00	0%	Per Copy
77	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: New Large Casino	Notification of change	Cllr David Edgar	2.1 People live in a borough that is clean and green	50.00	50.00	0%	Per Notification
78	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Regional Casino	New Application	Cllr David Edgar	2.1 People live in a borough that is clean and green	15,000.00	15,000.00	0%	Per Licence
79	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Regional Casino	Annual fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	11,250.00	11,250.00	0%	Per Licence
80	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Regional Casino	Variation	Cllr David Edgar	2.1 People live in a borough that is clean and green	5,625.00	5,625.00	0%	Per Variation
81	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Regional Casino	Transfer	Cllr David Edgar	2.1 People live in a borough that is clean and green	4,875.00	4,875.00	0%	Per Transfer
82	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Regional Casino	Reinstatement	Cllr David Edgar	2.1 People live in a borough that is clean and green	4,875.00	4,875.00	0%	Per Licence
83	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Regional Casino	Provisional Statement	Cllr David Edgar	2.1 People live in a borough that is clean and green	11,250.00	11,250.00	0%	Per Statement

**Appendix 6**

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
84	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Regional Casino	Application (Provisional Statement Holders)	Cllr David Edgar	2.1 People live in a borough that is clean and green	8,000.00	8,000.00	0%	Per Licence
85	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Regional Casino	copy of Licence	Cllr David Edgar	2.1 People live in a borough that is clean and green	25.00	25.00	0%	Per Copy
86	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Regional Casino	Notification of change	Cllr David Edgar	2.1 People live in a borough that is clean and green	50.00	50.00	0%	Per Notification
87	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Bingo Club	New Application	Cllr David Edgar	2.1 People live in a borough that is clean and green	3,500.00	3,500.00	0%	Per Licence
88	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Bingo Club	Annual fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	750.00	750.00	0%	Per Licence
89	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Bingo Club	Variation	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,315.00	1,315.00	0%	Per Variation
90	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Bingo Club	Transfer	Cllr David Edgar	2.1 People live in a borough that is clean and green	900.00	900.00	0%	Per Transfer
91	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Bingo Club	Reinstatement	Cllr David Edgar	2.1 People live in a borough that is clean and green	900.00	900.00	0%	Per Licence
92	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Bingo Club	Provisional Statement	Cllr David Edgar	2.1 People live in a borough that is clean and green	2,625.00	2,625.00	0%	Per Statement
93	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Bingo Club	Application (Provisional Statement Holders)	Cllr David Edgar	2.1 People live in a borough that is clean and green	900.00	900.00	0%	Per Licence
94	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Bingo Club	copy of Licence	Cllr David Edgar	2.1 People live in a borough that is clean and green	20.00	20.00	0%	Per Copy
95	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Bingo Club	Notification of change	Cllr David Edgar	2.1 People live in a borough that is clean and green	40.00	40.00	0%	Per Notification
96	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Betting	New Application	Cllr David Edgar	2.1 People live in a borough that is clean and green	3,000.00	3,000.00	0%	Per Licence
97	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Betting	Annual fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	500.00	500.00	0%	Per Licence
98	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Betting	Variation	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,125.00	1,125.00	0%	Per Variation
99	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Betting	Transfer	Cllr David Edgar	2.1 People live in a borough that is clean and green	900.00	900.00	0%	Per Transfer
100	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Betting	Reinstatement	Cllr David Edgar	2.1 People live in a borough that is clean and green	900.00	900.00	0%	Per Licence
101	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Betting	Provisional Statement	Cllr David Edgar	2.1 People live in a borough that is clean and green	2,250.00	2,250.00	0%	Per Statement
102	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Betting	Application (Provisional Statement Holders)	Cllr David Edgar	2.1 People live in a borough that is clean and green	900.00	900.00	0%	Per Licence
103	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Betting	copy of Licence	Cllr David Edgar	2.1 People live in a borough that is clean and green	20.00	20.00	0%	Per Copy
104	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Betting	Notification of change	Cllr David Edgar	2.1 People live in a borough that is clean and green	40.00	40.00	0%	Per Notification
105	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Tracks	New Application	Cllr David Edgar	2.1 People live in a borough that is clean and green	2,500.00	2,500.00	0%	Per Licence
106	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Tracks	Annual fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	750.00	750.00	0%	Per Licence
107	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Tracks	Variation	Cllr David Edgar	2.1 People live in a borough that is clean and green	940.00	940.00	0%	Per Variation
108	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Tracks	Transfer	Cllr David Edgar	2.1 People live in a borough that is clean and green	715.00	715.00	0%	Per Transfer
109	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Tracks	Reinstatement	Cllr David Edgar	2.1 People live in a borough that is clean and green	715.00	715.00	0%	Per Licence

**Appendix 6**

## Statutory Fees and Charges (All Directorates)

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
110	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Tracks	Provisional Statement	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,875.00	1,875.00	0%	Per Statement
111	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Tracks	Application (Provisional Statement Holders)	Cllr David Edgar	2.1 People live in a borough that is clean and green	715.00	715.00	0%	Per Licence
112	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Tracks	copy of Licence	Cllr David Edgar	2.1 People live in a borough that is clean and green	20.00	20.00	0%	Per Copy
113	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Tracks	Notification of change	Cllr David Edgar	2.1 People live in a borough that is clean and green	40.00	40.00	0%	Per Notification
114	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Family Entertainment Centre	New Application	Cllr David Edgar	2.1 People live in a borough that is clean and green	2,000.00	2,000.00	0%	Per Licence
115	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Family Entertainment Centre	Annual fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	600.00	600.00	0%	Per Licence
116	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Family Entertainment Centre	Variation	Cllr David Edgar	2.1 People live in a borough that is clean and green	750.00	750.00	0%	Per Variation
117	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Family Entertainment Centre	Transfer	Cllr David Edgar	2.1 People live in a borough that is clean and green	715.00	715.00	0%	Per Transfer
118	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Family Entertainment Centre	Reinstatement	Cllr David Edgar	2.1 People live in a borough that is clean and green	715.00	715.00	0%	Per Licence
119	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Family Entertainment Centre	Provisional Statement	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,500.00	1,500.00	0%	Per Statement
120	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Family Entertainment Centre	Application (Provisional Statement Holders)	Cllr David Edgar	2.1 People live in a borough that is clean and green	715.00	715.00	0%	Per Licence
121	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Family Entertainment Centre	copy of Licence	Cllr David Edgar	2.1 People live in a borough that is clean and green	20.00	20.00	0%	Per Copy
122	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Family Entertainment Centre	Notification of change	Cllr David Edgar	2.1 People live in a borough that is clean and green	40.00	40.00	0%	Per Notification
123	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Adult Gaming Centre	New Application	Cllr David Edgar	2.1 People live in a borough that is clean and green	2,000.00	2,000.00	0%	Per Licence
124	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Adult Gaming Centre	Annual fee	Cllr David Edgar	2.1 People live in a borough that is clean and green	650.00	650.00	0%	Per Licence
125	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Adult Gaming Centre	Variation	Cllr David Edgar	2.1 People live in a borough that is clean and green	750.00	750.00	0%	Per Variation
126	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Adult Gaming Centre	Transfer	Cllr David Edgar	2.1 People live in a borough that is clean and green	900.00	900.00	0%	Per Transfer
127	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Adult Gaming Centre	Reinstatement	Cllr David Edgar	2.1 People live in a borough that is clean and green	900.00	900.00	0%	Per Licence
128	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Adult Gaming Centre	Provisional Statement	Cllr David Edgar	2.1 People live in a borough that is clean and green	1,500.00	1,500.00	0%	Per Statement
129	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Adult Gaming Centre	Application (Provisional Statement Holders)	Cllr David Edgar	2.1 People live in a borough that is clean and green	900.00	900.00	0%	Per Licence
130	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Adult Gaming Centre	Copy of Licence	Cllr David Edgar	2.1 People live in a borough that is clean and green	20.00	20.00	0%	Per Copy
131	PLACE	Environmental Commercial Services	Gambling Act: Premises Licence: Adult Gaming Centre	Notification of change	Cllr David Edgar	2.1 People live in a borough that is clean and green	40.00	40.00	0%	Per Notification
132	PLACE	Environmental Commercial Services	Local Authority Industrial Pollution Prevention and Control (LAPCC) Charges	Charges to help reduce any pollution that factories/businesses may cause and, in particular, to help improve air quality. Businesses which operate these premises must have a permit.	Cllr David Edgar	2.1 People live in a borough that is clean and green	As set by DEFRA	As set by DEFRA	0%	Various

**Appendix 6**

## Statutory Fees and Charges (All Directorates)

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
133	PLACE	Environmental Commercial Services	Private Water Supplies Fees	The Private Water Supplies Regulations 2009 allows the Council to charge any relevant person (i.e. owner) responsible for a private water supply a fee up to a specified maximum for undertaking their required duties	Cllr David Edgar	2.1 People live in a borough that is clean and green	As set by the maximum chargeable under the statutory instrument	As set by the maximum chargeable under the statutory instrument	0%	Various
134	PLACE	Environmental Commercial Services	Enforcement and intervention	Fixed penalty notices	Cllr David Edgar	2.1 People live in a borough that is clean and green	80.00-120.00	80.00-120.00	0%	Per Notice

**6.4 Development Management**

135	PLACE	Development Management	Household applications	Extension to an existing dwellinghouse or works within its garden	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	206.00	206.00	0%	1 dwellinghouse
136	PLACE	Development Management	Household applications	Extension to an existing dwellinghouse or works within its garden	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	407.00	407.00	0%	2 or more dwellinghouses
137	PLACE	Development Management	Creation of new dwellings	Outline apps for the erection of new dwelling houses where site does not exceed 2.5 hectares.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	462.00	462.00	0%	For each 0.1 hectare of site area where site area does not exceed 2.5 hectares.
138	PLACE	Development Management	Creation of new dwellings	Outline apps for the erection of new dwelling houses where site does exceed 2.5 hectares.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	11,432.00	11,432.00	0%	And an additional £115 for each 0.1 hectare over 2.5 hectares. Subject to a maximum of £125,000
139	PLACE	Development Management	Creation of new dwellings	Full apps for the erection of new dwelling houses	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	462.00	462.00	0%	For each dwelling house if the development is 50 or fewer
140	PLACE	Development Management	Creation of new dwellings	Full apps for the erection of new dwelling houses	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	22,859.00	22,859.00	0%	If development exceeds 50, £115 per dwelling extra. Maximum in total of £250,000
141	PLACE	Development Management	Creation of new dwellings	Change of use of an existing dwellinghouse to use as two or more single dwelling houses	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	462.00	462.00	0%	For each additional dwellinghouse to be created
142	PLACE	Development Management	Creation of new dwellings	Change of use of a building to use as one or more separate dwelling houses	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	462.00	462.00	0%	For each dwellinghouse to be created
143	PLACE	Development Management	Erection of other buildings	Outline applications for erection of buildings (other than dwellings, agricultural buildings, glasshouses, plant and machinery)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	462.00	462.00	0%	For each 0.1 hectare of site area where the site area does not exceed 2.5 hectares
144	PLACE	Development Management	Erection of other buildings	Outline applications for erection of buildings (other than dwellings, agricultural buildings, glasshouses, plant and machinery)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	11,432.00	11,432.00	0%	Where the site area does exceed 2.5 hectares and a additional £115 per 0.1 hectares over 2.5. Maximum total of £125,000
145	PLACE	Development Management	Erection of other buildings	Full applications for erection of buildings (other than dwellings, agricultural buildings, glasshouses, plant and machinery)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	234.00	234.00	0%	Where floor space created does not exceed 40 sq metres

**Appendix 6**

## Statutory Fees and Charges (All Directorates)

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
146	PLACE	Development Management	Erection of other buildings	Full applications for erection of buildings (other than dwellings, agricultural buildings, glasshouses, plant and machinery)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	462.00	462.00	0%	Where floor space to be created falls between 40 sq metres and 75 sq metres
147	PLACE	Development Management	Erection of other buildings	Full applications for erection of buildings (other than dwellings, agricultural buildings, glasshouses, plant and machinery)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	462.00	462.00	0%	Where floor space falls between 76 sq metres and 3750 sq metres. £385 for each 75 sq metres of that area.
148	PLACE	Development Management	Erection of other buildings	Full applications for erection of buildings (other than dwellings, agricultural buildings, glasshouses, plant and machinery)	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	22,859.00	22,859.00	0%	Where floorspace exceeds 3750 sq metres and a additional £115 for each 75 sq metres in excess of 3750 sq metres. Subject to a maximum in total of £250,000
149	PLACE	Development Management	Erection of other buildings	Erection, alteration or replacement of plant or machinery.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	462.00	462.00	0%	Where site does not exceed 5 hectares. £385 for each 0.1 hectares of site
150	PLACE	Development Management	Erection of other buildings	Erection, alteration or replacement of plant or machinery.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	22,859.00	22,859.00	0%	Where site does exceed 5 hectares and an additional £115 for each 0.1 hectares in excess of 5. Maximum total of £250,000
151	PLACE	Development Management	Other operations	The construction of car parks, service roads and other means of access on land used for the purpose of a single undertaking	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	234.00	234.00	0%	
152	PLACE	Development Management	Other operations	The carrying out of any operations not coming within any of the above categories.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	234.00	234.00	0%	For each 0.1 hectare of site area, to a maximum of £1,690
153	PLACE	Development Management	Other operations	Satellite Dish	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	206.00 / 234.00	206.00 / 234.00	0%	Dwellinghouse / All other applications
154	PLACE	Development Management	Uses of land	Making a material change in the use of a building or land	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	462.00	462.00	0%	
155	PLACE	Development Management	Applications for the approval of reserved matters on an outline planning permission	Applications for the approval of reserved matters on an outline planning permission	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	462.00	462.00	0%	
156	PLACE	Development Management	Applications to discharge, remove or change conditions on planning permissions	Applications for approval of details required by conditions on a planning permission	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	116.00 / 34.00	116.00 / 34.00	0%	Non household development / Household development
157	PLACE	Development Management	Applications to discharge, remove or change conditions on planning permissions	Removal of variation of a condition of a previous permission	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	234.00	234.00	0%	
158	PLACE	Development Management	Applications to discharge, remove or change conditions on planning permissions	Continuance of a use of land or the retention buildings or works on land without compliance with a condition subject to which a previous planning permission has been granted	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	234.00	234.00	0%	

**Appendix 6**

## Statutory Fees and Charges (All Directorates)

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
159	PLACE	Development Management	Applications for non-material amendments following the grant of planning permission	Householders All other applications.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	34 / 234	34 / 234	0%	Householders / All other applications
160	PLACE	Development Management	Applications for extension of time limit for implementation.	Householders Major Developments All other applications.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	68.00 / 690.00 / 234.00	68.00 / 690.00 / 234.00	0%	Householders / Major development / All other applications
161	PLACE	Development Management	Applications for lawful development certificates	Application for existing use of building or land or whether any operations carried out in, over or under land are lawful	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	Same as the fee for a planning app for same development	Same as the fee for a planning app for same development	0%	
162	PLACE	Development Management	Applications for lawful development certificates	Application to ascertain whether failure to comply with any condition or limitation is lawful	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	234.00	234.00	0%	
163	PLACE	Development Management	Applications for lawful development certificates	Application to check whether any proposed use of buildings or land, or any operation to be carried out in, over or under land are lawful	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	Half the amount of the fee for a planning application for the same	Half the amount of the fee for a planning application for the same	0%	
164	PLACE	Development Management	Applications for consent to display an advertisement	Advertisements displayed on business premises (including forecourts) or directing members of the public to the premises	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	132.00	132.00	0%	
165	PLACE	Development Management	Applications for consent to display an advertisement	All other advertisements	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	462.00	462.00	0%	
166	PLACE	Development Management	Applications for prior approval under the General Permitted Development Order.	Determination of whether prior approval is necessary for agriculture/forestry building & operations or demolition of buildings	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	96.00	96.00	0%	
167	PLACE	Development Management	Applications for prior approval under the General Permitted Development Order.	Determinations of whether prior approval is necessary for telecommunication code system operators	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	462.00	462.00	0%	
168	PLACE	Development Management	Concessions and exemptions	Revised or fresh application of the same character or description by the same applicant within 12 months.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	No fee	No fee		
169	PLACE	Development Management	Concessions and exemptions	Works to improve access for the disabled to public buildings or to improve access, safety, health or comfort for a disabled person home.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	No fee	No fee		
170	PLACE	Development Management	Concessions and exemptions	Applications required because of the removal of permitted development rights by a condition or by an Article 4 Direction, or by withdrawal of deemed advertisement consent.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	No fee	No fee		
171	PLACE	Development Management	Concessions and exemptions	Alternative applications for one site made by the same applicant on the same day	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	Highest of fees applicable for each alternative and a sum equal to half	Highest of fees applicable for each alternative and a sum equal to half	0%	
172	PLACE	Development Management	Concessions and exemptions	Development crossing planning authority boundaries requiring more than one application.	Cllr Rachel Blake	2.1 People live in a borough that is clean and green	Only one fee paid to the authority having the larger site.	Only one fee paid to the authority having the larger site.	0%	

**Governance**
**6.5 Registration of Births, Deaths & Marriages**

**Appendix 6**

## Statutory Fees and Charges (All Directorates)

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
1	GOV	Registration of Births, Deaths & Marriages	Searches	Family History	Mayor John Biggs	No strong alignment	18.00	18.00	0%	Per 6 Verifications
2	GOV	Registration of Births, Deaths & Marriages	Certificate Issue at time of registration Birth, Death, Marriage or CP	Retrieval - in current register AT TIME OF REGISTRATION	Mayor John Biggs	No strong alignment	4.00	4.00	0%	Per Item
3	GOV	Registration of Births, Deaths & Marriages	Certificate Issue at time of registration Birth, Death, Marriage or CP	Retrieval - in current register AFTER REGISTRATION	Mayor John Biggs	No strong alignment	7.00	7.00	0%	Per Item
4	GOV	Registration of Births, Deaths & Marriages	Certificate Issue at time of registration Birth, Death, Marriage or CP	Retrieval - in vaults Archived Registers	Mayor John Biggs	No strong alignment	10.00	10.00	0%	Per Item
5	GOV	Registration of Births, Deaths & Marriages	Copy of birth, marriage & death certificate	Priority same day service	Mayor John Biggs	No strong alignment	40.00	40.00	0%	Per Search
6	GOV	Registration of Births, Deaths & Marriages	Copy of birth, marriage & death certificate	Posted 5 working day / postal applications	Mayor John Biggs	No strong alignment	12.00	12.00	0%	Per Search
7	GOV	Registration of Births, Deaths & Marriages	Copy of birth, marriage & death certificate	Collect 5 working day	Mayor John Biggs	No strong alignment	10.00	10.00	0%	Per Search
8	GOV	Registration of Births, Deaths & Marriages	Copy of Marriage Certificate	After time of marriage	Mayor John Biggs	No strong alignment	7.00	7.00	0%	
9	GOV	Registration of Births, Deaths & Marriages	Copy of Civil Partnership Certificate	At time of Civil Partnership Registration	Mayor John Biggs	No strong alignment	4.00	4.00	0%	
10	GOV	Registration of Births, Deaths & Marriages	Copy of Civil Partnership Certificate	After Registration	Mayor John Biggs	No strong alignment	7.00	7.00	0%	
11	GOV	Registration of Births, Deaths & Marriages	Wedding Ceremony - Register Office Room	Standard marriage charge	Mayor John Biggs	No strong alignment	47.00	47.00	0%	0 Hr
12	GOV	Registration of Births, Deaths & Marriages	Wedding Ceremony - Register Office	Certificate fee - day of ceremony	Mayor John Biggs	No strong alignment	4.00	4.00	0%	Per Item
13	GOV	Registration of Births, Deaths & Marriages	Wedding Ceremony - Register Office	Certificate fee - after the ceremony	Mayor John Biggs	No strong alignment	7.00	7.00	0%	Per Item
14	GOV	Registration of Births, Deaths & Marriages	Certificate of birth, death or marriage	(a) from a registrar when application is made at the time of	Mayor John Biggs	No strong alignment	4.00	4.00	0%	30 Mins
15	GOV	Registration of Births, Deaths & Marriages	Certificate of birth, death or marriage	(b) from a current registrar when application is made after the time of registration	Mayor John Biggs	No strong alignment	4.00 collect 5 working day 6.00 post 5 working day 40.00 same day service	4.00 collect 5 working day 6.00 post 5 working day 40.00 same day service	0%	30 Mins
16	GOV	Registration of Births, Deaths & Marriages	Marriage Act 1949 section 27(6)	Notice of Marriage	Mayor John Biggs	No strong alignment	35.00	35.00	0%	30 Mins
17	GOV	Registration of Births, Deaths & Marriages	Notice of Civil Partnership Statutory Fee	Notice of Civil Partnership	Mayor John Biggs	No strong alignment	35.00	35.00	0%	30 Mins
18	GOV	Registration of Births, Deaths & Marriages	Marriage Act 1949 section 31(5F)	Application to reduce the 15 day period	Mayor John Biggs	No strong alignment	3.00	3.00	0%	2 Hours
19	GOV	Registration of Births, Deaths & Marriages	Marriage Act 1949 section 27(7)	Attendance of superintendent registrar other than at his office for purpose of being given notice of marriage of house-bound or detained persons	Mayor John Biggs	No strong alignment	84.00	84.00	0%	2 Hours
20	GOV	Registration of Births, Deaths & Marriages	Marriage Act 1949 section 41(6)	Registration of buildings for Religious worship	Mayor John Biggs	No strong alignment	29.00	29.00	0%	30 Mins
21	GOV	Registration of Births, Deaths & Marriages	Marriage Act 1949 section 41(6)	Registration of buildings for solemnization of	Mayor John Biggs	No strong alignment	123.00	123.00	0%	30 Mins
22	GOV	Registration of Births, Deaths & Marriages	Marriage Act 1949 section 51(2)	Fee of superintendent registrar attending marriage at the place where a house-bound or detained person usually resides	Mayor John Biggs	No strong alignment	84.00	84.00	0%	2 Hours

**Appendix 6**

Statutory Fees and Charges (All Directorates)

#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
23	GOV	Registration of Births, Deaths & Marriages	Marriage Act 1949 section 51(1)	Fee of registrar for attending marriage--(a) at register office	Mayor John Biggs	No strong alignment	46.00	46.00	0%	30 Mins
24	GOV	Registration of Births, Deaths & Marriages	Marriage Act 1949 section 51(1)	Registered building, house-bound or detained	Mayor John Biggs	No strong alignment	94.00	94.00	0%	2 Hours
25	GOV	Registration of Births, Deaths & Marriages	Births and Deaths Registration Act 1953	General search of indexes kept by superintendent registrars	Mayor John Biggs	No strong alignment	18.00	18.00	0%	2 Hours
26	GOV	Registration of Births, Deaths & Marriages	Births and Deaths Registration Act 1953	Consideration by Superintendent Registrar of a divorce/civil partnership dissolution obtained outside of the British Isles	Mayor John Biggs	No strong alignment	50.00	50.00	0%	2 Hours
27	GOV	Registration of Births, Deaths & Marriages	Births and Deaths Registration Act 1953	Consideration by Registrar General of a divorce/civil partnership dissolution obtained outside of the British Isles	Mayor John Biggs	No strong alignment	75.00	75.00	0%	2 Hours
28	GOV	Registration of Births, Deaths & Marriages	Births and Deaths Registration Act 1953	Letter provided by the Registrar General confirming that, on the basis of information provided, no record of a marriage or civil partnership in England and Wales has been found within a 10 year search period (for example: if required when getting married or forming a civil partnership outside England or Wales)	Mayor John Biggs	No strong alignment	10.00	10.00	0%	2 Hours
29	GOV	Registration of Births, Deaths & Marriages	Births and Deaths Registration Act 1953	Fees for corrections to initial registration Forename added within 12 months of birth registration	Mayor John Biggs	No strong alignment	40.00	40.00	0%	2 Hours
30	GOV	Registration of Births, Deaths & Marriages	Births and Deaths Registration Act 1953	Consideration by Superintendent Registrar of a correction application	Mayor John Biggs	No strong alignment	75.00	75.00	0%	2 Hours
31	GOV	Registration of Births, Deaths & Marriages	Births and Deaths Registration Act 1953	Consideration by Registrar General of a correction application	Mayor John Biggs	No strong alignment	90.00	90.00	0%	2 Hours
32	GOV	Registration of Births, Deaths & Marriages	Naming - Space 17	Pre-application meeting	Mayor John Biggs	No strong alignment	25.00	25.00	0%	1 Hour



**Appendix 6**

Statutory Fees and Charges (All Directorates)


#	Dir	Service	Description of fee and charge	Breakdown	Lead Member	Strategic Priority Outcome	2018-19 Charge £	2019-20 Proposed Charge £	% Change	Unit of charge
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**Resources**

**6.6 Idea Stores and Idea Store Learning**

1	RES	Idea Store Learning	Skills Funding Agency contract: Courses funded through the Adult Skills budget. Fees fixed by SFA.	Typical fee for programmes ranging from 60 hours - 400 hours depending on the qualification = £4.50 per hour	Cllr Candida Ronald	3.1 People say we are open and transparent putting residents at the heart of everything we do	4.50 - 4.75	4.50 - 4.75	0%	Per Hour
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<p><b>Cabinet</b></p> <p>30 January 2019</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Debbie Jones, Corporate Director, Children and Culture</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Adopt London East - Regional Adoption Agency – Business Case</b></p>	

<b>Lead Member</b>	<b>Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People</b>
<b>Originating Officer(s)</b>	Richard Baldwin, Divisional Director – Children’s Social Care
<b>Wards affected</b>	All Wards
<b>Key Decision?</b>	Yes
<b>Forward Plan Notice Published</b>	30 October 2018
<b>Reason for Key Decision</b>	Impact on Wards
<b>Strategic Plan Priority / Outcome</b>	Children and young people are protected so they get the best start in life and can realise their potential

## Executive 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.

In Tower Hamlets, the average annual spend for adoption services over the last three years (plus a projected spend 2017/18) was £284,566.00.

Under the proposed formation of an East London RAA a contribution of £327,251 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 Tower Hamlets contribution will be a one-off payment of £42,684, 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.

The design of the RAA will be led by a commitment to innovate and improve practice; as such there are a number of anticipated benefits:

- Increased placement choice from a wider pool of prospective adopters
- Swifter matching of adopters with children
- A wider range of support services for adoptive families via the Pan-London Commissioning Hub thus promoting stability and reducing disruption
- Smoother and timelier processes for placing children with families
- Reduced costs through timeliness and decreased use of inter-agency placements
- Improved life chances of vulnerable children

## Headline Risks

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

<b><u>Risk</u></b>	<b><u>Explanation</u></b>	<b><u>Mitigation(s) / Principle(s)</u></b>
Redundancy costs	There is a risk that all redundancy costs (post-implementation) fall to the host authority	<ul style="list-style-type: none"> <li>• The RAA partnerships agree that all future redundancy costs are split equitably among the constituent local authorities</li> <li>• Any redundancy costs (pre-implementation) remain with the originating local authority</li> </ul>
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"> <li>• Any income generated through assets (adopters) brought into the model will be able to be drawn down by the local authority that recruited them</li> <li>• 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</li> </ul>
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"> <li>• The RAA's will operate a sliding scale formula for how interagency costs are apportioned.</li> <li>• It will take into account the originating borough of the child</li> <li>• It will also take into account the previous year's spend on interagency placements</li> <li>• The partnership agreements will work these formulae up in consultation with local project boards and the executive</li> </ul>
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"> <li>• The RAA will have tolerances for capacity across the region and for each local authority based on a target unit cost per child placed</li> <li>• The partnership agreements will agree the process for how extra funding can be drawn down to cope with rising demand</li> <li>• Should the RAA's meet their performance targets, the</li> </ul>

		<p>associated savings could be used as a buffer</p> <ul style="list-style-type: none"> <li>• Income generated from RAA adopters could also be used as a buffer</li> <li>• While budgets have been set for the first three years, each RAA will operate a yearly budget review and setting exercise to ensure flexibility</li> <li>• 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</li> </ul>
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**Recommendations:**

The Mayor in Cabinet is recommended to:

1. Agree and sign off the Tower Hamlet's specific content in the Adopt London East Business case, specifically:
  - Agree to contribute the current adoption services budget for Tower Hamlets and a one-off transitional payment of £42,684 to cover additional costs, as laid out in the financial section to fund the RAA in year 1. Budgets will be reviewed and agreed annually from year 2 onwards in consultation with the RAA partnership board
  - Agree the TUPE transfer of staff in scope on or before 1<sup>st</sup> July 2019 and undertake a consultation with staff impacted by the transfer of the service. **NB** – The specifics of the transfer process will be undertaken in consultation with both staff and trade unions to ensure that the transfer does not negatively affect terms and conditions of employment
  - Agree the other overarching principles in the document. The partnership will use these principles to design the necessary functions of the RAA between now and the go-live date.
  - Authorise the Corporate Director, Children and Culture to enter into all relevant agreements and other documentation in order to facilitate the Council's involvement in the RAA as referred to in this report.
  
2. Note that an Equalities Impact Assessment is being undertaken in respect of the impact across all of the local authorities involved as set out in the business case

**1. REASONS FOR THE DECISIONS**

- 1.1 The business case seeks approval for the release of local authority funding to finance Tower Hamlets' portion of the regionalised model. The business case also sets out some likely savings areas (in local authority) with indicative ranges. The potential effects of the regional adoption agency will be felt

across all wards and will have a significant positive impact on children and adopters across the region.

## **2. ALTERNATIVE OPTIONS**

- 2.1 There are no viable alternatives to this option. The Department for Education's expectation is that all Local Authorities are part of a regionalised model by April 2020. 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.

## **3. DETAILS OF THE REPORT**

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.

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 coproduction of the model which will 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 4 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 4 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.
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 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

### **Proposed service delivery model**

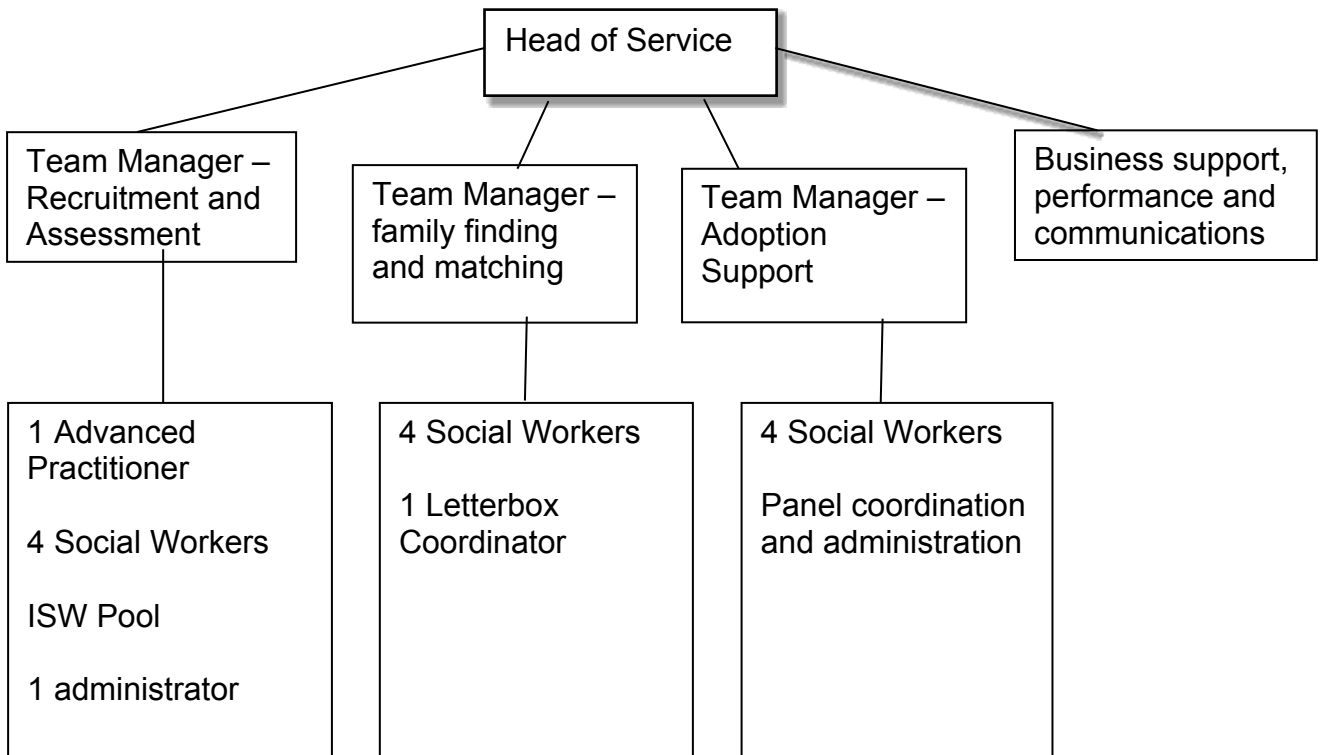
The proposed service delivery model is based on an evidence base of what works in Adoption and on initial consultation with adopters and key stakeholders. The detailed service design will be developed through co-production with staff and all key stakeholders as detailed in section 2.3. The rationale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



**Governance**

The Head of the new service will be directly managed by the Assistant Director in the London Borough of Havering.

The RAA will have an Executive Board made up of the four DCS’s (or delegated to the Assistant Director/Divisional Director). The Executive Board will meet each quarter and will review performance data and financial spend/income. The governance arrangements of the RAA will also play a vital role in overseeing the quality and consistency of practice across the RAA footprint. This role in the oversight of performance will reduce variability and allow for consistent scrutiny of the quality of practice. In this way, the Executive Board will have a key role to play in strengthening the quality of permanence planning for children who require adoption from across the region.

The Head of the RAA service will provide an annual report which will go to each of the respective senior management meetings and will be presented by the RAA Service Director. In addition to this, it is anticipated that the RAA will also be required to report to the Mayor’s Advisory Board on an annual basis in order that performance and “value added” can also be scrutinised at a local level.

## **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"> <li>- Children placed within East London</li> <li>- Improved placement choice</li> <li>- Improved adopter confidence</li> </ul>
Family finding and matching	57	60	65	70	<ul style="list-style-type: none"> <li>- Children placed in East London</li> <li>- Increased number of children adopted</li> <li>- Improved placement choice</li> <li>- Improved matching through placement with adopters known to agency</li> </ul>
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"> <li>- Fewer adoption disruptions</li> <li>- Improved outcomes for adopted children</li> <li>- Improved adoptive family satisfaction</li> </ul>

Whilst it is important to highlight that the performance projections have been constructed robustly and based on trusted performance modelling over the past five years, it is also important to highlight some of the risks to the project. These might be;

- The projected number of Adoptions do not materialise
- The needs of some children are so specialist that we need to place more children outside of the RAA and thus incur additional costs.
- The number of anticipated adopters do not materialise.

The mitigation against these challenges is that much of the modelling has taken a mid-point projection based on the activity over the past five years. This takes into account the slightly lower levels of adoption activity over the past two years. The agreement that performance and financial monitoring must be reported quarterly to the Executive Board should allow for any emerging financial problems to be identified and addressed by the RAA in good time.

## Budget

The current budget reflects staffing to the top of the scale at all grades.

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

Current adoption budget	
<b>TOTAL</b>	<b>1,398,183</b>
Cost of new model	
Staffing costs	£1,327,960
Non Staffing costs	£279,396
<b>TOTAL</b>	<b>£1,607,357</b>
Variance	
<b>TOTAL</b>	<b>£209,727</b>

## Financial commentary

- The total shortfall between the current contributions and the proposed RAA budget is £209,727. This shortfall will be funded by a one-off contribution of 15% of total budget across all local authorities. The contribution from Tower Hamlets is the lowest of the four participating Local Authorities. (see table below)

<u>Local Authority</u>	<u>Current contribution</u>	<u>15% of total budget to finance shortfall</u>	<u>Contribution to RAA in year 1</u>
Havering	£313,929	£47,089.35	£361,018
<b>Tower Hamlets</b>	<b>£284,566</b>	<b>£42,684.90</b>	<b>£327,251</b>
LBBD	£392,646	£58,896.90	£451,543
Newham	£407,042	£61,056.30	£468,098
Total	£1,398,183	£209,727.45	£1,607,910

- 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. At present Tower Hamlets has to pay an interagency fee of £31k to use an adoptive couple who live outside Tower Hamlets and were assessed and approved by another Local Authority.
- Over the past three years Tower Hamlets has needed to purchase four placements (overall cost 124k) from Local Authorities within the proposed East London RAA footprint. The launch of the RAA would mean the ending of paying interagency fees between the four LA's. Based on the history of the previous three years this cost reduction would cover the cost of the additional 42k, as well as potentially reducing other overall costs.
- 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

## **Tower Hamlets specific costs**

### **1) Overview of costs**

- Tower Hamlets will contribute their current adoption services budget of **£284,566**
- There will also be a transitional payment of **£42,684** to cover the extra costs (A new regional head of service and increased hosting costs) of the regional model
- Interagency budgets will not come into the model but the RAA will hold a virtual pool of funding and will share costs among the local authorities equitably

### **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 clawed back by local authorities through reductions in interagency placements.
- For pragmatic reasons, the model has been costed at the highest possible cost. The feedback nationally is that RAA's can be more expensive in their formative years. This model allows for flexibility, changing demand and even growth, in an area in which demand pressures are unpredictable and constantly changing.

- The RAA will share risk across its constituent members in a fair and equitable way. Local performance (particularly in year one) will determine how costs, underspend, and savings are apportioned across the local authorities.

### 3) What does this mean for Tower Hamlets

- Tower Hamlets spend, on average, £160,000 per year on external adoption placements. At a minimum, we expect this figure to drop by
  - Circa. £60,000 in year 1 (a reduction of 2 external placements).
  - Circa. £90,000 in year 2 (a reduction of 3 external placements).
  - Circa. £120,000 in year 3 (a reduction of 4 external placements).
  - This will cover the cost of the transitional payment and more in all future years.
- We also expect a saving of around £5,000 per year (from year 2) to the LAC budget as a result of improved performance on timeliness and rates of leaving care for adoption (see full business case)
- Any underspend against the model (which has been costed at the highest possible rates) will also be able to be drawn down or reinvested in the regional model) by the partnership

### 4) Predicted spend for Tower Hamlets

Tower hamlets	Current Adoption Budget	Transitional payment	Average interagency spend	Other savings to LAC budget	Total spend
18/19	£ 284,566.00	£ -	£ 160,000.00	£ -	£ 444,566.00
19/20	£ 284,566.00	£ 42,684.00	£ 100,000.00	£ -	£ 427,250.00
20/21	£ 284,566.00	£ -	£ 70,000.00	£ 5,000.00	£ 354,566.00
21/22	£ 284,566.00	£ -	£ 40,000.00	£ 5,000.00	£ 324,566.00

## 4. EQUALITIES IMPLICATIONS

- 4.1 An equality impact assessment will be completed in respect of employees across all of the local authorities joining the RAA as part of service restructure / TUPE process. An equality impact in respect of service users is currently being completed.

## 5. OTHER STATUTORY IMPLICATIONS

### HR implications

- 5.1. 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, staff in scope of this new East London Regional Adoption Agency

are expected to transfer into the host borough, Havering Council, under TUPE regulations.

- 5.2. 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.
- 5.3. 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.
- 5.4. 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.
- 5.5. 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 has been shared with the unions.
- 5.6. Both the TUPE and restructuring consultation processes will be managed in line with the ACAS guidelines and Tower Hamlets' Handling Organisational Change Procedure and will run concurrently.
- 5.7. 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-costs i.e. Barrister costs associated with an employment tribunal and who will be responsible for those costs.

#### Pensions:

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

- 5.9. 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.
- 5.10. 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.

## **6. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 6.1 The contribution of £284.6K being sought by the RAA annually over the next three financial years appears reasonable when compared with Tower Hamlets (LBTH) direct cost of undertaking the adoption function. The intention is to transfer this amount to LB Havering (RAA host borough).
- 6.2 The one-off £42.7K being requested is to meet transitional management and back office costs of the RAA. It is assumed this would be funded from avoided inter-agency fees that would have been payable to the local authorities (LAs) within the RAA. Analysis of the previous inter-agency fees paid by LBTH indicates a payment of circa. £124K in the last three years to LAs within the proposed East London RAA footprint.
- 6.3 Redundancy costs may be incurred should any of the staff to be TUPE transferred to the RAA opt for early retirement although this is not currently envisaged.

## **7. COMMENTS OF LEGAL SERVICES**

- 7.1. The Education and Adoption Act 2016 amends the Adoption and Children Act 2002, so that local authorities are no longer required to maintain an adoption service within their area but may secure provision by other local authorities or registered adoption societies. The Secretary of State may direct one or more local authorities to make arrangements for all or any of their adoption



functions to be carried out on their behalf by another local authority or adoption agency, through the formation of regional or sub-regional adoption agencies ('RAA'). The Department for Education has strongly indicated that it expects all local authorities to make such arrangements to improve outcomes for children. Failure to enter into an RAA voluntarily may therefore result in the Secretary of State issuing directions to the Council to join a specific RAA.

### Procurement Implications

- 7.2. The changes required by the Education and Adoption Act 2016 and referred to in this report have the effect of the Council buying back its own services from Havering. However, the Council is entitled to do this without competition as regulation 12 of the Public Contracts Regulations 2015 allows a local authority to enter into a collaboration agreement for the provision of services provided that the intention is for both authorities to satisfy the carrying out of a similar function. Therefore, the proposal is lawful for the purposes of European Procurement law.
- 7.3. However, such a collaboration agreement does not allow for the generation of profit although the input from the members of a collaboration does not need to be monetary only. This can include the input of staff, facilities and other elements common to both authorities.
- 7.4. The Council will still be responsible for ensuring that such a collaboration agreement represents Best Value and therefore benchmarking with other such arrangements should take place as well as appropriate monitoring of outcomes to ensure quality of service is maintained. The monitoring identified in the report will allow the Council to meet this legal obligation.
- 7.5. It may be that the RAA will need to purchase further services for use by the member boroughs. However, whilst it is likely that the RAA (Havering) will carry out the relevant competitive exercises prior to the purchase, this does not absolve this Council of its duty to comply with the Procurement Law. Therefore, this Council should have an input in the methodology of procurement of items which we will ultimately use as part of the service.

### Employment and Equality Considerations

- 7.6. The transfer of this service will have staffing implications. It is very likely that TUPE will apply however the proposal to transfer staff to a location outside of the borough does raise some issues. Most employment contracts contain mobility clauses which provide that staff can be required to work at any of the Council's locations. Recent case law states that this can only relate to locations that were known to the employer and employees at the time of the contract. It did not and was not capable of including locations that became locations operated by the employer only after and as a consequence of the transfer.
- 7.7. This confirms the position that a change in location is potentially covered by the TUPE Regulations, although for each employee a view needs to be taken

about whether the effect of the change is substantial enough to constitute a material detriment to the employee and therefore result in the employee being deemed to have been dismissed rather than transferred (and therefore entitled to a redundancy payment).

- 7.8. Care must also be taken to ensure that any proposed structure and reorganisation of staff includes all relevant staff in the scope of the organisation from all the boroughs in the scope of the reorganisation.
- 7.9. When deciding whether or not to proceed with these decisions Cabinet must also have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristics and those who do not (the public sector duty). The equality analysis will be required to consider the impact on staff, and as this will need to consider all of the staff impacted by the move to an RAA, Havering will need to undertake this exercise to assess the overall impact across the four local authorities.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- None

### **Appendices**

- Adopt London East Full Business Case

### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- Pan-London RAA business case

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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.
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 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

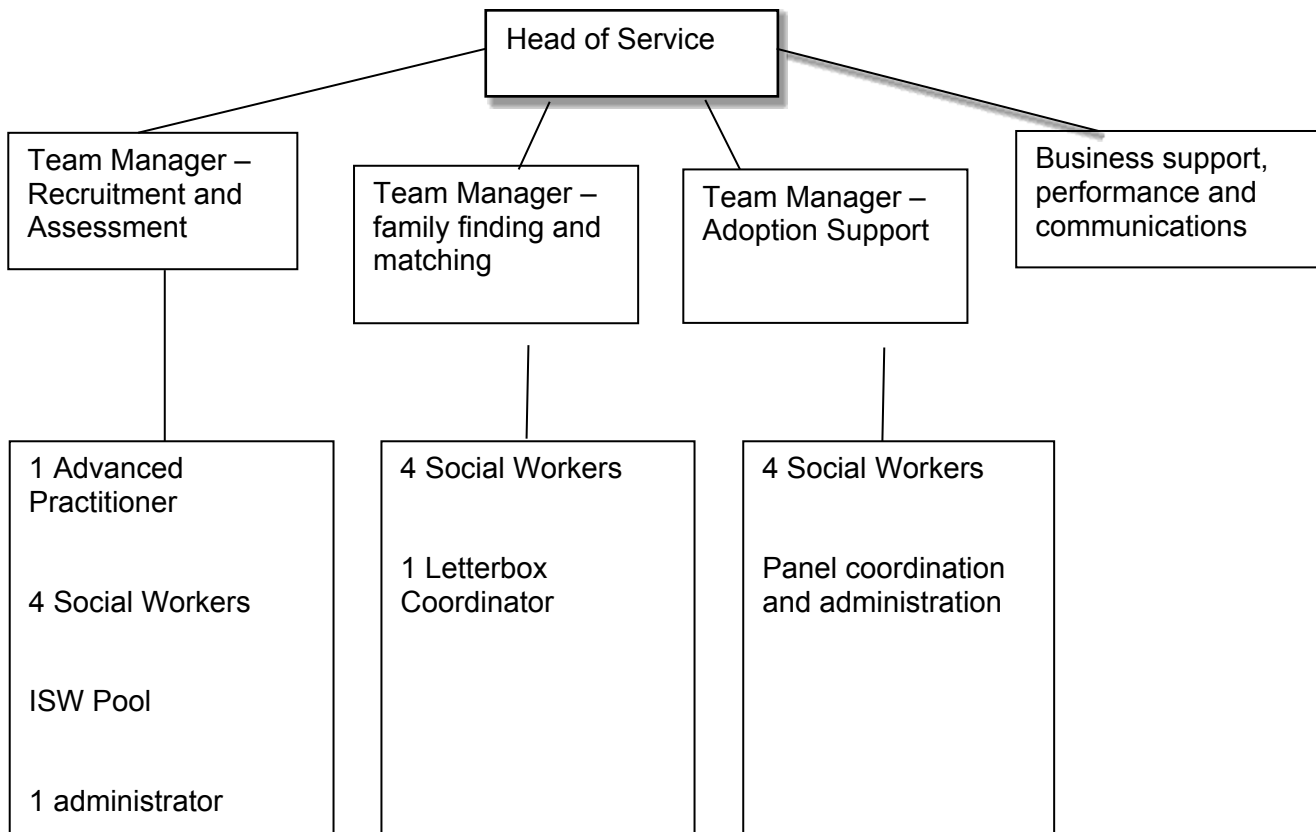
The proposed service delivery model is based on an evidence base of what works in Adoption and on initial consultation with adopters and key stakeholders. The detailed service design will be developed through co-production with staff and all key stakeholders as detailed in section 2.3. The rationale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





**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"> <li>- Children placed within East London</li> <li>- Improved placement choice</li> <li>- Improved adopter confidence</li> </ul>
Family finding and matching	57	60	65	70	<ul style="list-style-type: none"> <li>- Children placed in East London</li> <li>- Increased number of children adopted</li> <li>- Improved placement choice</li> <li>- Improved matching through placement with adopters known to agency</li> </ul>
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"> <li>- Fewer adoption disruptions</li> <li>- Improved outcomes for adopted children</li> <li>- Improved adoptive family satisfaction</li> </ul>

## 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
<b>TOTAL</b>	<b>1,398,183</b>
Cost of regionalised model	
Staffing costs	£1,327,960
Non Staffing costs	£279,396
<b>TOTAL</b>	<b>£1,607,356</b>
Variance	
<b>TOTAL</b>	<b>£209,727</b>

- 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 12<sup>th</sup> 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 11<sup>th</sup> 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

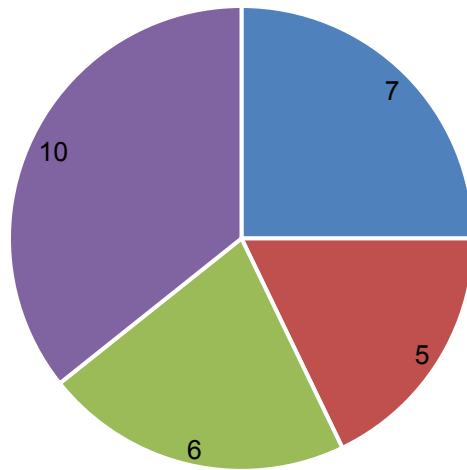
National rates of leaving care for adoption have fallen. The DfE statistical return 'Children looked after in England (including adoption), year ending 31 March 2017' Concludes that 'The number of looked after children who were adopted in 2017 decreased, continuing a decline we saw last year from a peak 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.

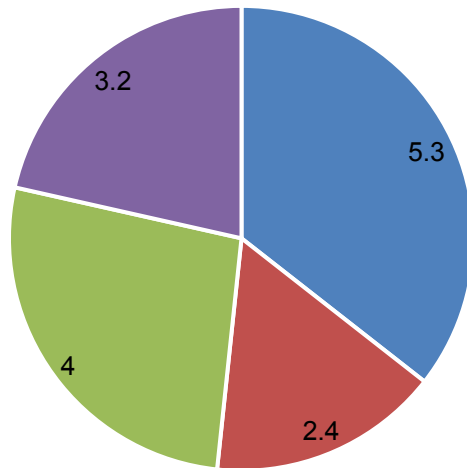
The London Courts are perceived to have a negative view of adoption. There is some evidence, however that improved parenting assessments, comprehensive early viability assessments and confident challenge to the court has positively affected the court position.

2016/17



■ Tower Hamlets ■ Havering ■ Newham ■ LBBBD

2017/18



■ Tower Hamlets ■ Havering ■ Newham ■ LBBBD

### 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.

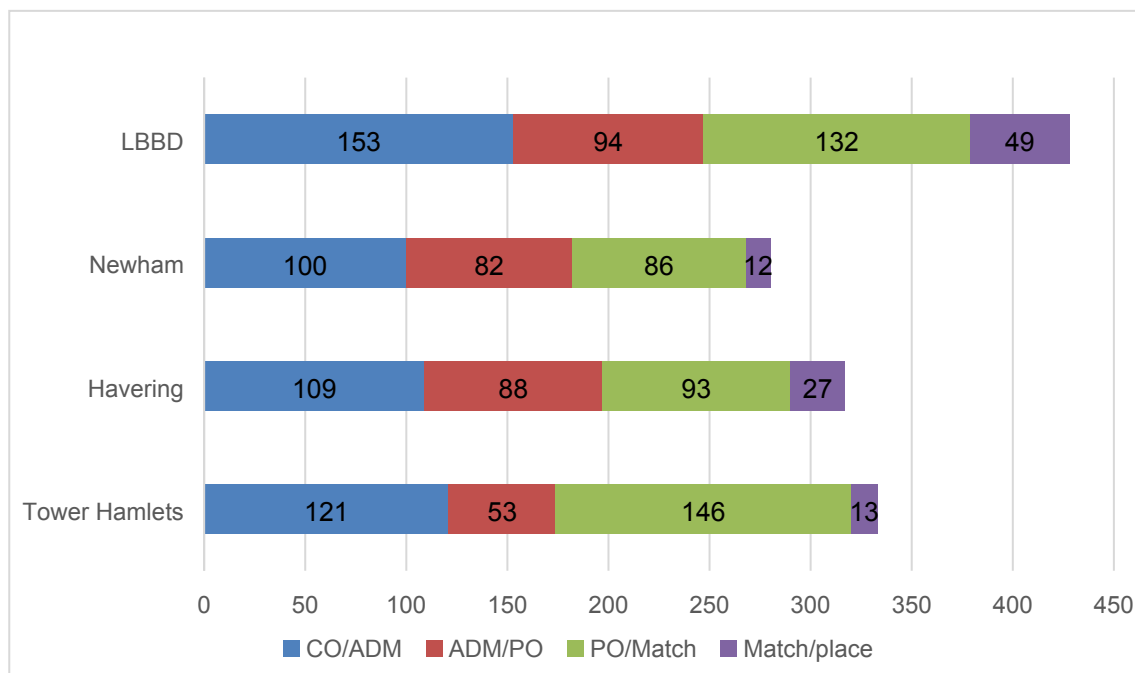
Not surprisingly, those Local Authorities who place more children in hard to place groups performed less well in timeliness.

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

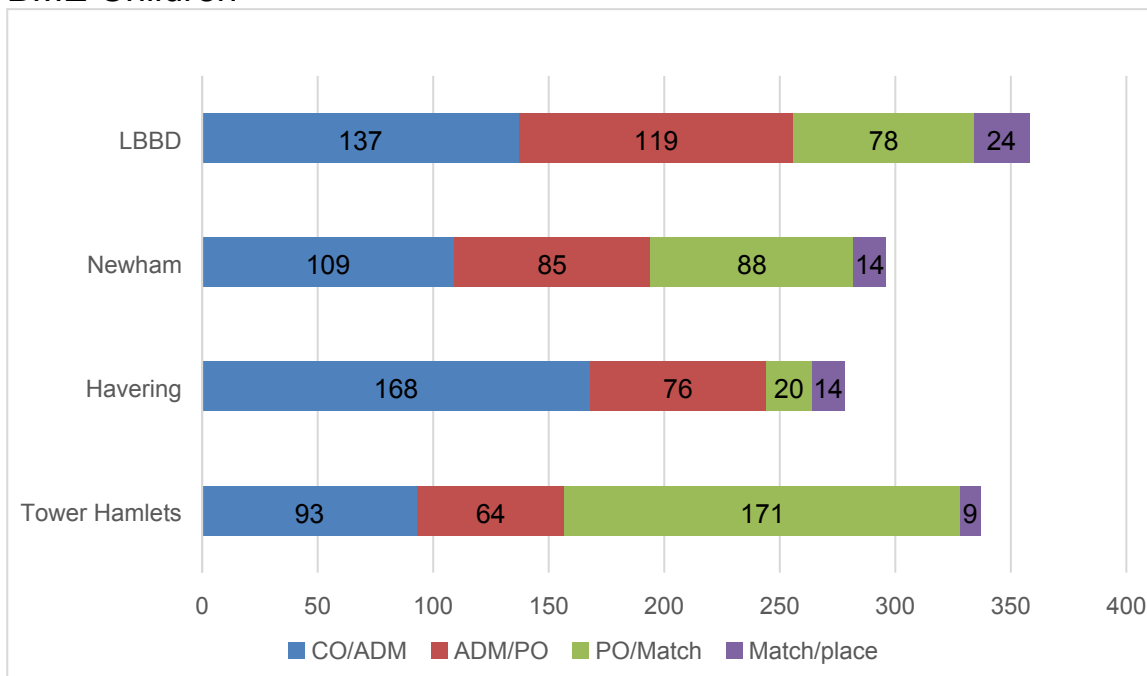


The table above shows average times in all stages for all children placed for adoption in 2017/18.

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.

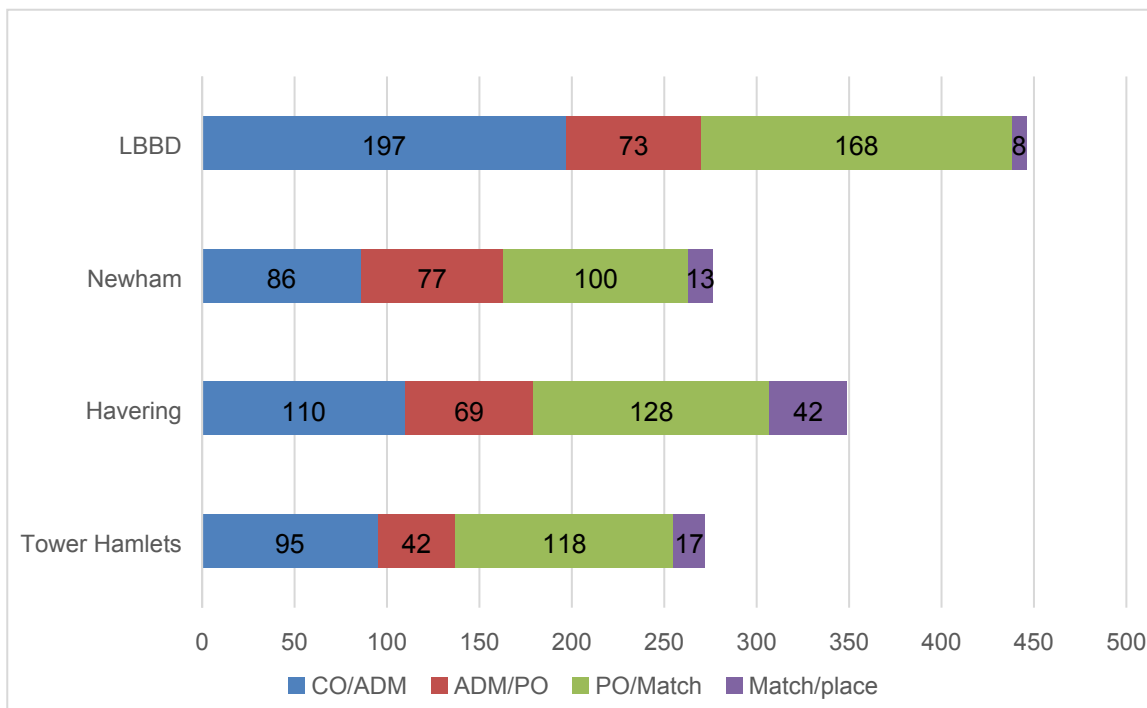
## BME Children



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.

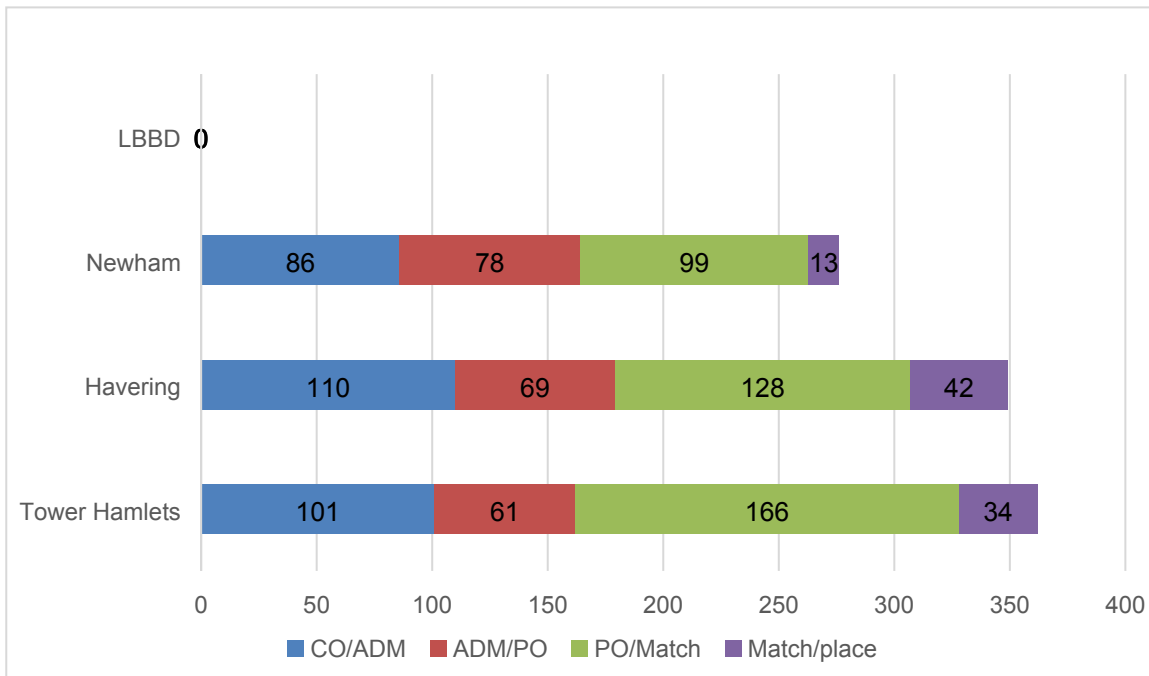
## Sibling Groups



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

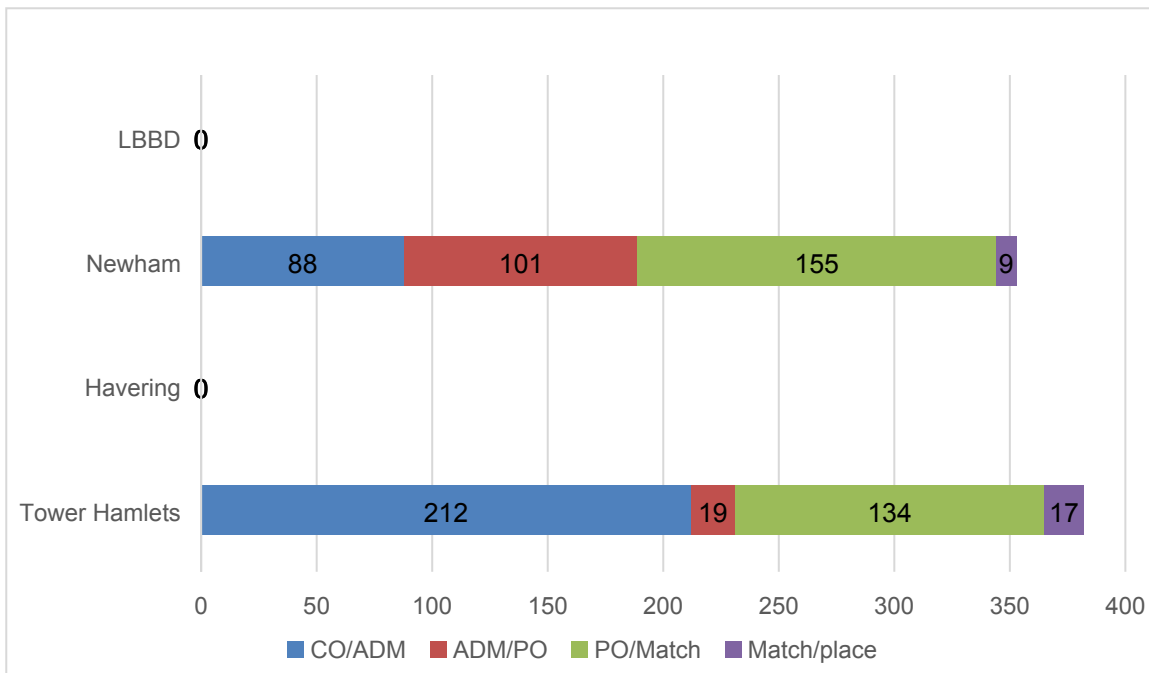
which took considerably longer to identify a match. If this group is excluded their timescales would reflect the pattern seen elsewhere.

### 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.

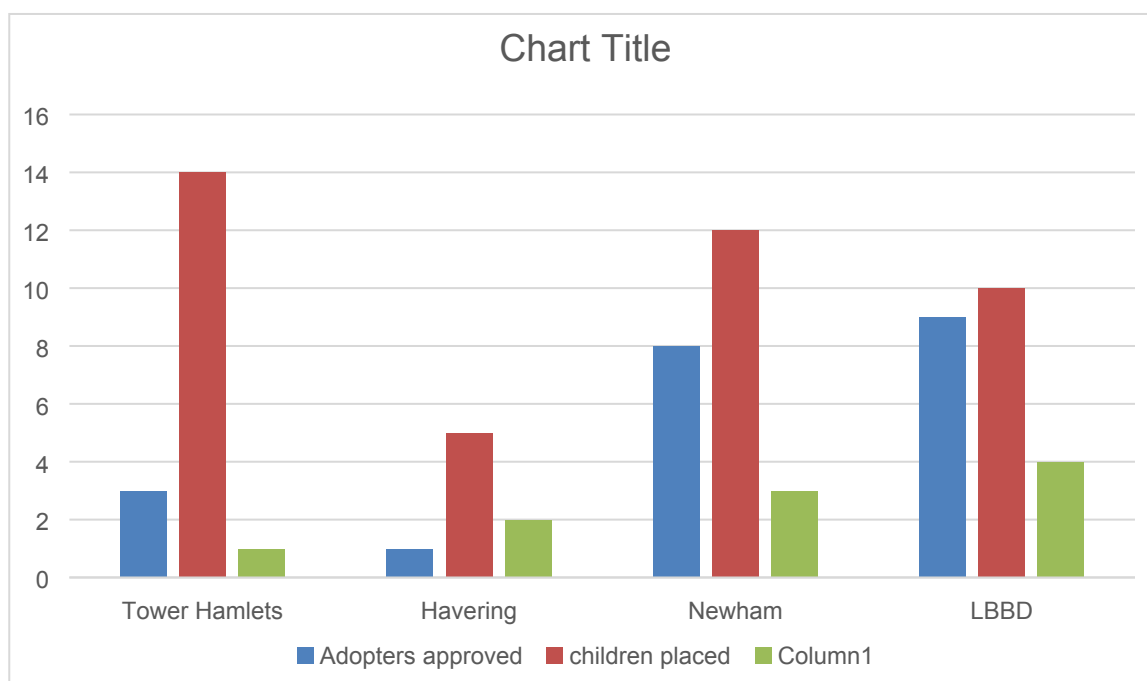
Early permanence provides children with stability at an earlier age and reduces the number of placement moves. It affords adopters the opportunity to parent their child from birth or from an early age. The evidence base for the importance of early bonding and nurture is clear. There are risks but where 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**

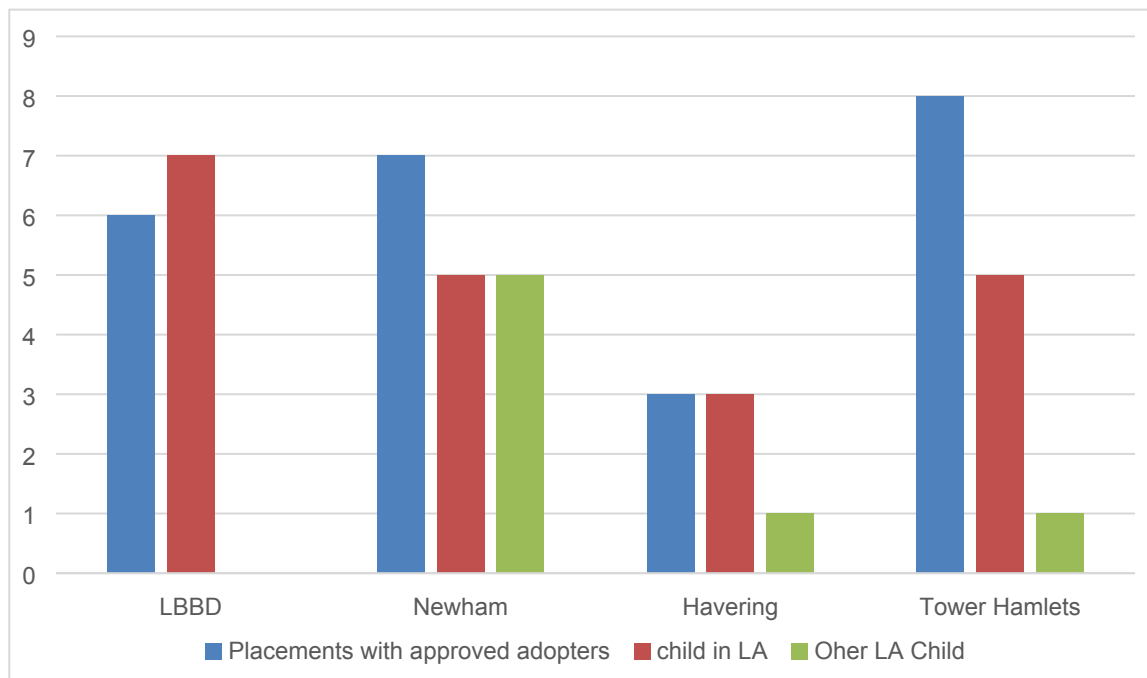
Numbers of adoptive families approved and numbers of placement families of children placed for adoption in 2017/18



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

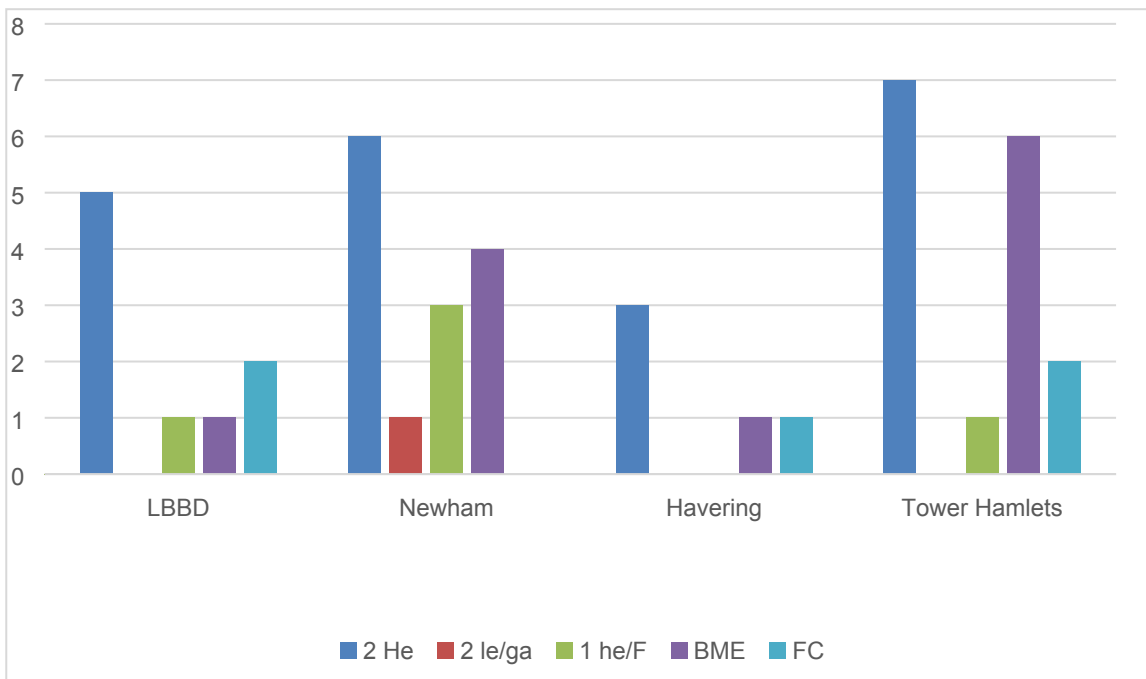


The numbers of approved adopters who had a child placed in year has been used as a measure as it evidences usability of the adopter cohort.

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. LBBB used all recruited adopters for in-house children.

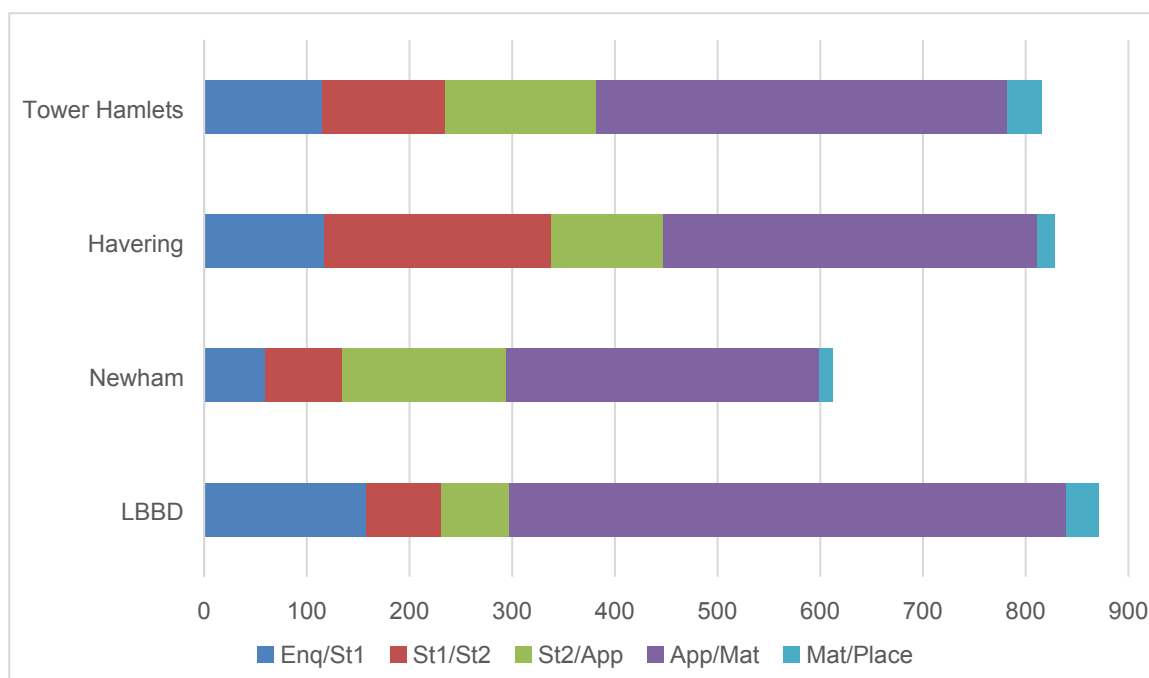
Adopters with a child placed in 2017/18 by type



**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.

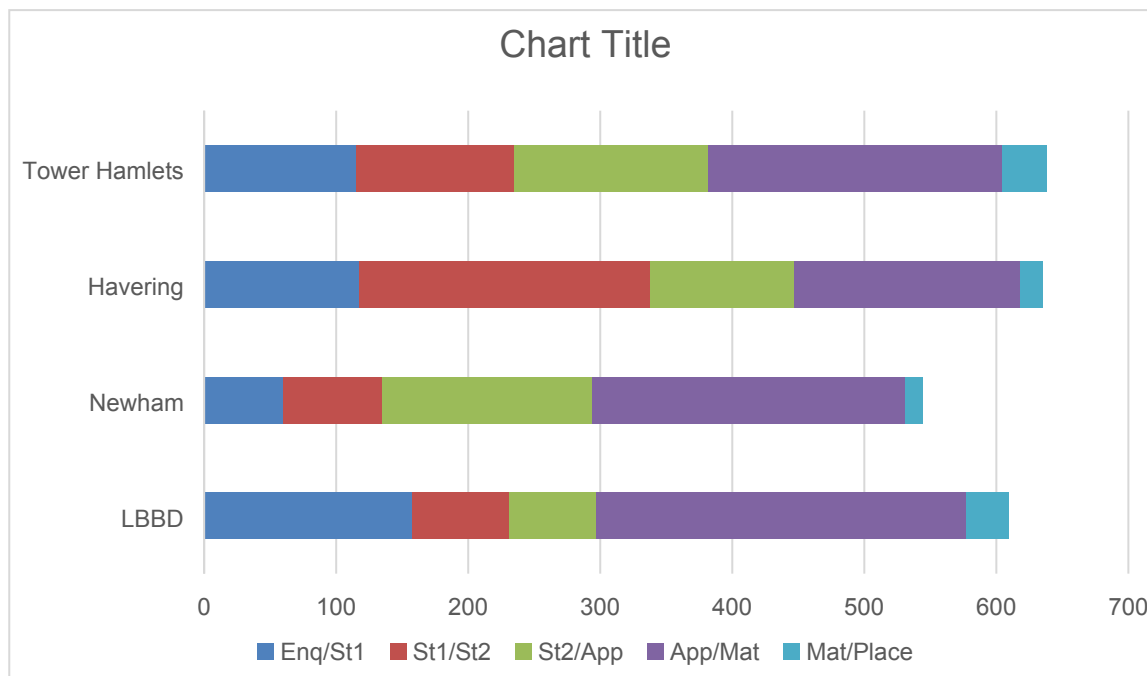
**BME and disability** - The number of adopters from BME populations and with an identified disability has been collated from all family types. For the purposes of this exercise, if either adopter in a couple is identified as BME the adoptive family has been recorded as BME. The Percentage of adopters 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 LBBD 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 12<sup>th</sup> 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
<b>RECRUITMENT AND ASSESSMENT</b>		
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	✓	
<b>PERMANENCE PLANNING</b>		
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		✓
<b>MATCHING AND PLACEMENT</b>		
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	✓	✓
<b>ADOPTION SUPPORT</b>		
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"> <li>• Support groups</li> <li>• Social events</li> <li>• Post adoption training</li> <li>• Independent Birth Relative services</li> <li>• Support with ongoing birth relative contact</li> <li>• Adoption counselling and training</li> </ul>	✓	
Financial support to adopters including adoption allowances		✓
<b>NON-AGENCY ADOPTIONS</b>		
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**

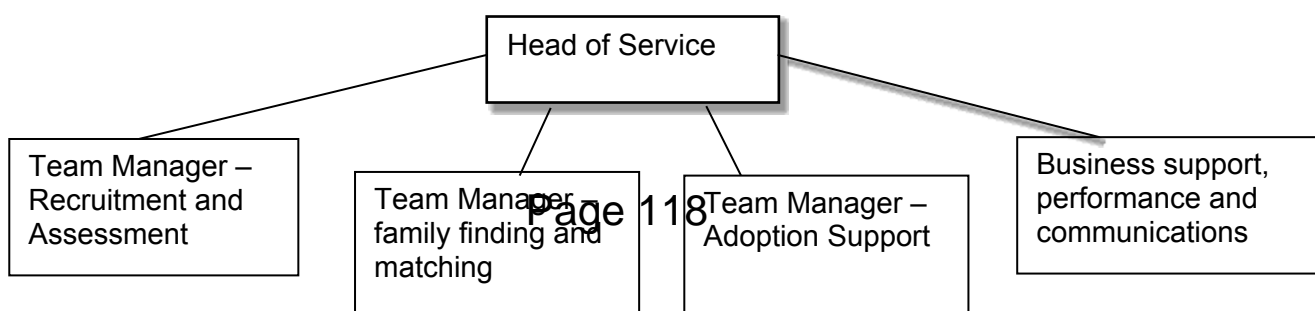
The proposed service delivery model is based on an evidence base of what works in Adoption and on initial consultation with adopters and key stakeholders. The detailed service design will be developed through co-production with staff and all key stakeholders as detailed in section 2.3. The rationale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

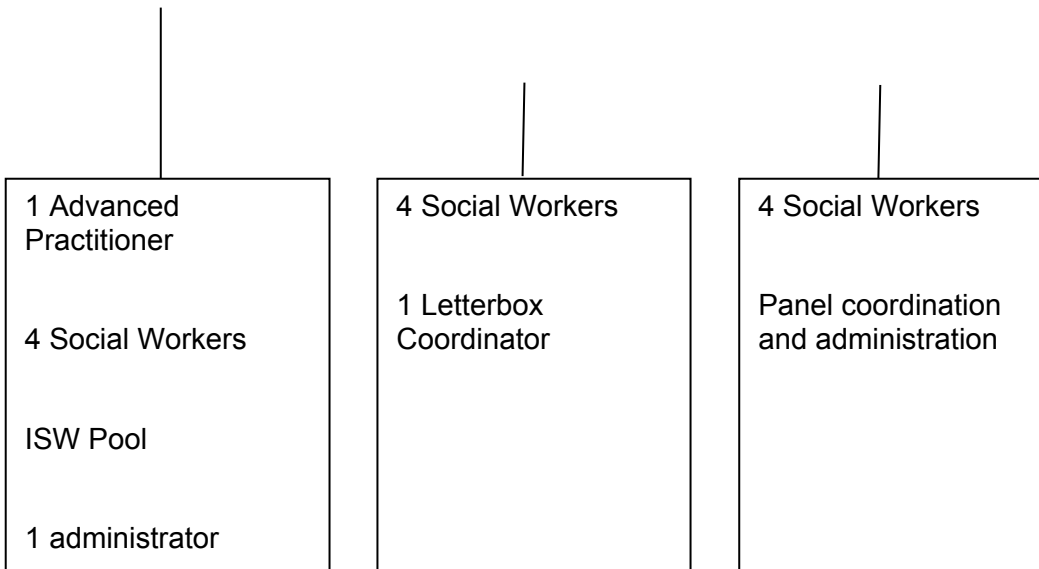
The service delivery model includes one head of service and three team managers who manage the three key thematic areas in Adoption; recruitment and assessment; family finding and matching and adoption support.

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

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

	accessed previously 'Keeping in touch' channels e.g. newsletters
<b>PHASE FIVE: The process and adoption</b>	
Keep updated and provide emotional support	Agency channels Peers
<b>PHASE SIX: After care</b>	
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

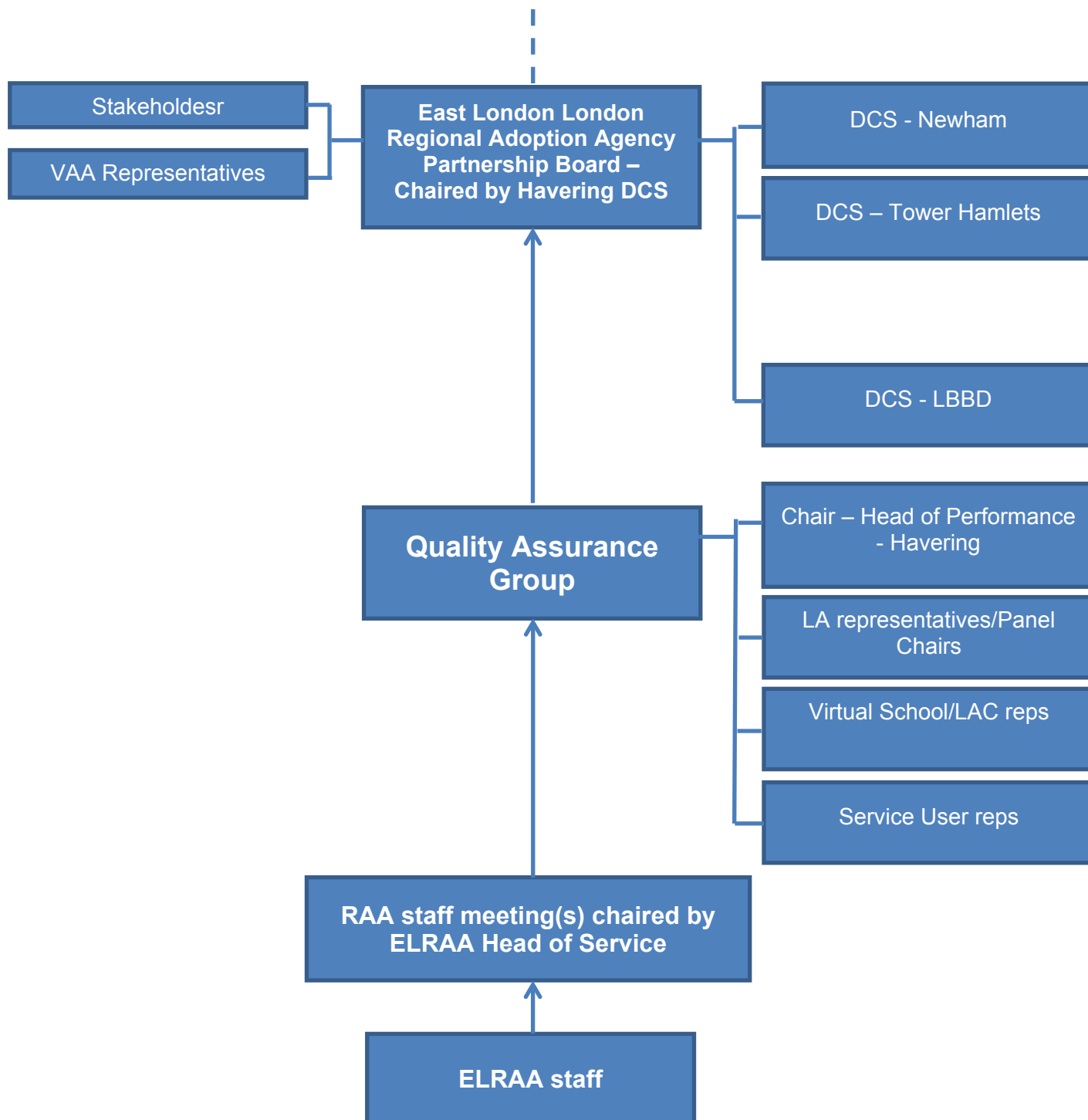
Directors of Children's Services (All LA's)  
 Cabinet Lead Member Children's Services (All LA's)  
 Head of Finance - HAvering  
 Head of Performance and Business Intelligence - HAvering  
 VAA Representative  
 Adopter representative  
 HUB representative

#### **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.

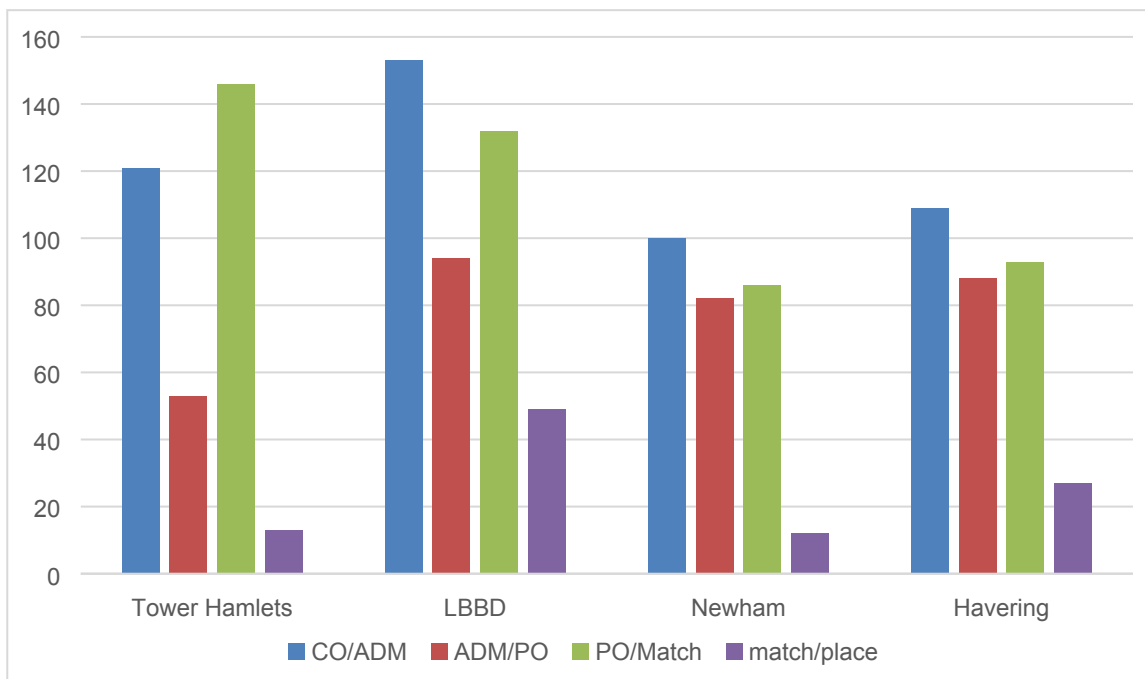
#### **The Shortfall**

- 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	<b>97</b>
ADM/PO	45	41	73	80	<b>239</b>
PO/Match	60	46	0	7	<b>124</b>
Match/Place	4	15	4	19	<b>42</b>
<b>Total</b>	<b>130</b>	<b>155</b>	<b>77</b>	<b>115</b>	<b>502</b>

### 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

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

### 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

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

### 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

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

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										■



<p><b>Cabinet</b></p> <p>30 January 2019</p>	
<p><b>Report of:</b> Denise Radley, Corporate Director Health Adults and Community</p>	<p><b>Classification:</b> Unrestricted</p>
<p>An Integrated Information and Advice Plan for Tower Hamlets</p>	

<b>Lead Member</b>	Councillor Denise Jones Cabinet Member for Adults, Health and Wellbeing
<b>Originating Officer(s)</b>	Warwick Tomsett, Joint Director, Integrated Commissioning
<b>Wards affected</b>	All
<b>Key Decision?</b>	Yes
<b>Forward Plan Notice Published</b>	20 December 2019
<b>Reason for Key Decision</b>	Impact on Wards
<b>Strategic Plan Priority / Outcome</b>	Better health and well-being

## Executive Summary

1. The Council's provision of information advice and advocacy services for health and social care are currently provided in isolation from each other and from other services across the system, resulting in information and advice being provided in a disjointed and inconsistent way, often leading to duplication, gaps and confusion without clear signposting to the services available or where these services can be accessed.
2. This paper sets out how the council plans to develop an integrated information, advice offer across health and social care and provide a new approach to the provision of information and advice which is joined-up, consistent and accessible for all residents in the borough.
3. In order to plan, design and deliver an integrated information approach, Cabinet is requested to approve an eight month extension to the existing Information Advice and Advocacy contract (AHWB4183) from 1 August 2019 to 31 March 2020.
4. This will align its end date with the Clinical Commissioning Group (CCG) funded Tower Hamlets Health and Advice Link contract and the information and advice work funded through the Local Communities Fund (from 1 October 2019) to enable a borough-wide review and redesign of how information and advice is provided and accessed across the Council, CCG and partner

organisations.

5. In line with the Strategic Plan (2018-21) priorities, a redesigned integrated information and advice service will allow residents to help themselves to a dynamic outcomes based service that is digitally innovative and will empower and support them to make healthy choices.
6. Cabinet (27 February 2018) has previously given the authority for the Information Advice and Advocacy Service contract (AHWB4183) to be extended to July 2019.

### **Recommendations:**

The Mayor in Cabinet is recommended to:

1. Agree the recommendation in this paper and authorise an eight month extension for the Information, Advice and Advocacy contract (AHWB4183) to align the end date with other commissioned services, and in doing so, allow for an appraisal and re-design of the various information and advice services in the borough to inform a new integrated information model and offer.

### **1. REASONS FOR THE DECISIONS**

- 1.1 The eight month extension to Real DPO Ltd will cost approximately £323,000 and is above the RCDA threshold, therefore Cabinet approval is required.

### **2. ALTERNATIVE OPTIONS**

2.1 The following options have been considered but are not recommended:

- Decommission the existing Information, Advice and Advocacy service and tender for the Independent Advocacy under the Care Act 2014 element only.
- Retender a similar service for eight months from July 2019 to March 2020 so that any new service will be aligned with the end of the Tower Hamlets Community Advice Network contract and the Tower Hamlets Health and Advice Link contract.
- Retender an Information Advice and Advocacy service for three/five years which will put on hold any opportunity to integrate this service with other commissioned services.

### **3. DETAILS OF THE REPORT**

- 3.1 The Council's provision Information Advice and Advocacy (IAA) for health, social care and welfare are currently provided in isolation from each other and

from other services across the system, resulting in information and advice being provided in a disjointed and inconsistent way, leading to duplication, gaps and confusion about where a resident should go if they require information and advice.

- 3.2 There is an abundance of information services available to residents in the borough. In 2013 the Council awarded the IAA contract to Local Link, a consortium of seven voluntary and community sector providers, in an attempt to address the fragmented nature of much of the information and advice services available at that time.
- 3.3 Since then a lot has changed and a range of services have emerged in the commissioning landscape which we need to take into. Clinical Commissioning Group (CCG) and Public Health funded services that were not previously commissioned (or in some cases didn't exist) will be considered, alongside other services such as those that will be funded through the Local Communities Fund (LCF) from 1 October 2019 to ensure that resources are used effectively to meet the broad range of information and advice needs and that a more integrated offer is in place.
- 3.4 The challenge is to find a way to coordinate services currently available in a coherent and joined-up manner in line with the duty the Care Act 2014 places on local authorities. In amongst services providing information advice and advocacy in Tower Hamlets are a number of commissioned services that can be brought together under a single integrated IAA offer to reduce duplication and create more efficient services.
- 3.5 **Commissioning an Integrated Information and Advice Offer**  
An integrated information and advice offer will set out a clear approach to information and advice that is integrated across health and social care (using the Tower Hamlets Together Partnership) and prevent inappropriate use of health and social care services by ensuring people have increased access to universal services where appropriate, including the range of community based services that are available.
- 3.6 It is current thinking that the statutory provision of independent advocacy under the Care Act 2014 will remain as a separate commissioned service; this approach however will be tested and further explored with providers as part of the wider work around the integrated offer.
- 3.7 There are a number of key information and advice related contracts that are due for renewal/re-commissioning within a relatively close time-frame (see table at 3.9). This presents the Council with an opportunity to explore options of combining resources to be more strategic; reduce duplication and ensure that the mix of services meet the needs of all residents through a more coordinated approach.
- 3.8 Voluntary and community sector advice services currently funded through Mainstream Grants will end in Sept 2019 when MSG is replaced by the LCF from 1 October 2019. The information and advice providers funded through

the LCF will deliver on an initial set of short/medium term outcomes and, alongside this, will work with the council and health partners, and their service users to coproduce longer term outcomes which will align with the new integrated approach.

3.9

<b>Service</b>	<b>Activities</b>	<b>Annual contract value</b>
Tower Hamlets Health and Advice Link (THHAL)	Social welfare advice, improving access to mental health services as well as immigration, employment advice. Refers onwards to specialist agencies.  Contract expires in March 2019 with the option to extend for up to two years with a 12 month break clause.	£195,000
Local Link	Information advice covering benefits and welfare, housing, employment adult social care. Also Care Act advocacy and general advocacy.  Contract expires in July 2019.	485,000
VCS advice and information services	General and specialist welfare advice as well as advice with casework/specialist casework.  Current funding arrangements end on 30 September 2019. From 1 October 2019, under the LCF, services will deliver on short/medium term outcomes, and work with the council on developing the integrated approach.	980,000
<b>Total</b>		<b>£1,660,000</b>

3.10 In addition to the above, there are a number of other services delivering information and advice in its broadest sense, such as the Community Navigators funded by Public Health, Care Navigation provided by ELFT and Social Prescribing commissioned by the CCG. Although these services may not be in scope for any joint commissioning in the immediate future they will be a key part of an overall joined up approach to information and advice provision.

3.11 The development of a plan for a clear offer and approach to information and advice that is integrated across health and social care will cover three areas:

- Redesigning and commissioning of universal information and advice services.
- An integrated information offer – what, how and where information will be provided to residents.
- A joined up ‘front door’ to Adult Social Care.

These are set out in more detail below.

3.12 A project working group has been recently established and will report progress into the Tower Hamlets Together Living Well work stream. The working group currently has key stakeholders from the following agencies:

- LBTH Adult Social Care
- THCCG/LBTH Integrated Commissioning
- LBTH Corporate Customer Access
- LBTH Public Health
- LBTH Community Commissioning (Tackling Poverty)
- GP Care Group

3.13 Representatives from East London Foundation Trust (ELFT) and Bart’s are currently being sought. Children’s services will be approached to establish interest in working jointly as the GP Care Group and Bart’s are keen to include both adults and children’s. More discussion will take place with these partners to better understand and explore how we can work in a more joined up way.

3.14 Commissioners of the above services have committed to jointly undertake a borough-wide appraisal on how information health, social welfare and advocacy is provided and accessed across CCG as well as partner organisations that provide information and advice services.

3.15 The findings from the review will inform the development of an integrated approach. This may impact on the future commissioning decisions for the combined £1.66m, and would need to be agreed by summer 2019 so that any resulting tenders were completed by March 2020.

#### **4. Redesigning and commissioning of universal information and advice services**

- 4.1 The appraisal and the resulting work to develop commissioning intentions/specifications will include both providers and service users (co-production) to ensure that any future model has the appropriate buy-in. Tower Hamlets Council and CCG will appoint an external partner to support the production of:
- An appraisal of existing health, social care and welfare advice provision commissioned by the Council and the CCG
  - A needs assessment for health and social welfare advice in Tower Hamlets.
- 4.2 A range of views will be sought from providers and service users about the effectiveness of the commissioning and operational arrangements for the provision of health, social care and welfare advice in the borough. This will be achieved through the following objectives:
- Establish current levels of need for health, social care and welfare advice provision in Tower Hamlets
  - Gather insight into the experience of residents who health, social care and welfare advice services in Tower Hamlets
  - Assess the performance and effectiveness of current partnership arrangements
  - Explore how primary and social care services and advice providers can work more effectively coordinate/integrate in order to address the wider social determinants of health
  - Make recommendations for how provision of health, social care and welfare advice should evolve and innovate.
- 4.3 The appraisal will run from January to April 2019. The estimated budget for this piece of work is £30,000. The review will make use of a range of data sources held by the Council and CCG to produce an appraisal of current arrangements and a needs assessment for health, social care and welfare advice in Tower Hamlets.
- 4.4 No decision has been made on who will carry out this appraisal. A number of local organisations that have the capacity and experience to carry out the appraisal of this nature, such as Toynbee Hall, Queen Mary University of London and Advice UK will be considered. In appointing an organisation we will do so in accordance with the Council's procurement rules.
- 4.5 Based on these outputs, the Council and the CCG will work with local providers to co- design and commission a model of provision which both meets the needs of the local population and achieves the best possible value for money.
- 4.6 Through this work, we will have up-to-date data on the IAA needs in the borough and will be in a better position to determine whether a bespoke



information and advice service or whether a more co-ordinated, integrated approach through existing services is more appropriate.

**5. An integrated information and advice offer**

- 5.1 An integrated information and advice offer will set out how, what and where people access information and advice e.g. through the Council's and partner organisations webpages. It will ensure that wherever people access information and advice, whether on line or in a setting, the information and advice is coordinated and consistent.
- 5.2 Currently information about adult social care exists on the Council webpages, but this is limited, with few links across to health related information or to Tower Hamlets Together. Information could be provided in a more joined up and seamless way for residents. Previous work started as part of the Tower Hamlets Together vanguard around a public facing portal will be revived and brought under the integrated offer.
- 5.3 The Council, through Agilisys, commissions Public Consulting Group (PCG) to provide an 'Assist' information portal, community catalogue and e-market place. However, only the community catalogue function is currently live, so there is underused functionality, that if utilised could support the Council and its partners to deliver a full range of Care Act compliant information/sign-posting service that could prevent people needing to be unnecessarily brought into the health and social care system by diverting them to appropriate universal support.
- 5.4 In addition to the information and advice pages, the directory and the e-marketplace, the Assist portal can provide a range of other functionality. Some of these would be at additional cost and will be explored as part of other projects, such as the Independent Living Project (around equipment and assistive technology). Additional functions include:
- Links to NHS Choices
  - Online equipment store
  - Self-assessment forms / triage for referral directly into Initial Assessment 'front door'
  - Online support plans
  - Virtual Wallets (similar to payment cards)
  - Social prescribing solution – including condition code matching to directory providers and face to face booking system
  - Micro commissioning and dynamic purchasing functionality
  - Mobile apps
  - Artificial intelligence chat bots
  - Contract performance monitoring
- 5.5 Initial discussions with the GP Care Group around the portal have been positive and they have agreed to be part of the project working group to take this forward. As noted above representation from ELFT and Bart's is being sought.

5.6 As part of the development of the Information Plan the underused functionality will be addressed with a clear plan for rollout of the functionality and work will be undertaken to explore the other functionality that could support the wider information and advice offer, including how it links with other existing solutions such as the Open Objects directory used by Public Health and the Idea Stores.

5.7 The contractual arrangements via Agilisys will need to be novated back to the Council so there are opportunities to review the system to ensure it can meet the information and advice requirements of the Council and its partners.

## **6. A joined-up 'front door'**

Discussions around potential opportunities for joining up the Council's front door (customer contact centre) with the adult social care front door (initial assessment team) is ongoing and there has been some exploration of other potential join-up with health services such as the Single Point of Access. This is at an early stage and there is still some confusion around different language being used across partners and what is really meant by a joint front door.

6.1 The existing joint front door/single point of access work will move into this project to ensure that any proposals are formulated as part of an overall offer for information and advice that is supported by universal services and the right technology e.g. an online portal. A representative from the Council's corporate customer access team will join the project working group.

## **7. Options**

### **7.1 Option 1: (The preferred option) Redesign and commission a universal information and advice service**

An integrated information and advice offer will set out a clear approach to information and advice that is integrated across health and social care and prevent inappropriate use of health and social care services by ensuring people have increased access to universal services where appropriate, including the range of community based services that are available.

7.2 In order to plan, design and deliver an integrated information approach, an eight month extension to the Information Advice and Advocacy will align the end date with the Tower Hamlets Health and Advice Link contract and the VCS advice services as they move from Mainstream Grant Funding to the LCF.

7.3 This will also allow for a borough-wide appraisal and re-design of how information is provided and accessed across the CCG and partner organisations that provide information and advice services.

7.4 **Option 2: Decommission the existing Information, Advice and Advocacy service and tender for the Independent Advocacy element only.**

An impact assessment would need to be carried out to ensure that needs of service users accessing this service can be satisfactorily met by other information and advice provision in the borough. Under this proposal, an independent advocacy service under the Care Act 2014 will need to be commissioned.

7.5 Also, the Council would be less able to utilise the knowledge and experiences of the existing provider to contribute to the review, and would probably lead to less successful engagement / co-production as there would have a shorter period to engage with them (compared to Option 1).

7.6 Real DPO is the lead organisation in a consortia model for the IAA service. Real DPO are also the existing provider for the Direct Payments Support Service (DPPS) – which is out for tender now. The organisation primarily supports people with a disability. According to their website, all board members and 75% of front-line staff are disabled.

7.7 As an organisation they are overly dependent on the two contracts they hold with the council. Any changes to these two funding streams would need to be carefully managed to negate any potential damage to the council's reputation, and the impact on Real's service users.

7.8 **Option 3: Retender a similar service for eight months from August 2019 to April 2020**

This will align the new service with Tower Hamlets Community Advice Network contract and the Tower Hamlets Health and Advice Link contract and allow for an integrated information offer to be developed (see Option 1).

7.9 However, an eight month contract would not be appealing to the market and any procurement exercise for an eight month contract period is likely to be unsuccessful.

7.10 **Option 4: Retender an Information Advice and Advocacy service for three/five years**

This option would put on hold any opportunity to integrate this service with other commissioned services and a procurement exercise would have to begin by the end of December/start of January 2019 to be completed in time for a service start date of August 2019.

## **8. Next steps**

The project working group arrangements will be finalised and a detailed project plan with key milestones and tasks will be developed in order to redesign and deliver an integrated universal information and advice service. This will include benchmarking with other councils to see what approaches are being taken and the type of models that are being implemented.

## **9. EQUALITIES IMPLICATIONS**

- 9.1 A full equalities impact assessment will be included in the appraisal of existing information and advice type services. It is considered that by co-designing and delivering a new integrated information and advice offer, the service will be an improvement on the existing array of services and will contribute to minimising inequality in the borough and produce better outcomes for residents.

## **10. OTHER STATUTORY IMPLICATIONS**

### **10.1 Best Value Implications**

The Best Value duty requires the Council to make arrangements to secure continuous improvement in the way its functions are exercised having regard to a combination of economy, efficiency and effectiveness. The proposed option will provide a more cost effective method of service provision and improve services to residents.

### **10.2 Consultation**

The Council and the CCG will work with local providers to co-design and commission a model of provision which both meets the needs of the local population and achieves the best possible value for money. The proposed model (Option 1) will create efficiencies in service delivery and in monitoring requirements.

- 10.3 In setting up the LCF a series of workshops with organisations that deliver an information and advice service has already taken place. The planned appraisal will use the findings from these workshops and build on this work by gathering insight into the experience of residents who use health, social care and welfare advice services in the borough.

## **11. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 11.1 The information, advice and advocacy service contract (Local Link) was previously extended to July 2019 following approval at Cabinet in February 2019. This report is requesting a further eight month extension to March 2020, which will align the end date with a number of other commissioned services, and support the appraisal and design of a new integrated information model and offer across both the Council and Health.
- 11.2 The eight month extension will cost £323,000, and will be met from the existing budget for this service provision.
- 11.3 The appraisal work to develop commissioning intentions and a specification for the proposed integrated information model is estimated to cost £30,000, and will be jointly funded by Health, Adults and Community and Resources directorates within existing resources.

## **12. COMMENTS OF LEGAL SERVICES**

- 12.1 The Council has a legal duty to subject the purchases it makes to competition. This is in order to demonstrate Best Value and to comply with the law generally relating to Procurement.
- 12.2 However, in this case there are compelling reasons that this purchase should not be subjected to competition at this stage. This is because to do so would not allow for the Council to align this service with other contracts for which the Council has recently become the responsible commissioner.
- 12.3 The procurement law generally is designed to prevent contracting authorities from acting anti-competitively. The actions in the report are to be taken in order to align the relevant services rather than to avoid competition. The realigned services will also then be subject to competition following the review.
- 12.4 At this stage the decision will cause a continuation of the same services and therefore it is unlikely that this decision will require any further considerations in respect of the Council's Equality Duty.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- None

### **Appendices**

- None

**Background Documents – Local Authorities (Executive Arrangements)  
(Access to Information)(England) Regulations 2012**

- None

**Officer contact details for documents:**

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<p><b>Cabinet</b></p> <p>30 January 2019</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Ann Sutcliffe, Acting Corporate Director, Place</p>	<p><b>Classification:</b> Partly Restricted</p>
<p><b>Letting of first floor of Bethnal Green Library</b></p>	

<b>Lead Member</b>	<b>Mayor John Biggs, Responsibility for Asset Management</b>
<b>Originating Officer(s)</b>	Richard Chilcott, Acting Divisional Director, Property and Major Programmes
<b>Wards affected</b>	Bethnal Green
<b>Key Decision?</b>	No
<b>Forward Plan Notice Published</b>	20 November 2018
<b>Reason for Key Decision</b>	n/a
<b>Community Plan Theme</b>	<b>A great place to live, and a healthy and supportive community</b>

### Executive Summary

Bethnal Green Library has been underused for several years with the changes to the space required to deliver library services with the first floor space largely redundant. In 2017 options for upgrading the building and increasing the use was investigated. Following a substantial refurbishment programme partly funded with GLA grant to provide work space, officers in Asset Management undertook a marketing exercise for this first floor space and have received offers for using the space for start-up/business space. The best offer was received from Barts NHS Trust.

### Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree to the grant of a 7 year lease to Barts NHS Trust for the rent commencing at £60,000 pa.
2. Delegate to the Acting Corporate Director of Place in liaison with the Corporate Director Governance, authority to enter into any detailed negotiations and to enter into the legal documentation in order to give effect to the decision.
3. Note the Equalities Impact Assessment / specific equalities considerations as set out in Paragraph 4.1.

## **1. REASONS FOR THE DECISIONS**

- 1.1 Parts of the building used as Bethnal Green Library have been under occupied for several years. This proposed letting will allow the first floor to be put back into use.
- 1.2 The Council's Whitechapel Delivery Project team had secured funds in the form of a grant from the GLA to support the delivery of new work space in the area. Bethnal Green Library was identified as suitable for letting and the GLA agreed to include Bethnal Green Library in the funding allocation. This funding has been used to improve the overall condition of the building and made the first floor accessible and lettable.
- 1.3 This site in addition to being under occupied has been very expensive in terms of general maintenance and running costs. Securing a letting of the first floor will not only provide a rental income but will also spread the running costs of the site.
- 1.4 This report has been presented to Cabinet as the transaction has a value of over £250k over the duration of the term.

## **2. ALTERNATIVE OPTIONS**

- 2.1 Leave everything as is – This is not an option as the Council cannot continue to bear the burden of all the maintenance and running costs. The funds from the GLA if not deployed would have been clawed back. The business case for the refurbishment could only be justified with the plans for securing a tenant.
- 2.2 Relocate Library and redevelop site – This library is a popular community resource, well located and has no other suitable space to relocate to. In addition, the building is listed building under s66 of the Planning (Listed Building and Conservation) Act 1990 making it more difficult to redeveloped and/or change its uses.

## **3. DETAILS OF THE REPORT**

- 3.1 Bethnal Green library is a two storey building comprising 1,318 sqm and laid out as 5 main rooms, three on the ground floor and two on the first as shown on the plans attached at Appendix 1. With the changes in delivery of library services, only one main room on the ground floor is currently in use as a library. The upper floor had become dilapidated and used for general storage purposes. The ground floor rooms whilst used very occasionally are in need of refurbishment and modernisation.
- 3.2 The building is a Grade II listed and originally opened as a library in 1922. The first floor accommodation comprises of a net internal area of 3898 sq ft.
- 3.3 In 2017 it came to light that whilst the building was under occupied running and maintenance costs were very high. Council Officers reviewed the options



for improving the use of the building and generating income. It was proposed that the ground floor be used for events and the upper floors rented out.

- 3.4 In terms of potential uses for the upper floors, the Council secured GLA funding on the basis of developing affordable workspace. The geographical area for using this funding was restricted and the Bethnal Green Library site was identified as the only space that the Council could deliver the workspace use.
- 3.5 The GLA funding was used along with internal funds to refurbish and repair the roof, overhaul the windows, replace the external drainage, refurbish the toilets, upgrade the lighting and improve the internet capacity of the first floor and install a lift between the ground and first floors. Council Officers are currently looking at how the ground floor can be refurbished and put back in to use.
- 3.6 Letting agents were procured by Council Officers to find work space providers capable and willing to deliver quality space.
- 3.7 After nine weeks of marketing, the agents received offers from four organisations. A detailed breakdown of the four offers is shown at An 2. The letting agents reviewed all of the offers for the space and provided the Council with a report and recommendation as to the best offer received which was from Barts NHS Trust who wish to create flexible space for start up and small businesses associated with the Barts Life Sciences Project.
- 3.8 The offer was based on:
- |                   |   |
|-------------------|---|
| Term:             | 7 years with break clauses on the fifth and seven anniversary of the Term                     |
| Rent:             | Initially £60,000 per annum increasing to £78,000 on the third anniversary of the Term        |
| Use:              | Workspace for start-up and small businesses associated with the Barts Life Sciences Project   |
| Service:          | Their offer assumes a Service Charge of approx £5,000 pa                                      |
| Special Requests: | Disability Discrimination Act compliant wc to be provided and a three month rent free period. |
- 3.9 Match with Corporate objectives & Community Plan
- 3.10 Tower Hamlets Strategic and Community Plans set out a variety of issues in the Borough and covers corporate priorities. The plans for creating workspace and specifically the Barts proposal supports several of the Council's

objectives and assists in addressing some of the issues in the Borough. Some of these objectives are outlined below:

<b>Tower Hamlets (TH)Corporate strategy/Community Plan objectives</b>	<b>Vision</b>
TH recognises that there is high levels of persistent unemployment in the Borough	The workspace accommodation will offer flexible and affordable space to individuals and small businesses involved in the field of life sciences. These plans will clearly assist in creating employment opportunities.
Develop Cross cutting partnerships	This project will be delivered in collaboration with the Barts Trust and Queen Mary University of London (QMUL). Barts also works with Capital Enterprise and other organisations and are very experienced in partnership working.
Health issues for T H develop up to 10 years earlier for TH residents	T H residents will benefit from the works arising out of the field of Life Sciences.

### 3.11 Fit with the GLA Grant

3.12 Barts has recognised that there is demand for Life Science skills in the UK. Bethnal Green Library is seen as providing opportunity for individual, start-ups and growing businesses in the health care innovation sector to work collaboratively with the support of the Bart's Life Science team. The Bart's Life Science team will provide access to clinical professionals, business support and connections to wider life science professionals across London.

3.13 Barts Life Science already work collaboratively with Capital Enterprise, and the Digital Catapult. Barts intends to model the Bethnal Green Library opportunity on the Health Foundry work space where organisations and individuals can access space on a variety of flexible terms.

## 4. **EQUALITIES IMPLICATIONS**

4.1 There are no specific equality opportunity implications but this transaction will enable small organisations and individuals to start and expand businesses in life sciences in flexible and affordable accommodation. The location of the premises may also give rise to local employment opportunities.

## 5. **OTHER STATUTORY IMPLICATIONS**

### 5.1 **BEST VALUE (BV) IMPLICATIONS**

Council Officers can confirm that the transaction constitutes best value. The site has been extensively marketed for several weeks and formal offers for renting the premises were received and evaluated as shown at Appendix 2 of this report.

### 5.2 **RISK MANAGEMENT IMPLICATIONS**

<b>Risk</b>	<b>Mitigation</b>
That the service charges estimated by the Council are higher than those assumed in the offer from Barts.	The true costs of the service charges will be reviewed by relevant Council Officers to ensure that they are correctly apportioned.
That the length of time between when offers were received and permission granted to proceed may result in a loss of interest from Barts.	Council Officers must communicate with all parties and instruct Legal Services as soon as possible to commence the legal process.
As Barts offer is subject to board approval, there is always the risk that approval may not be forthcoming or varied.	Council Officers have been advised that board approval can run in parallel with detailed lease negotiations. Council Officers will ask Barts to keep their board abreast with what is happening so any concerns may be dealt with early.
Barts offer is subject to the provision of a disabled wc	Council Officers will work closely together to understand how any disabled WC may support the first floor space. Non compliance with this requirement may impact on the financial offer and even interest in the letting of the premises.

## 6. **COMMENTS OF THE CHIEF FINANCE OFFICER**

- 6.1 A capital refurbishment and improvement programme has recently been undertaken at Bethnal Green Library, which included works to create affordable workspace on the first floor of the building. This element of the project, at an approximate capital cost of £193,000, was partly funded via a grant of £120,000 awarded from the GLA's High Street Fund to finance the delivery of affordable workspace to create jobs and support local SMEs.
- 6.2 This report seeks approval to award a lease to the Bart's NHS Trust for the newly refurbished first floor space. The lease will be for a seven year period, commencing at an annual rental of £60,000 which will increase to £78,000 per annum from year 3 for the remainder of the lease period.

6.3 Bethnal Green Library is managed and accounted for within the Council's Corporate Landlord function. The rental income generated from the lease arrangements will therefore support this budget.

## **7. COMMENTS OF LEGAL SERVICES**

7.1 The report seeks Cabinet approval for the grant of a lease of part of what was Bethnal Green Library at market value. The grant will amount to a disposal and requires Cabinet consent as the rental value will exceed an aggregate of £250,000

7.2 The Council's disposal powers are pursuant to section 123 of the Local Government Act 1972 which states that the Council may dispose of its land in any manner that it may wish. However, except in the case of a short tenancy (i.e. leases of less than seven (7) years), the consideration for such disposal must be the best that can reasonably be obtained. Otherwise the Council requires consent of the Secretary of State for the disposal. The report indicates that the rent to be received represents the best that can reasonably be obtained from the evaluation carried out and summarised at Annex 2 of this report. Further the proposed term is seven years.

7.3 The Council's procedure for disposals and lettings, adopted at Cabinet on 8th April 2015, specifies that disposals may be by one of the following means: (a) informal tender; (b) formal tender; (c) auction; and (d) sale by negotiation. The procedures provide that the Director, Corporate Property and Capital Delivery will determine the most appropriate method of disposal, based on the type and location of the property and the prevailing property market, and subject to the Council meeting its legal requirements. In this case, the disposal has been by informal tender and negotiation. This is referred to in paragraph 3.7 of this report and as shown in the Appendix 2 to this report.

7.4 The Council is obliged as a best value authority under section 3 of the Local Government Act 1999 to "make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness". The information within the report suggests that the proposed disposal will secure the objectives set out in the 1999 Act.

7.5 The Council is required when exercising its functions to comply with the duty set out in section 149 of the Equality Act 2010, namely to have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity between those who share a protected characteristic and those who do not, and foster good relations between those who share a protected characteristic and those who do not. The information within the report suggests the proposed disposal will help to secure these objectives.

## **Linked Reports, Appendices and Background Documents**

### **Linked Reports**

None

### **Appendices**

Appendix 1 – Site plan

Appendix 2 – Offers (Exempt – Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)

### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

None

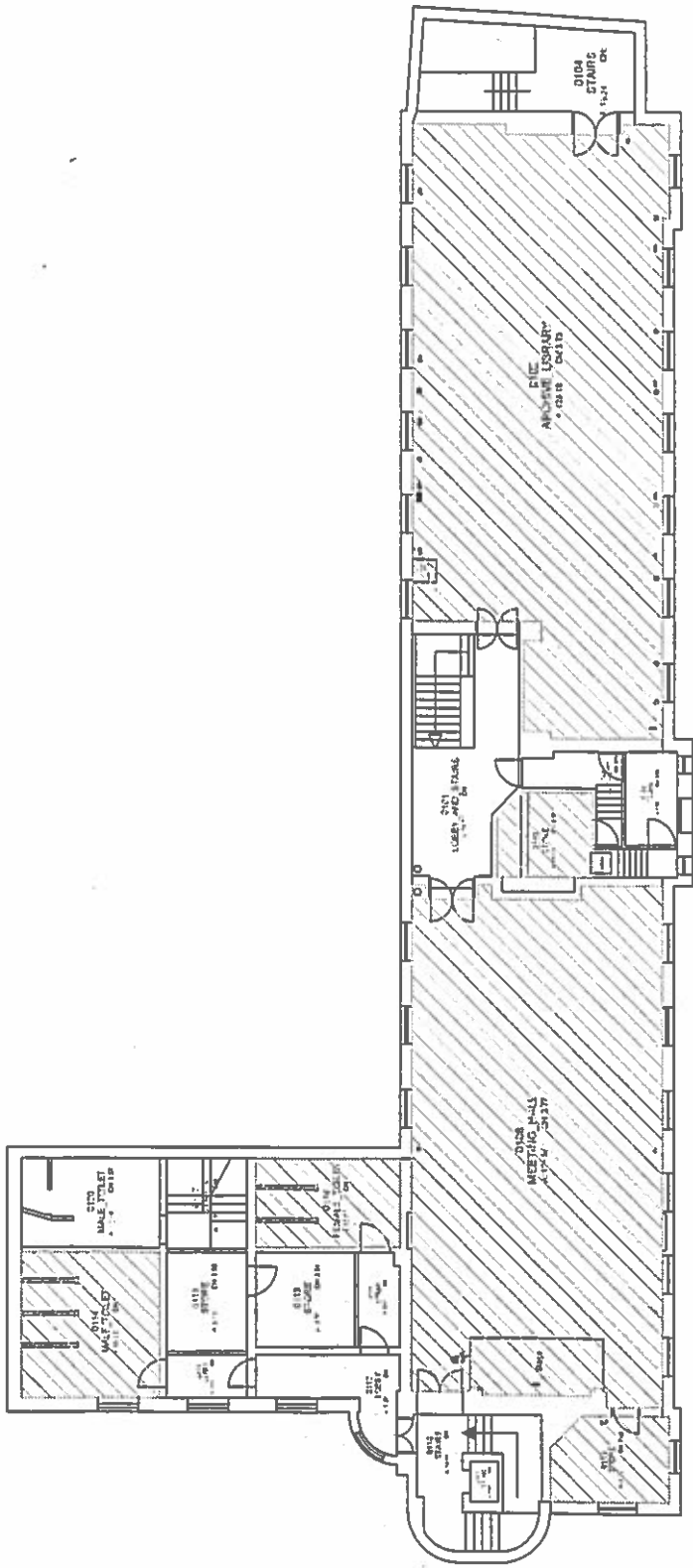
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