

**MEETING**

**POLICY AND RESOURCES COMMITTEE**

**DATE AND TIME**

**TUESDAY 5TH DECEMBER, 2017**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BG**

**TO: MEMBERS OF POLICY AND RESOURCES COMMITTEE (Quorum 3)**

Chairman: Councillor Richard Cornelius  
Vice Chairman: Councillor Daniel Thomas BA (Hons)

Dean Cohen  
Tom Davey  
Paul Edwards  
Anthony Finn

David Longstaff  
Alon Or-bach  
Ross Houston  
Alison Moore

Sachin Rajput  
Barry Rawlings

**Substitute Members**

Melvin Cohen  
Alan Schneiderman

Geof Cooke  
Mark Shooter

Arjun Mittra  
Reuben Thompstone

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Thursday 30 November at 10AM. Requests must be submitted to Kirstin Lambert; 02083592177 [kirstin.lambert@barnet.gov.uk](mailto:kirstin.lambert@barnet.gov.uk)

**You are requested to attend the above meeting for which an agenda is attached.**

**Andrew Charlwood – Head of Governance**

Governance Service contact: Kirstin Lambert; 02083592177 [kirstin.lambert@barnet.gov.uk](mailto:kirstin.lambert@barnet.gov.uk)

Media Relations contact: Sue Cocker 020 8359 7039

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes of last meeting	5 - 8
2.	Absence of Members	
3.	Declaration of Members' Disclosable Pecuniary interests and Non Pecuniary interests (If any)	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
6.	Members' Items (if any)	
7.	Implementation of new enforcement powers as alternatives to prosecutions under the Housing Act 2004 introduced under Housing and Planning Act 2016 (Part 2) and the Smoke and Carbon Monoxide Alarm (England) Regulations 2015	9 - 50
8.	Authorisation to commence procurement of improvement works at Hendon Cemetery and Crematorium	51 - 58
9.	Business Rates - Revaluation Support, a new discretionary rate relief scheme - implementation progress report	59 - 68
10.	Business Planning - Medium Term Financial Strategy 2018/20 and draft budget for 2018/19	69 - 144
11.	Annual Procurement Forward Plan [APFP] 2018/2019	145 - 158
12.	Indemnities for Councillors and Officers	To Follow
13.	Committee Forward Work Programme	159 - 162
14.	Any other item(s) the Chairman decides are urgent	
15.	Motion to Exclude the Press and Public	
16.	Any other exempt item(s) the Chairman decides are urgent	

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## Decisions of the Policy and Resources Committee

10 October 2017

Members Present:-

AGENDA ITEM 1

Councillor Richard Cornelius (Chairman)  
Councillor Daniel Thomas (Vice-Chairman)

Councillor Tom Davey	Councillor Alon Or-Bach
Councillor Anthony Finn	Councillor Sachin Rajput
Councillor Ross Houston	Councillor Barry Rawlings
Councillor Alison Moore	Councillor David Longstaff

Also in attendance

Councillor Melvin Cohen (as substitute)  
Councillor Alan Schneiderman (as substitute)

Apologies for Absence

Councillor Dean Cohen	Councillor Paul Edwards
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### 1. MINUTES OF LAST MEETING

**RESOLVED** that the minutes of the meeting held on 5 September 2017 be agreed as a correct record.

### 2. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Dean Cohen who was substituted for by Councillor Melvin Cohen, and from Councillor Paul Edwards who was substituted for by Councillor Alan Schneiderman.

### 3. DECLARATION OF MEMBERS' DISCLOSABLE PECUNIARY INTERESTS AND NON PECUNIARY INTERESTS (IF ANY)

Councillor Ross Houston and Councillor Alon Or-Bach both declared a non-pecuniary interest as they live in the North Finchley area.

### 4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

### 5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

Details of the questions asked and the published answers were provided with the agenda papers for the meeting. Verbal responses were given to supplementary questions at the meeting.

Public comments were made by Mr Jon Klaff on Agenda Item 9 – LBB’s Response to the Draft Mayor’s Transport Strategy, and Ms Maria Jordan, Mr David Thompson, Mr Roger Tichborne, and Ms Helen Michael on Agenda item 7 – Draft North Finchley Town Centre Development Framework SPD.

**6. MEMBERS' ITEMS (IF ANY)**

None.

**7. DRAFT NORTH FINCHLEY TOWN CENTRE DEVELOPMENT FRAMEWORK SPD**

The Committee considered the report.

Officers provided an overview of the plans for consultation on the SPD. It was noted consultation would be for six weeks duration and would be more extensive than usual in recognition of the significance of the plans and local resident and business interest in them.

On the request of the Committee, officers agreed to liaise with Mr David Thompstone and Joseph Partners regarding the possibility of their support for a leaflet drop in the North Finchley area to support further awareness of the consultation.

Officers agreed to carefully monitor the level of responses to the consultation with a view to taking a pragmatic approach to allow for late submissions.

Councillor Barry Rawlings moved that an amendment be made to recommendation 2 to specify that the report back to the Committee in February include a high level transport study of North Finchley. This was duly seconded and unanimously agreed by the Committee.

On the recommendations in the report as amended being put to the vote the recommendations were unanimously agreed.

**RESOLVED -**

- 1. That the Committee notes the contents of the draft Supplementary Planning Document (SPD) attached at Appendix A.**
- 2. That the Committee approves the draft SPD as the basis for public consultation. The SPD will then return to the Committee with the consultation responses, an updated Equalities Impact Assessment and a high level transport study for North Finchley.**
- 3. That the Committee delegates authority to the Deputy Chief Executive to make any necessary changes of a minor nature to the draft SPD in consultation with the Leader prior to public consultation.**

**8. DRAFT GREEN INFRASTRUCTURE SPD**

The Committee considered the report.

On the recommendations in the report being put to the vote, the recommendations were unanimously agreed by the Committee.

**RESOLVED –**

1. That Committee notes the consultation responses received to the Draft Green Infrastructure Supplementary Planning Document (SPD) and agrees the consequential proposed changes to the SPD outlined and explained in the Consultation Report at Appendix A.
2. That Committee delegate authority to the Deputy Chief Executive to make any necessary changes to the final SPD (Appendix B) in consultation with the Leader.
3. Subject to agreeing recommendation 2, that Committee agree adoption of the Green Infrastructure SPD.

**9. LONDON BOROUGH OF BARNET'S CONSULTATION RESPONSE TO THE DRAFT MAYOR'S TRANSPORT STRATEGY 2017**

The Committee considered the report.

Officers agreed to liaise with TFL to confirm the position as to whether the overall contribution would be London-wide, and adjust the response if needed.

Councillor Alan Schneiderman moved an amendment that the response include support for the two railway schemes (Crossrail 2 (New Southgate branch) and the London Overground extension from Old Oak to Cricklewood / Brent Cross (Dudding Hill Railway Line)) to come under the control of TFL, and support for a fares freeze. The motion was seconded by Councillor Alon Or-bach. On the amendment being put to the vote the votes were declared as follows:

For	5
Against	7
Abstain	0
Absent	0

The amendment was lost.

On the recommendation in the report being put to the vote the votes were declared as follows:

For	7
Against	0
Abstain	5
Absent	0

The recommendation was carried.

**RESOLVED –That Policy and Resources Committee agree the response (see Appendix A) from the London Borough of Barnet to the draft MTS consultation ahead of submission to the Mayor for London's Office.**

**10. DESIGN AND CREATIVE SERVICES PROCUREMENT**

The Committee considered the report.

On the recommendations in the report being put to the vote the votes were declared as follows:

For	7
Against	5
Abstain	0
Absent	0

**RESOLVED –**

- 1. That approval be given to officers to proceed with procurement activity to seek a new provider for design and creative services.**
- 2. The Committee note that following tender the acceptance of contract will be approved by the Assistant Chief Executive, in consultation with the Chairman of Policy and Resources Committee, in accordance with Contract Procedure Rules.**

**11. COMMITTEE FORWARD WORK PROGRAMME**

The Committee noted that the report on Monitoring the Impact of Brexit on Barnet would come to 13 February meeting.

**12. ANY OTHER ITEM(S) THE CHAIRMAN DECIDES ARE URGENT**

None.

**13. ANY OTHER EXEMPT ITEM(S) THE CHAIRMAN DECIDES ARE URGENT**

None.

The meeting finished at 8.36 pm



	<h2>Policy and Resources Committee</h2> <h3>5<sup>th</sup> December 2017</h3>
<p><b>Title</b></p>	<p>Implementation of new enforcement powers as alternatives to prosecutions under the Housing Act 2004 introduced under Housing and Planning Act 2016 (Part 2) and the Smoke and Carbon Monoxide Alarm (England) Regulations 2015.</p>
<p><b>Report of</b></p>	<p>Deputy Chief Executive</p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Urgent</b></p>	<p>No</p>
<p><b>Key</b></p>	<p>Yes</p>
<p><b>Enclosures</b></p>	<p>Appendix 1 - Amendments to the Development and Regulatory Services Enforcement Policy introduced through the Housing and Planning Act 2016                  Appendix 2 – Draft Assessment Table for civil penalties issued under the Housing and Planning Act 2017                  Appendix 3 – Worked examples for civil penalties issued under the Housing and Planning Act 2017                  Appendix 4 - Amendments to the Development and Regulatory Services Enforcement Policy introduced through Smoke and Carbon Monoxide (England) Regulations 2015</p>
<p><b>Officer Contact Details</b></p>	<p>Belinda Livesey – Group Manager (Private Sector Housing)                  0208 359 7438 <a href="mailto:belinda.livesey@barnet.gov.uk">belinda.livesey@barnet.gov.uk</a></p>

<p><b>Summary</b></p>
<p>This report sets out the powers and obligations introduced by the Housing and Planning Act 2016 and the Smoke and Carbon Monoxide (England) Regulations 2015 aimed at targeting rogue landlords and improving the private rental sector. The report also sets out how the Council will implement them.</p>

From April 2017, local housing authorities have the power to issue civil penalties of up to £30,000 as an alternative to prosecuting landlords for failure to licence, and as an alternative to prosecuting a number of offences under the Housing Act 2004. Appropriate use of these powers will enable non-compliance in relation to housing conditions in the private rented sector to be addressed in a more effective way.

The Act also enables applications to be made for Banning Orders preventing a person from being a landlord, engaging in letting agency work, and/or property management work. It also creates a 'Rogue Landlord and Property Agent' Database that local authorities must update following the making of a Banning Order, and may update following a conviction for a banning order offence.

Housing Committee endorsed the recommendations of this report on 23<sup>rd</sup> October 2017

### **Recommendations**

This report seeks agreement that the Committee:

1. Approve the additions to the Regulatory Enforcement Policy detailed at Appendix 1 and 2 to include information relating to civil penalties for relevant offences under the Housing Act 2004 as amended by the Housing and Planning Act 2016 , Rent Repayment Orders, Banning Orders, and the Rogue Landlords data base.
2. Approve the Statement of Principles to determine the amount of the penalty charge under the Smoke and Carbon Monoxide (England) Regulations 2015 detailed at Appendix 4.
3. Approve the method for determining the civil penalties as set out in Appendix 1,2 and 4
4. Approve the authority to delegate all powers to develop, implement and further minor amendments to the Council's detailed Policy and Procedure in respect of the imposition of civil penalties to the Service Director – Regulatory Services in consultation with Chairman of the Housing Committee. Such policy to be in accordance with Schedule 13A of the Housing Act 2004 where appropriate, and any other guidance issued by the Secretary of State.
5. The Service Director – Regulatory Services is authorised to delegate the discharge of powers above to other Council officers.

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 Barnet Council recognises the important role that the private rented sector plays in providing housing in the borough. The Private Sector Housing Team is proactive in enforcing property and management standards and also responds to complaints of poor and/or dangerous housing conditions . Parts 1 to 4 of the Housing Act 2004 details powers for officers to assess risk in premises and require landlords to undertake works to reduce the worst hazards identified through Hazard Awareness and Improvement Notices. In the worst premises, powers are provided for the Council to undertake work through Emergency Remedial Action and to close properties or parts of them using Prohibition Orders and Emergency Prohibition Orders.

- 1.2 The 2004 Act also introduced mandatory licensing for the highest risk houses in multiple occupation (HMOs). To further tackle poor standards in HMOs in Barnet, an Additional HMO Licensing Scheme was introduced on 5<sup>th</sup> July 2016 and lasting until 4<sup>th</sup> July 2021. All landlords are required to licence certain higher risk HMOs.
- 1.3 Since the introduction of the 2004 Act the Private Sector Housing Team has dealt with thousands of service requests regarding housing conditions. In 2016-17 there were 1,673. At 1<sup>st</sup> October 2017 there are 533 licensed premises. There have been 9 successful prosecutions since March 2016 and there are two pending. Work in default of notices is undertaken where there is an imminent risk to the occupiers.
- 1.4 In 2016-17 there were 50 enforcement notices served ranging from seven Hazard Awareness Notices to four Emergency Prohibition Orders (requiring immediate vacation of the property by the tenants).
- 1.5 Failure to comply with some of these enforcement notices is an offence under Part 1 of the Housing Act 2004. The only options currently available to the Council are to complete work in default and/or prosecution in the Magistrates Court. The use of civil penalties will provide an alternative option, which whilst still requiring a similar level of evidence required for court action, will provide a potentially quicker and less costly way of dealing with rogue landlords.
- 1.6 To support landlords in understanding their legal obligations, maintaining a good standard of accommodation and avoiding legal action, Barnet actively encourages landlords to become accredited under the London Landlord Accreditation Scheme (LLAS) through:
  - Reduced HMO Licensing fees for Accredited Landlords
  - Licensing conditions requiring accreditation where landlords have a lack of understanding of their legal requirements
  - Empty Property Grant Funding for Accredited Landlords
  - Statutory Notice Charges are also waived for landlords willing to become accredited within a set amount of time
- 1.7 Barnet currently use a full range of housing activities to drive up standards in the borough. This includes:
  - Advice and support for landlords including monthly landlord drop in sessions
  - Paid for services to support landlords in running their businesses
  - Additional and Mandatory Licensing Schemes for Houses in Multiple Occupation (HMOs) including pre licensing inspections and compliance visits
  - Partnership working with the London Landlord Accreditation Scheme and associated discounts for accredited landlords

- Service of enforcement notices and associated prosecutions and works in default of the notice in line with the Regulatory Services Enforcement Policy
  - Service of Prohibition Orders where accommodation is too unsafe for the tenant to remain and associated prosecutions in line with the Regulatory Services Enforcement Policy where the order is not complied with.
- 1.8 Work is undertaken in partnership with other relevant Council departments including CAFT, Council Tax, the Planning Enforcement Team, the Community Safety Team and Social Services. Also enforcement work is undertaken with external partners including the London Fire and Emergency Planning Authority, Police and Immigration services.
- 1.9 On a regular basis however very poor accommodation is still encountered, particularly in the south and west of the borough, highlighting the fact that there are still a high number of non-compliant landlords in Barnet.

Housing Act 2004 (as amended by the Housing and Planning Act 2017)

- 1.10 The Housing and Planning Act 2016 came into force in April 2017. Through section 126 and Schedule 9 of this legislation, the government has provided more powers for local authorities to take action against non-compliant landlords. This includes Civil Penalties, Banning Orders, and Rent Repayment Orders detailed in Appendix 1.

In the House of Commons, Marcus Jones MP (Parliamentary Under Secretary of State at the Department for Communities and Local Government) stated:

*“[it is necessary to] clamp down on rogue landlords, so the civil penalty [has been increased] up to a maximum of £30,000”*

*“It is important [to] raise the level of civil penalty to £30,000, because a smaller fine may not be significant enough for landlords who flout the law to think seriously about their behaviour and provide good quality, private sector rented accommodation for their tenants”*

- 1.11 Civil Penalties are unlikely to reduce the amount of work for Enforcement Officers as a Civil Penalty cannot be issued unless the evidence has met the criminal standard of proof, the same level as is used for prosecution cases. As such, the Authority needs to be confident that any case served with a Civil Penalty would have a realistic chance of conviction in the Magistrates Court, and be able to demonstrate beyond reasonable doubt that an offence had been committed. It would also need to be in the public interest to have taken the prosecution (Crown Prosecution Service *Code for Crown Prosecutors*). In addition, the recipient of a Civil Penalty Notice has a statutory right to make representations which the Council must consider before the final notice is issued and there is a further right of appeal to the First Tier Tribunal (Property Chamber).

1.12 Under Chapter 3 of the Housing and Planning Act the Secretary of State commits to establish and operate a database for use by Local Authorities of rogue landlords and property agents. This is scheduled for later this year and is currently being piloted by a small number of authorities. It should enable authorities to record information about any landlord or property agent who has:

- Received a Banning Order
- Been convicted of a Banning Order Offence
- Received 2 or more Civil Financial Penalties over a 12 month period

Following introduction, the service will enter the required information onto this database and use it to inform decisions about future enforcement action.

Penalty Charges for breaching the Smoke and Carbon Monoxide (England) Regulations 2015

1.13 The Smoke and Carbon Monoxide (England) Regulations 2015 requires that landlords for all let properties (some exemptions exist) ensure that:

- a smoke alarm is installed on each storey of premises where there is living accommodation
- a carbon monoxide alarm is installed in any room of premises used as living accommodation, which contain a solid fuel burning appliance.

**and** for tenancies starting from 1 October 2015

- that checks are made by the landlord, or someone acting on his/her behalf, that the alarm(s) are in proper working order on the day the tenancy starts.

1.14 Regulation 8 of the Smoke and Carbon Monoxide Alarm (England) Regulations provides that where a Local Housing Authority is satisfied, on the balance of probabilities, that a Landlord on whom it has served a remedial notice under Regulation 5 is in breach of their compliance duty under Regulation 6(1), the Authority may require the Landlord to pay a penalty charge. The amount of the charge to be determined by the Authority, is up to a statutory maximum of £5,000.

1.15 Regulation 13 of the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 requires a Local Housing Authority to prepare and publish a Statement of Principles to be followed in determining the amount of penalty charge to be made for failure to comply with the requirements of a Remedial Notice under Regulation 5 of the regulations.

1.16 The Statement of Principles to determine the amount of the penalty charge under the Smoke and Carbon Monoxide (England) Regulations 2015 is detailed at Appendix 4.

- 1.17 Implementation of this legislation should improve housing accommodation in the private rented sector.

## **2 REASONS FOR RECOMMENDATIONS**

- 2.1 This report sets out the new enforcement powers introduced under the Housing and Planning Act 2016. These were introduced on 6<sup>th</sup> April 2017. The Government wants to support good landlords who provide decent well maintained homes, and avoid unnecessary regulation which increases costs and red tape for landlords and also pushes up rents for tenants. But a small number of rogue landlords knowingly rent out unsafe and substandard accommodation.
- 2.2 Adoption of these powers will assist the Council which is determined to crack down on these landlords and disrupt their business model.
- 2.3 Implementing these powers will support the housing enforcement work already being undertaken by the London Borough of Barnet. The use of these powers is not however an easy undertaking and will require a significant evidence base, in line with a current prosecution bundle.
- 2.4 Income received from a civil penalty can be retained by the local housing authority provided that it is used to further the local housing authority's statutory functions in relation to their enforcement activities covering the private rented sector, as specified in Regulations.
- 2.5 Housing Committee endorsed the recommendations of this report on 23<sup>rd</sup> October 2017

## **3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 It is clear from Government guidance, that Local Authorities are expected to adopt and make full use of this legislation. The new available powers are considered to supplement and enhance the existing powers and the Council will retain the option to prosecute landlords for the worst offences.
- 3.2 The Council could consider not implementing Civil Penalties – This is not considered a viable option as the introduction of a robust process for issuing Civil Penalties should encourage a greater level of compliance across the borough, making homes safer for private tenants. This course of action would also not be in line with the action being taken by other London Boroughs.

## **4 POST DECISION IMPLEMENTATION**

- 4.1 If the Committee is minded to approve the recommendations the policy will be posted on the Council's website. The new policy will be implemented from 1<sup>st</sup> January 2018.

### **3 IMPLICATIONS OF DECISION**

#### **3.1 Corporate Priorities and Performance**

3.1.1 This report is in accordance with the Council's Corporate Plan 2015-2020 which is based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life
- Where people are helped to help themselves, recognising that prevention is better than cure
- Where responsibility is shared, fairly
- Where services are delivered efficiently to get value for money for the taxpayer

#### **3.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 **Finance & Value for Money:** The penalties levied through Civil Penalties and Rent Repayment Orders can be retained by the Local Authority as long as the income is used to further the Local Authorities statutory functions in relation to enforcement activities in the private rented sector. Penalties are set on a case by case basis in line with the policy in Appendix 2, and as such it is not possible to estimate the level of income from these penalties. It is anticipated that these provisions will encourage landlords to be more compliant and as such the issuing of fines and the associated administrative work should be kept to a minimum.

5.2.5 **Procurement:** At this time there are no procurement implications.

5.2.6 **Staffing:** At this time there are no staffing implications.

5.2.7 **Property:** At this time there are no property implications.

5.2.8 **IT:** Civil Penalties will be recorded and monitored using the Regulatory Services existing Data Management System and associated Document Management System.

5.2.9 **Sustainability:** At this time there are no negative sustainability implications. Improving private rented housing provides an opportunity to reduce energy use and carbon dioxide emissions through improving poor heating and inadequate insulation provision through reduction of Category 1 hazards.

#### **5.3 Social Value**

5.3.1 The new powers will support and expand the Council's current housing enforcement activities delivering improvements to accommodation, and will target the worst performing landlords and deliver social benefits for residents in relation to improvement in standards of the private rented sector.

5.3.1 The new policy will ensure that penalties are transparent and proportionate to the offence.

## **5.4 Legal and Constitutional References**

5.4.1 Constitution, Article 7 - Committees, Forums, Working Groups and Partnerships sets out the terms of reference of the Policy and Resources Committee including '(1) To determine strategic policy, finance including recommending capital and revenue budget to full Council, welfare, corporate plan and local plans, procurement, partnerships, IT, grants and the effective use of resources.'

5.4.2 Schedule 9 and section 126 of the Housing and Planning Act 2016 sets out the matters that the Council should have regard to when setting a Civil Penalty as an alternative to prosecution for certain Housing Act offences (detailed in Appendix 1).

5.4.3 If a landlord appeals to the First Tier Tribunal the Civil Penalty is suspended until the appeal is determined and the fine is either upheld, withdrawn or varied. The fine may not be increased.

5.4.4 The legislation in respect of Civil Penalties, Banning Orders and Rent Repayment Orders has been set out at Appendix 1. The legislation in respect of the Database of Rogue Landlords and Letting Agents has been set out in the body of this report.

## **5.5 Risk Management**

5.5.1 The administration associated with implementing Civil Penalties and Rent Repayment Orders is complex. Care will need to be taken to ensure that any income from these courses of action, at a minimum, cover the administration of the action taken. This will need to be closely monitored and regularly reviewed.

## **5.6 Equalities and Diversity**

5.6.1 The Corporate Plan 2015-2020 sets the Strategic Equalities Objective, which is: that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer. Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible before final decisions are made.

5.6.2 The Equality Act 2010 sets out the Public Sector Equality Duty which requires public bodies to have due regard to the need to:

- eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act



- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not
- foster good relations between persons who share a relevant protected characteristic and persons who do not

5.6.3 The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

5.6.4 Implementation of this legislation has been reviewed against the protective characteristics and it is considered that there will not be any specific adverse impact on any of the groups.

5.6.5 Any enforcement action taken will need to be in line with the revised Enforcement Policy. Any offence for which a Civil Penalty issued will need to have a realistic chance of conviction in the Magistrates Court, and be able to demonstrate beyond reasonable doubt that an offence had been committed. It would also need to be in the public interest to have taken the prosecution (Crown Prosecution Service *Code for Crown Prosecutors*). Persons served with a Civil Penalty can appeal to the First Tier Property Tribunal in respect of the decision to issue and the amount imposed. As such the Council's policy must be clear on both of these matters. Fines must be set consistently and transparently on a case by case basis taking into consideration such matters as the severity of the offence.

5.6.5 It is considered that HMO licensing and housing enforcement action requiring the improvement of accommodation has an overall positive impact for landlords, tenants, residents and businesses by virtue of the potential improvement to the quality and management of accommodation in the borough.

5.6.6 In addition there are potential benefits arising from the increased choice of high quality, well-managed affordable housing.

## **5.7 Consultation and Engagement**

5.7.1 There has been no specific consultation on the approach detailed in this report as fines will be set on a case by case basis. It would be very difficult to run a conclusive public consultation exercise based on this approach. The approach proposed is in line with the legislation, associated guidance and Barnet's policy has been developed taking into consideration the Civil Penalties for Private Landlords Resource Pack for London Boroughs developed by the London Mayor's Office in consultation with London Boroughs and wider stakeholders.

5.7.2 If the approach detailed is supported this will be actively communicated to landlords. This will be done through:

- Social media

- The Council's website
- Communication to landlords
- Communication to tenants
- Communication to advisory organisations for example CAB
- Barnet Homes Landlords Forum

## **6 BACKGROUND PAPERS**

6.1 [Housing Act 2004](#)

6.2 [Housing and Planning Act 2016](#)

6.3 [Smoke and Carbon Monoxide Alarm \(England\) Regulations 2015](#)

6.4 [Smoke and Carbon Monoxide Alarm \(England\) Regulations 2015- Guidance for Local Authorities](#)

6.3 [DCLG – Civil Penalties Under the Housing and Planning Act 2016- Guidance for Local Housing Authorities](#)

6.4 [DCLG- Rent Repayment Orders under the Housing and Planning Act 2016 – Guidance for Local Housing Authorities](#)

6.5 [Development and Regulatory Services Enforcement Policy](#)

6.6 [Housing Committee Minutes 23<sup>rd</sup> October 2017](#)

## **Appendix 1- Amendments to the Development and Regulatory Services Enforcement Policy introduced through the Housing and Planning Act 2016**

The Housing and Planning Act 2016 came into force in April 2017. Through section 126 and Schedule 9 of this legislation the government has provided more powers for local authorities to take action against non-compliant landlords. This includes:

### **Civil Penalties**

Schedule 9 of the Housing and Planning Act 2016 has introduced the power to issue civil penalties as an alternative to criminal prosecution for failure to comply with:

- an Improvement Notice (section 30 Housing Act 2004),
- failure to licence or be licensed in respect of HMOs (section 72 Housing Act 2004),
- failure to licence or be licensed in respect of a Selective Licensing Scheme,
- failure to comply with HMO licensing conditions (section 95 Housing Act 2004),
- failure to comply with an Overcrowding Notice (section 139 Housing Act 2004),
- failure to comply with Management Regulations in respect of HMOs (section 234 Housing Act 2004), and
- breaching a Banning Order (section 23 of the Housing and Planning Act).

Any decision to impose a civil penalty must be in accordance with schedule 13A of the Housing Act 2004 (introduced by Schedule 9 of the Housing and Planning Act 2016) and any other relevant guidance.

The, government has issued statutory guidance in relation to civil penalties and the local authority must have due regard to this. It is clear that each penalty should reflect the severity of the offence and the landlords previous record of offending. Consideration should also be given to:

- The severity of the offence
- Culpability and track record of the offender
- The harm caused to the tenant
- Punishment of the offender
- Deter the offender from repeating the offence
- Deter others from committing similar offences
- Remove any financial benefit that the offender may have obtained from committing the offence

The level of civil penalty imposed must be in line with the Council's Adopted policy.

This appendix details the Council's process for deciding that a civil penalty is an appropriate alternative to prosecution, and the level of fine to be administered.

The maximum penalty is £30,000. The amount of penalty is to be determined by the local housing authority in each case. Only one penalty can be imposed in respect of the same offence.

A civil penalty can only be imposed as an alternative to prosecution. The legislation does not permit local housing authorities to impose a civil penalty and prosecute for the same offence. If a person has been convicted or is currently being prosecuted, the local housing authority cannot impose a civil penalty in respect of the same offence.

A civil penalty can be issued as an alternative to prosecution for each separate breach of the relevant legislation (section 243 (3)) e.g. each Regulation of the Management Regulations breached.

Where both the letting agent and landlord could be prosecuted for failing to obtain a licence for a licensable property, then a civil penalty can also be imposed on both the landlord and agent as an alternative to prosecution. The amount of the civil penalty may differ depending on the individual circumstances of the case.

A civil penalty cannot be issued unless the evidence has met the criminal standard of proof, the same level as is used for prosecution cases. As such the Authority needs to be confident that any case served with a civil penalty would have a realistic chance of conviction in the Magistrates Court, and be able to demonstrate beyond reasonable doubt that an offence had been committed. It would also need to be in the public interest to have taken the prosecution (*Crown Prosecution Service Code for Crown Prosecutors*).

Persons served with a civil penalty can appeal to the First Tier Property Tribunal in respect of the decision to issue and the amount imposed. Fines must be set consistently and transparently on a case by case basis taking into consideration such matters as the severity of the offence.

The government has issued statutory guidance under schedule 9 of the Housing and Planning Act 2016 to which the local authority must have regard. Paragraph 3.5 states that

“the amount levied in any particular case should reflect the severity of the offence , as well as taking into account the landlords previous record of offending”. The same paragraph sets out several factors that should be taken into account to ensure that the civil penalty is set at an appropriate level in each case:

a) **Severity of the offence.** The more serious the offence, the higher the penalty should be.

b) **Culpability and track record of the offender.** A higher penalty will be appropriate where the offender has a history of failing to comply with their obligations and/or their actions were deliberate and/or they knew, or ought to

have known, that they were in breach of their legal responsibilities. Landlords are running a business and should be expected to be aware of their legal obligations.

c) **The harm caused to the tenant.** This is a very important factor when determining the level of penalty. The greater the harm or the potential for harm (this may be as perceived by the tenant), the higher the amount should be when imposing a civil penalty.

d) **Punishment of the offender.** A civil penalty should not be regarded as an easy or lesser option compared to prosecution. While the penalty should be proportionate and reflect both the severity of the offence and whether there is a pattern of previous offending, it is important that it is set at a high enough level to help ensure that it has a real economic impact on the offender and demonstrates the consequences of not complying with their responsibilities.

e) **Deter the offender from repeating the offence.** The ultimate goal is to prevent any further offending and help ensure that the landlord fully complies with all of their legal responsibilities in future. The penalty should therefore be set at a high enough level such that it is likely to deter the offender from repeating the offence.

f) **Deter others from committing similar offences.** While the fact that someone has received a civil penalty will not be in the public domain, it is possible that other landlords in the local area will become aware through informal channels when someone has received a civil penalty. An important part of deterrence is the realisation that (a) the local housing authority is proactive in levying civil penalties where the need to do so exists and (b) that the level of civil penalty will be set at a high enough level to both punish the offender and deter repeat offending. The Council will publicise any civil penalties that have been issued whilst the details will remain confidential except where the issue of two or more penalties leads to an entry on the Secretary of State's database of rogue landlords.

g) **Remove any financial benefit the offender may have obtained as a result of committing the offence.** The guiding principle here should be to ensure that the offender does not benefit as a result of committing an offence, i.e. it should not be cheaper to offend than to ensure a property is well maintained and properly managed.

### Civil Penalty Matrix

Officers setting civil penalties will have regard to the Barnet's Civil Penalty Matrix. This has been developed having consideration to a system proposed by the DCLG. This will be used as a guide assessing the appropriate civil penalty to be levied. Fines must be set on a case by case basis but officers must be clear of the factors informing each civil penalty.

Harm	Culpability	Starting assessment baseline
Moderate	Moderate	£750

Moderate	Substantial	£5,000
Moderate	Extreme	£10,000
Substantial	Moderate	£10,000
Substantial	Substantial	£15,000
Substantial	Extreme	£20,000
Extreme	Moderate	£15,000
Extreme	Substantial	£20,000
Extreme	Extreme	£25,000

A seven step process will be used for setting civil penalty levels.

### **Step 1: Severity of the offence**

**Objective:** to determine the level of harm that was or could have been caused by the offence

The offence to be assessed against the degree of potential or actual harm caused, both to individual tenant and more widely, for example:

- Nature/extent of hazards present.
- Vulnerability of tenants e.g. age, illness, disability, someone with language issues etc
- Evidence of discrimination/action against the tenants
- Effect on neighbouring premises
- Number of persons and/or households affected e.g. single family or HMO
- Level of risk to occupiers or third parties

### **Step 2: Culpability**

**Objective:** to determine the offender's culpability as deliberate, reckless or negligent.

Renting out or managing residential property is a business and it is the responsibility of a landlord or letting agent to ensure that they are fully aware of their legal responsibilities. Ignorance of the law is not an excuse and generally, therefore, the presumption should be that any offence was deliberately committed, unless the landlord or letting agent can demonstrate otherwise.

The offender to be assessed against three levels of culpability:

- Deliberate: offender intended to cause harm or ignored legal responsibilities.
- Reckless: offender was reckless as to whether harm was caused or duties were not complied with.
- Negligent: failure to ensure awareness of legal responsibilities.

### **Step 3: Initial assessment of civil penalty**

**Objective:** to reach an *initial assessment* of the civil penalty based on severity of the offence and culpability.

### **Step 4: Track record of landlord**

**Objective:** to consider the offenders track record and issues that may influence the civil penalty.

- Has committed similar offences before
- Offence was planned
- Experienced landlord who should know responsibilities
- Owns a number of properties so should be aware of the legislation (i.e. not a single property landlord)
- Period of time over which offence(s) committed
- High level of profit from the offence/sought profit in committing
- Offender is a letting agent
- Attempt to cover up evidence of offence
- Landlord with a generally well managed portfolio

### **Step 5: Any mitigating factors**

**Objective:** to consider any mitigating factors and whether they are relevant to the offence e.g. ill health of landlord, obstructive behaviour of third parties etc

### **Step 6: Revised assessment**

**Objective:** to reach a *provisional* overall assessment of a civil penalty appropriate to the offence based on following the above steps. The civil penalty imposed should never be less than what it would have cost the landlord to comply in the first place, in order to incentivise compliance.

### **Step 7: Check**

Check that the provisional civil penalty assessment meets the aims of the sentencing principles:

- Punishment of offender
- Reduction of/stopping crime
- Deterrent for other potential offenders
- Reform of offender
- Protection of public
- Reparation by offender to victim(s)
- Reparation by offender to community

Check that the provisional assessment is proportionate and will have an appropriate impact.

- This step should take account of the offender's income and assets, and make adjustments within band or change band accordingly. The general presumption should be that a civil penalty should not be revised downwards simply because an offender has (or claims to have) a low income. The Crown and Courts Act 2013 expressly permits the value of an offender's assets, e.g. their rental portfolio, to be taken into account when determining an appropriate penalty.
- For example, if a landlord with a large portfolio was assessed to warrant a low civil penalty, the civil penalty might require adjustment to have sufficient impact, and to conform to sentencing principles above.

### **Assessment Table**

Draft assessment table in Appendix 2

### **Worked Examples**

Examples of how the civil penalty will be approached are contained in Appendix 3

### **Offence Categories**

#### **1. Offence - Failure to comply with an Improvement Notice.**

Under Part 1 of the Housing Act 2004 an Improvement Notice can be served requiring improvement and or repairs to reduce Category 1 and or 2 hazards. Hazards are identified using the Housing Health and Safety Rating System. Category 1 hazards (band A-C) are the most serious hazards and have the highest risk of harm to the occupiers. The Council has statutory duty to take enforcement action in relation to Category 1 hazards.

Following the identification of a category 1 hazard or category 1 and 2 hazards, the Enforcement Officer would contact the relevant person to advise them that a category 1 hazard had been identified, what was causing the hazard and the proposed enforcement action to be taken by the Council. If the landlord carries out the work at this stage no formal action is taken.

Where the landlord does not commence works within an appropriate timescale, and the proposed course of action is an Improvement Notice, this will be served and a charge made to the relevant person to cover the cost of service of the notice. This is currently £477.

Improvement notices do not become operative for twenty eight days and six to eight weeks are usually allowed for notice compliance to allow time to obtain quotes and complete the works. Where the work is still not completed, the tenant(s) will have



been living in unsafe/unhealthy conditions for weeks and sometimes months and the landlord will have had a significant amount of time to comply.

There is no limit to the maximum court fine that can be levied for failure to comply with an Improvement Notice.

## **2. Offence - Failure to licence a House in Multiple Occupation (HMO) under the Mandatory Scheme**

Under Part 2 of the Housing Act 2004, higher risk HMOs of three or more stories, occupied by 5 or more persons forming two or more households have been required to hold a mandatory HMO licence. The aim of this legislation was for local authorities to improve standards and conditions in the higher risk HMOs through licence conditions. Relevant persons have been required to hold a mandatory HMO licence for over 12 years.

There is no limit to the maximum court fine that can be levied for failure to licence an HMO.

## **3. Offence - Failure to licence a House in Multiple Occupation under the Additional Licensing Scheme for HMOs**

Barnet Council introduced an Additional HMO Licensing Scheme for lower risk HMOs on 5<sup>th</sup> July 2016. An HMO requires to be licensed under the Additional HMO Licensing Scheme when:

- it has two or more storeys, occupied by four or more persons in two or more households and where some or all facilities are shared or lacking
- It has two or more storeys, with a resident owner and is occupied by four or more other persons in two or more households and where some or all facilities are shared or lacking
- it is a flat occupied by four or more persons in two or more households and where some or all facilities are shared or lacking and where the flat is on the second storey or higher
- It is a building of three or more storeys that have been converted into and consist of four or more self-contained flats where the conversion was not undertaken in accordance with the Building Regulations 1991 (or later) and fail still to so comply; and where both the building and flats it contains are owned by the same person (none of the individual flats within the building being under separate ownership)
- It is a house of two or more storeys comprised of both self-contained and non-self-contained units of accommodation occupied in aggregate by four or more persons in two or more households (not including a resident owner), some of whom share or lack one or more basic amenities such as a bathroom, toilet or cooking facilities.

Relevant persons have been required to hold an Additional HMO licence for over a year.

There is no limit to the maximum court fine that can be levied for failure to licence an HMO.

#### **4. Offence - Failure to comply with an Overcrowding Notice**

Under section 139 of the Housing Act 2004, where an HMO is not required to be licensed, an Overcrowding Notice can be served. The notice specifies:

- the maximum number of persons allowed to occupy each room as sleeping accommodation.
- Rooms unsuitable to be used as sleeping accommodation

The standards for overcrowding are low and as such overcrowded accommodation exposes the occupying tenants to significant risk and has a detrimental effect on their health.

There is no limit to the maximum court fine that can be levied for failure to comply with an Overcrowding Notice.

#### **5. Offence - Failure to Comply with the Management of Houses in Multiple Occupation (England) Regulations**

The manager of an HMO is required to comply with the requirements of the Management of Houses in Multiple Occupation (England) Regulations 2006 or in the case of HMOs falling within Section 257 of the Housing Act 2004, the Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007. Duties of a manager include:-

- that certain information is provided to occupiers and to be clearly displayed
- taking safety measures, including the maintenance of fire alarms and fire-fighting equipment
- maintaining water supply and drainage
- supplying and maintaining gas and electricity
- maintaining the common parts, fixtures and appliances (including windows)
- maintaining living accommodation
- providing waste disposal facilities

A person commits an offence if he/she fails to comply with any of the Regulations.

Contraventions of the Management Regulations can be fairly minor, for example failure to display a notice containing the contact details of the manager. They can also be extreme for example failure to maintain living accommodation leaving the tenants in imminent risk.

As such a failure to comply could for each regulation be considered against any banding depending on the severity of the offence, the risk to the occupiers and the culpability of the landlord.

Up to £5,000 fine can be levied for failure to comply with each individual management regulation.

### **Discounts**

The following discounts will apply to any civil penalty imposed in the following circumstances:

- If the offender undertakes the necessary work of compliance within the representation period of the “Notice of Intent” stage the Council will reduce the penalty by 20%
- If the offender books onto an accreditation course with the London Landlord Accreditation scheme within the representation period of the “Notice of Intent” stage, and subsequently completes the course on the relevant date, the Council will reduce the penalty by 10%.

If an offender undertakes the necessary work of compliance within the representation period of the “Notice of Intent” stage and becomes accredited a total discount of 30% will apply.

### **Decision to issue a civil penalty or prosecute**

The local authority cannot issue a civil penalty and prosecute for the same offence.

In deciding whether to prosecute or issue a civil penalty, consideration should be given to any public interest in referring the case for prosecution over and above that required to issue a civil penalty. The greater the impact of the offending on the community, the more likely it is that a prosecution will be appropriate.

The statutory guidance states that a prosecution may be the most appropriate option where an offence is particularly serious or the offender has committed similar offences in the past.

### **Imposing a civil penalty**

Schedule 9 of the Housing and Planning Act 2016 sets out the process which must be followed when imposing a civil penalty.

### **Notice of Intent**

Before imposing a civil penalty on a landlord or agent, the Council must serve a ‘notice of intent’ on the landlord or agent in question. This notice must be served within 6 months of the last day on which the Council has evidence of the offence occurring. This notice must contain the following information:

- The amount of the proposed civil penalty;
- The reasons for proposing to impose a civil penalty, and;
- Information about the Landlord’s right to make representations to the Council.

## **Representations**

Any landlord who is in receipt of a notice of intent has the right to make representations against that notice within 28 days of the date on which the notice was given. Representations can be against any part of the proposed course of action. All representations from landlords will be considered by an appropriate senior colleague.

Where a landlord challenges the amount of the civil penalty, it will be for the landlord to provide documentary evidence (e.g. tenancy agreements etc.) to show that the calculation of the penalty amount is incorrect. Where no such supporting evidence is provided, the representation against the amount will not be accepted.

Written responses will be provided to all representations made by the recipients of a Notice of Intent. No other parties have an automatic right to make representations but if any are received, they will be considered on a case by case basis and responded to where the Council considers it necessary.

## **Final Notice**

Once the representation period has ended, the Council must decide, taking into consideration any representations that were made, whether to impose a civil penalty and the final amount of the civil penalty. The final amount of a civil penalty can be a lower amount than was proposed in the Notice of Intent but it cannot be a greater amount.

The imposing of a civil penalty involves serving a Final Notice and this notice must contain the following information:

- The amount of the financial penalty;
- The reasons for imposing the penalty;
- Information about how to pay the penalty;
- The period for payment of the penalty;
- Information about rights of appeal, and;
- The consequences of failure to comply with the notice.

The period of payment for the civil penalty must be 28 days beginning with the day after that on which the notice was given.

## **Withdrawing or Amending Notices**

At any time, the Council may withdraw a Notice of Intent or a Final Notice or reduce the amount of a civil penalty. This is done by giving notice in writing to the person on whom the notice was served.

Where a civil penalty has been withdrawn, and there is a public interest in doing so, the Council can still pursue a prosecution against the landlord for the conduct for which the penalty was originally imposed. Each case will be considered on a case by case basis.

## **Appeals to the Tribunal**

If a civil penalty is imposed on a landlord/agent, that Landlord can appeal to the First-tier Tribunal (“the Tribunal”) against the decision to impose a penalty or the

amount of the penalty. The Tribunal has the power to confirm, vary (increase or reduce) the size of the civil penalty imposed by the Council, or to cancel the civil penalty. Where an appeal has been made, this suspends the civil penalty until the appeal is determined or withdrawn.

### **Payment of a civil penalty**

A civil penalty must be paid within 28 days, beginning with the day after that on which the final notice was given (“the 28 day payment period”), unless that notice is suspended due to an appeal. Details of how to pay the penalty will be provided on the final notice.

### **Other consequences of having a civil penalty imposed**

Where a civil penalty has been imposed on a landlord, this will form a part of our consideration when reviewing licence applications for properties in which they have some involvement. This includes licences under Part 2 or Part 3 of the Housing Act 2004.

Whilst a civil penalty will not automatically preclude us from granting a licence where such persons are involved, the reasons for imposing the penalty and the extent of the person’s involvement in the property will be considered.

Where a landlord has two civil penalties imposed on them in a 12 month period, each for a banning order offence, the Council will include their details on the Database of Rogue Landlords and Property Agents.

“Banning order offence” means an offence of a description specified in regulations made by the Secretary of State under Section 14(3) of the Housing and Planning Act 2016.

### **Recovering an unpaid civil penalty**

It is the policy of the Council to consider all legal options available for the collection of unpaid civil penalties and to pursue unpaid penalties in all cases through the county courts. Some of the orders available to the Council through the county courts are as follows:

- A Warrant of Control for amounts up to £5000;
- A Third Party Debt Order;
- A Charging Order, and;
- Bankruptcy or insolvency.

A certificate, signed by the Chief Finance Officer for the Council and stating that the amount due has not been received by the date of the certificate, will be accepted by the courts as conclusive evidence of the payment due.

Where a Charging Order has been made, and the amount of the order is over £1000, the Council can consider applying for an Order for Sale against the property or asset in question. When considering which properties to apply for a Charging Order against, the Council can consider all properties owned by the Landlord and not just the property to which the offence relates.

Where the civil penalty was appealed and the Council has a tribunal decision, confirming or varying the penalty, the decision will be automatically registered on the Register of Judgments, Orders and Fines, once accepted by the county court. Inclusion on this Register may make it more difficult for the Landlord to get financial credit.

### **Income from civil penalties**

Any income from Civil Penalties is retained by the Local Housing Council which imposed the penalty. The Council must spend any income from Civil Penalties on its enforcement functions in relation to the private rented sector. Further details can be found in Statutory Instrument 367 (2017).

### **Banning Orders**

Section 15(1) of the Housing and Planning Act provides local authorities with the power to apply for a 'Banning Orders' against a person who has been convicted of a relevant offence. Details of the relevant offences has not yet been provided by the Secretary of State. A Banning Order prevents a person from:

- Letting any house
- Engaging in letting agency work
- Engagement in property management work or
- Doing two or more of these activities

An Order is limited to England, must specify the duration of the Order and must last at least 12 months. Penalty for breaching an Order, upon summary conviction is either a fine, imprisonment or both.

### **Rent Repayment Orders (RRO)**

The Housing Act 2004 section 73 first introduced Rent Repayment Orders (RROs) where the tenant or the Local Housing Authority could apply to the First Tier Tribunal for the repayment of Housing Benefit/Universal Credit that was paid to convicted landlords where the landlord of a property had failed to obtain a licence for a property that was required to be licensed, Under the 2016 Act RROs are being extended to cover the following situations:

- Failure to comply with an Improvement Notice under section 30 of the Housing Act 2004;
- Failure to comply with a Prohibition Order under section 32 of the Housing Act 2004;
- Breach of a banning order made under section 21 of the Housing and Planning Act 2016;
- Using violence to secure entry to a property under section 6 of the Criminal Law Act 1977; and
- Illegal eviction or harassment of the occupiers of a property under section 1 of the Protection from Eviction Act 1977.

An RRO can be applied for when the landlord has committed an offence, whether or not a landlord has been convicted of one of the offences listed in above.

Where an application for an RRO is made and the landlord has not been convicted of the offence for which the RRO application is being made, the First-tier Tribunal will need to be satisfied beyond reasonable doubt that the landlord has committed the offence. The maximum rent recoverable is capped at 12 months. A local housing authority can impose a civil penalty or prosecute and apply for an RRO for certain offences. Both sanctions are available for the following offences under the Housing Act 2004:

- Failure to comply with an Improvement Notice (section 30);
- Offences in relation to licensing of Houses of Multiple Occupation (section 72(1));
- Offences in relation to licensing of houses under Part 3 of the Act (section 95(1)).

Local Housing Authorities or tenants can use these powers, but under section 48 of the Housing and Planning Act 2016 local authorities now have a duty to consider applying for a Rent Repayment Order if a person has been convicted of a relevant offence.

Where the rent was paid from housing benefit or universal credit the sum awarded under the RRO is returned to the Council to be used by the Authority to further its statutory functions in relation to private housing enforcement work.

#### **Decision to prosecute and/or apply for a Rent Repayment Order (RRO)**

Local Housing Authorities are expected to develop and document their own policy on when to prosecute and when to apply for a Rent Repayment Order and when to do both. Each case should be decided independently.

In deciding whether to prosecute and/or apply for an RRO consideration should be given to any public interest in referring the case for prosecution over and above that required to apply for an RRO. The greater the impact of the offending on the community, the more likely it is that a prosecution will be appropriate.

The statutory guidance states that a prosecution may be the most appropriate option where an offence is particularly serious or the offender has committed similar offences in the past.

In deciding whether to apply for a Rent Repayment Order the Council will consider if there are tenants willing to be involved in the making of such an application.

## Appendix 2

### Draft Assessment Table for civil penalties issued under the Housing and Planning Act 2017

This assessment table is a draft to demonstrate how the civil penalty assessment will be completed under the Housing and Planning Act 2016. This may be revised and updated in line with the guidance contained in the committee report.

<b>Details of offence</b>	
<b>Legal Contravention</b>	
<b>Condition of premises</b>	
<b>Number of tenants</b>	
<b>Number of households</b>	
<b>Any particular vulnerability of the tenants</b>	
<b>Had the landlord received any previous communication regarding the offence (add dates and detail of communication)</b>	
<b>Were any other properties affected by the offence?</b>	
<b>Is there evidence that the landlord has tried to avoid his legal responsibilities e.g. threatened the tenants or acted in a discriminatory way in relation to the tenants</b>	
<b>Severity of offence</b> <ul style="list-style-type: none"> <li>• Nature/extent of hazards present.</li> <li>• Vulnerability of tenants e.g. age, illness, disability, someone with language issues etc</li> <li>• Evidence of discrimination/action against the tenants</li> <li>• Effect on neighbouring premises</li> <li>• Number of persons and/or households affected e.g. single family or HMO</li> <li>• Level of risk to occupiers or third parties</li> </ul>	



<b>Considerations</b>					
<b>Banding based on severity of offence considerations</b>					
Extreme		Substantial		Moderate	
<b>Culpability consideration</b>					
<p>The offender to be assessed against three levels of culpability:</p> <ul style="list-style-type: none"> <li>▪ Deliberate: offender intended to cause harm or ignored legal responsibilities.</li> <li>▪ Reckless: offender was reckless as to whether harm was caused or duties were not complied with.</li> <li>▪ Negligent: failure to ensure awareness of legal responsibilities.</li> </ul>					
<b>Considerations</b>					
<b>Banding based on culpability considerations</b>					
Extreme		Substantial		Moderate	
<b>Initial assessment of civil penalty</b>	<b>Severity of Offence</b>			<b>Moderate</b>	
				<b>Substantial</b>	
				<b>Extreme</b>	
	<b>Culpability</b>			<b>Moderate</b>	
				<b>Substantial</b>	
				<b>Extreme</b>	
	<b>Initial civil penalty assessment</b>			<b>£</b>	
<b>Track record of landlord</b>					
<ul style="list-style-type: none"> <li>▪ Has committed similar offences before</li> <li>▪ Experienced landlord who should know responsibilities</li> <li>▪ Owns a number of properties (i.e. not a single property landlord)</li> <li>▪ Period of time over which offence(s) committed</li> <li>▪ High level of profit from the offence/sought profit in committing</li> <li>▪ Offender is a letting agent</li> <li>▪ Attempt to cover up evidence of offence</li> </ul> <p>(Penalty to be <b>increased</b> by a minimum of £1k for each aggravating factor)</p>					

<b>Considerations</b>	No considerations
	<b>Penalty increase</b>
Number of considerations	£
No considerations	£0
<b>Mitigating Factors</b>	
Any mitigating factors and whether they are relevant to the offence e.g. ill health of landlord, obstructive behaviour of third parties etc	
Penalty to be decreased by a minimum of £1k for each mitigating factor	
<b>Considerations</b>	
	<b>Penalty decrease</b>
Number of considerations	£
No considerations	£0
<b>Check</b>	
Check that the provisional civil penalty assessment meets the aims of the sentencing principles:	
<ul style="list-style-type: none"> <li>▪ Punishment of offender</li> <li>▪ Reduction of/stopping crime</li> <li>▪ Deterrent for other potential offenders</li> <li>▪ Reform of offender</li> <li>▪ Protection of public</li> <li>▪ Reparation by offender to victim(s)</li> <li>▪ Reparation by offender to community</li> </ul>	
Check that the provisional assessment is proportionate and will have an appropriate impact.	
<ul style="list-style-type: none"> <li>• This step should take account of the offender's income and assets, and make final adjustments to the penalty calculation even where this results in a penalty point within another band. The general presumption should be that a civil penalty should not be revised downwards simply because an offender has (or claims to have) a low income. The Crown and Courts Act 2013 expressly permits the value of an offender's assets, e.g. their rental portfolio, to be taken into account when determining an appropriate penalty</li> <li>• For example, if a landlord with a large portfolio was assessed to warrant a low civil penalty, the civil penalty might require adjustment to have sufficient impact, and to conform to sentencing principles above.</li> </ul>	

<b>Considerations</b>		
<b>Civil penalty assessment before discounts</b>		
<b>Discounts:</b>	<b>Details</b>	<b>Total Amount of Discount (£)</b>
<b>(a) Works of compliance within the representation period?</b> (discount of 20% to be applied)		
<b>(b) Accreditation course with the London Landlord Accreditation scheme booked within the representation period?</b> (discount of 10% to be applied)		
<b>(c) Total discounts (maximum 30%)</b>		
<b>Final assessment of civil penalty</b>	£	

## Appendix 3 – Worked examples for civil penalties issued under the Housing and Planning Act 2017

### Example 1 - Improvement notice

HMO six people

Back door has no lock and opens onto an unlit alley way.

Landlord not notified by tenants although lock broken for 2 months

Cat 1 letter sent

Landlord has had cancer and been unable to organise the work

Improvement notice served and expired 2 months ago. Extra time given due to ill health.

<b>Details of offence</b>	
<b>Legal Contravention</b>	Failure to comply with an Improvement Notice under Section 11 of the Housing Act 2004
<b>Condition of premises</b>	Back door has no lock and opens onto an unlit alley way. Entry by intruders – Cat 1
<b>Number of tenants</b>	Six
<b>Number of households</b>	Six
<b>Any particular vulnerability of the tenants</b>	None
<b>Had the landlord received any previous communication regarding the offence (add dates and detail of communication)</b>	Yes and note additional time given in consideration of mitigating circumstances .
<b>Were any other properties affected by the offence?</b>	No
<b>Is there evidence that the landlord has tried to avoid his legal responsibilities e.g. threatened the tenants or acted in a</b>	No

<b>discriminatory way in relation to the tenants</b>					
<b>Severity of offence</b> <ul style="list-style-type: none"> <li>• Nature/extent of hazards present.</li> <li>• Vulnerability of tenants e.g. age, illness, disability, someone with language issues etc</li> <li>• Evidence of discrimination/action against the tenants</li> <li>• Effect on neighbouring premises</li> <li>• Number of persons and/or households affected e.g. single family or HMO</li> <li>• Level of risk to occupiers or third parties</li> </ul>					
<b>Considerations</b>	<ul style="list-style-type: none"> <li>• Substantial Category 1 hazard leaving tenants/premises vulnerable to intruders.</li> <li>• HMO six people and the effect of the hazards is amplified to that extent.</li> <li>• No particular vulnerability among the tenants noted.</li> <li>• No evidence of discrimination</li> <li>• No effect on neighbouring premises</li> <li>• Escalation to extreme</li> </ul>				
<b>Banding based on severity of offence considerations</b>					
Extreme	X	Substantial		Moderate	
<b>Culpability consideration</b> The offender to be assessed against three levels of culpability: <ul style="list-style-type: none"> <li>▪ Deliberate: offender intended to cause harm or ignored legal responsibilities.</li> <li>▪ Reckless: offender was reckless as to whether harm was caused or duties were not complied with.</li> <li>▪ Negligent: failure to ensure awareness of legal responsibilities.</li> </ul>					
<b>Considerations</b>	<ul style="list-style-type: none"> <li>• Tenants had not advised the landlord</li> <li>• Notice of the hazard has been given in the form of a letter prior to service of the Improvement Notice and additional time to reflect mitigating circumstances.</li> <li>• Landlord is aware of responsibility but has been suffering from ill health which has been an obstruction to compliance. So cannot be said to be reckless or negligent in that respect. Downgrade to moderate.</li> </ul>				

<b>Banding based on culpability considerations</b>					
Extreme		Substantial		Moderate	X
<b>Initial assessment of civil penalty</b>	<b>Severity of Offence</b>			<b>Moderate</b>	
				<b>Substantial</b>	
				<b>Extreme</b>	X
	<b>Culpability</b>			<b>Moderate</b>	X
				<b>Substantial</b>	
				<b>Extreme</b>	
				<b>Initial civil penalty assessment</b>	<b>£15,000.00</b>
<b>Track record of landlord</b>					
<ul style="list-style-type: none"> <li>▪ Has committed similar offences before</li> <li>▪ Experienced landlord who should know responsibilities</li> <li>▪ Owns a number of properties (i.e. not a single property landlord)</li> <li>▪ Period of time over which offence(s) committed</li> <li>▪ High level of profit from the offence/sought profit in committing</li> <li>▪ Offender is a letting agent</li> <li>▪ Attempt to cover up evidence of offence</li> </ul> <p>(Penalty to be <b>increased</b> by a minimum of £1k for each aggravating factor)</p>					
<b>Considerations</b>		No considerations			
		<b>Penalty increase</b>			
Number of considerations		£			
No considerations		£0			
<b>Mitigating Factors</b>					
Any mitigating factors and whether they are relevant to the offence e.g. ill health of landlord, obstructive behaviour of third parties etc					
Penalty to be decreased by a minimum of £1k for each mitigating factor					

<b>Considerations</b>	Landlord has been unwell and unable to organise the work
	<b>Penalty decrease</b>
Number of considerations	£1,000
No considerations	£0
<b>Check</b>	
<p>Check that the provisional civil penalty assessment meets the aims of the sentencing principles:</p> <ul style="list-style-type: none"> <li>▪ Punishment of offender</li> <li>▪ Reduction of/stopping crime</li> <li>▪ Deterrent for other potential offenders</li> <li>▪ Reform of offender</li> <li>▪ Protection of public</li> <li>▪ Reparation by offender to victim(s)</li> <li>▪ Reparation by offender to community</li> </ul> <p>Check that the provisional assessment is proportionate and will have an appropriate impact.</p> <ul style="list-style-type: none"> <li>• This step should take account of the offender's income and assets, and make adjustments within band or change band accordingly. The general presumption should be that a civil penalty should not be revised downwards simply because an offender has (or claims to have) a low income. The Crown and Courts Act 2013 expressly permits the value of an offender's assets, e.g. their rental portfolio, to be taken into account when determining an appropriate penalty</li> <li>• For example, if a landlord with a large portfolio was assessed to warrant a low civil penalty, the civil penalty might require adjustment to have sufficient impact, and to conform to sentencing principles above.</li> </ul>	
<b>Considerations</b>	None
<b>Final assessment of civil penalty</b>	<b>£14,000.00</b>

***Additional Comment***

***In this case the mitigating discount may be increased depending on any details provided by the landlord in relation to his illness, business model etc.***

### Example 2 -Failure to licence

- 4 person HMO 2 storeys
- 3 letters sent requesting the owner to licence
- Property generally in an ok condition
- No licence application

<b>Details of offence</b>	
<b>Legal Contravention</b>	Failure to licence a an HMO requiring a licence under S.72 Housing Act 2004
<b>Condition of premises</b>	Generally satisfactory
<b>Number of tenants</b>	Four
<b>Number of households</b>	Four
<b>Any particular vulnerability of the tenants</b>	No
<b>Had the landlord received any previous communication regarding the offence (add dates and detail of communication</b>	Three letters to landlord concerning the requirement to licence
<b>Were any other properties affected by the offence?</b>	No
<b>Is there evidence that the landlord has tried to avoid his legal responsibilities e.g. threatened the tenants or acted in a discriminatory way in relation to the tenants</b>	No



<b>Severity of offence</b>					
<ul style="list-style-type: none"> <li>• Nature/extent of hazards present.</li> <li>• Vulnerability of tenants e.g. age, illness, disability, someone with language issues etc</li> <li>• Evidence of discrimination/action against the tenants</li> <li>• Effect on neighbouring premises</li> <li>• Number of persons and/or households affected e.g. single family or HMO</li> <li>• Level of risk to occupiers or third parties</li> </ul>					
<b>Considerations</b>		<ul style="list-style-type: none"> <li>• No Cat 1/substantial hazards present.</li> <li>• Premises is an HMO but this is an inherent part of the offence and therefore not taken into consideration in determining the severity of the offence and although the fact that a small one may be a factor in determining moderate offence.</li> <li>• Tenants not especially vulnerable</li> <li>• No evidence of discrimination/action against the tenants</li> <li>• No known effect on neighbouring premises</li> <li>• No substantial level of risk to occupiers or third parties</li> </ul>			
<b>Banding based on severity of offence considerations</b>					
Extreme		Substantial		Moderate	X
<b>Culpability consideration</b>					
<p>The offender to be assessed against three levels of culpability:</p> <ul style="list-style-type: none"> <li>▪ Deliberate: offender intended to cause harm or ignored legal responsibilities.</li> <li>▪ Reckless: offender was reckless as to whether harm was caused or duties were not complied with.</li> <li>▪ Negligent: failure to ensure awareness of legal responsibilities.</li> </ul>					
<b>Considerations</b>		<p>Reckless: offender was reckless as to whether harm was caused or duties were not complied with and no evidence of deliberate offence (no indication that LL intended to cause the offence)</p>			

<b>Banding based on culpability considerations</b>					
Extreme		Substantial	X	Moderate	
<b>Initial assessment of civil penalty</b>	<b>Severity of Offence</b>			<b>Moderate</b>	X
				<b>Substantial</b>	
				<b>Extreme</b>	
	<b>Culpability</b>			<b>Moderate</b>	
				<b>Substantial</b>	X
				<b>Extreme</b>	
	<b>Initial civil penalty assessment</b>			<b>£5,000.00</b>	
<b>Track record of landlord</b>					
<ul style="list-style-type: none"> <li>▪ Has committed similar offences before</li> <li>▪ Experienced landlord who should know responsibilities</li> <li>▪ Owns a number of properties (i.e. not a single property landlord)</li> <li>▪ Period of time over which offence(s) committed</li> <li>▪ High level of profit from the offence/sought profit in committing</li> <li>▪ Offender is a letting agent</li> <li>▪ Attempt to cover up evidence of offence</li> </ul> <p>(Penalty to be <b>increased</b> by a minimum of £1k for each aggravating factor)</p>					
<b>Considerations</b>		No considerations			
		<b>Penalty increase</b>			
Number of considerations		£0			
No considerations		£0			
<b>Mitigating Factors</b>					
Any mitigating factors and whether they are relevant to the offence e.g. ill health of landlord, obstructive behaviour of third parties etc					
Penalty to be decreased by a minimum of £1k for each mitigating factor					
<b>Considerations</b>		No considerations			

	<b>Penalty decrease</b>
Number of considerations	£
No considerations	£0
<b>Check</b>	
<p>Check that the provisional civil penalty assessment meets the aims of the sentencing principles:</p> <ul style="list-style-type: none"> <li>▪ Punishment of offender</li> <li>▪ Reduction of/stopping crime</li> <li>▪ Deterrent for other potential offenders</li> <li>▪ Reform of offender</li> <li>▪ Protection of public</li> <li>▪ Reparation by offender to victim(s)</li> <li>▪ Reparation by offender to community</li> </ul> <p>Check that the provisional assessment is proportionate and will have an appropriate impact.</p> <ul style="list-style-type: none"> <li>• This step should take account of the offender's income and assets, and make adjustments within band or change band accordingly. The general presumption should be that a civil penalty should not be revised downwards simply because an offender has (or claims to have) a low income. The Crown and Courts Act 2013 expressly permits the value of an offender's assets, e.g. their rental portfolio, to be taken into account when determining an appropriate penalty</li> <li>• For example, if a landlord with a large portfolio was assessed to warrant a low civil penalty, the civil penalty might require adjustment to have sufficient impact, and to conform to sentencing principles above.</li> </ul>	
<b>Considerations</b>	None
<b>Final assessment of civil penalty</b>	<b>£5,000.00</b>

## **Appendix 4- Amendments to the Development and Regulatory Services Enforcement Policy – Statement of Principles for The Smoke and Carbon Monoxide (England) Regulations 2015**

### Introduction

The Smoke and Carbon Monoxide (England) Regulations 2015 require that landlords for all let properties (some exemptions exist) ensure that:

- a smoke alarm is installed on each storey of premises where there is living accommodation
- a carbon monoxide alarm is installed in any room of premises used as living accommodation, which contain a solid fuel burning appliance.

**and** for tenancies starting from 1 October 2015

- that checks are made by the landlord, or someone acting on his/her behalf, that the alarm(s) are in proper working order on the day the tenancy starts.

Properties subject to Part 2 or Part 3 licensing are exempt from the 2015 Regulations although compliance is achieved through licensing conditions.

Regulation 8 of the Smoke and Carbon Monoxide Alarm (England) Regulations provides that where a Local Housing Authority is satisfied, on the balance of probabilities, that a Landlord on whom it has served a remedial notice under Regulation 5 is in breach of their compliance duty under Regulation 6(1), the Authority may require the Landlord to pay a penalty charge. The amount of the charge to be determined by the Authority, is up to a statutory maximum of £5,000.

Regulation 13 of the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 requires a Local Housing Authority to prepare and publish a Statement of Principles to be followed in determining the amount of penalty charge to be made for failure to comply with the requirements of a Remedial Notice under Regulation 5 of the regulations.

In particular the council will have regard to:-

- The nature of the breach of the Regulations
- Continued, or repeat, breaches of the Regulations.

The primary aims of any financial penalty will be to:

- Recover the Council's costs in carrying out the necessary remedial work, under Regulation 7.
- Lower the risk to tenant's health, safety and wellbeing by ensuring that the property in question benefits from basic early warning in the event of a fire.

- Promote compliance of landlords in the private rented sector.
- Eliminate any financial gain or benefit from non-compliance with regulation.
- Educate Landlords on the associated risks of non-compliance.
- Be proportionate to the nature of the breach of legislation and the risk posed.
- Aim to prevent future non-compliance.

The Council may revise its Statement of Principles at any time, but where it does so, it must publish the revised statement. The current statement of principles which is in force at the time of the commission of the offence is to be used when deciding on the amount for the penalty charge.

### **Remedial Works to comply with Regulations**

To comply with these Regulations the type of smoke alarm deemed acceptable is either a mains powered alarm or one operated with a sealed battery with a 10 year life with one fitted on each floor.

It is important to remind landlords that a full fire risk assessment should be undertaken to ensure that this level of detection meets the risk within the premises. The Council can assess risk using the Housing Act 2004 and this may require additional detection. Such circumstances include mode of occupation, nature of tenants, property layout or height of building. Freeholders may also be required to risk assess the common ways under the Regulatory Reform (Fire Safety) Order 2005.

Carbon Monoxide Alarms – In order to comply with these Regulations, a carbon monoxide alarm will be installed in every room containing a solid fuel combusting appliance.

### **Enforcement**

Where the Council has “reasonable grounds” to believe that a landlord is in breach of one or more of the above duties, the Council **must** serve a Remedial Notice on the landlord under Regulation 5. This will list the remedial works required to be taken by the Landlord. ‘Reasonable grounds’ would include being informed by a tenant, letting agent or housing officer that the required alarms are not installed.

Regulation 5(e) makes provision for the landlord to be able to request a written review of the Remedial Notice within 28 days.

If the Landlord fails to take remedial action, within the specified timescale, a penalty charge notice may be issued. The 2015 Regulations ( Regulation 7) requires the Council to carry out the works in default where the necessary consent is given by the occupier and can then reclaim all reasonable costs incurred by the builder and themselves in organising the works.

Where a penalty charge is to be imposed for non-compliance, the landlord subject to the charge shall be notified in writing by a Penalty Charge Notice. This notice shall include;

- the reason for imposing the penalty;
- the premises to which it relates;
- the number and type of alarms the Council has installed at the premises;
- the amount of the penalty (including eligibility for first offence early payment discount);
- details to make payment; and,
- details of the right to request a review and how to request it.

The purpose of the penalty charge is to:

- Protect the interests of the public
- Lower the risk to tenant's health and safety
- Reimburse the costs incurred by the Council in arranging remedial action in default of the landlord
- Change the behaviour of the landlord and aim to prevent future non-compliance
- Penalise the landlord for not installing alarms in line with the Regulations and after being required to so, under notice
- Eliminate financial gain or benefit from non-compliance with the Regulations.
- Be proportionate to potential harm outcomes, the nature of the breach, and the cost benefit to comply with these legal requirements.

### **Criteria for the imposition of a penalty charge**

In deciding whether it would be appropriate to impose a penalty charge, the Council will take full account of the particular facts and circumstances of the regulation breach under consideration. Factors which the Council will take into consideration include, but are not limited to:-

- The extent to which the circumstances giving rise to the contravention were within the control of the landlord.
- The presence or absence, of internal controls or procedures on the landlord's part which were intended to prevent the breach.
- The steps that the landlord has taken since being served with the Remedial Notice,
- Whether the landlord has been obstructed in his duty, or if tenant removal of alarms has occurred.
- The condition of the premises e.g. any Category 1 hazards, if there is overcrowding, vulnerability of the occupiers, any high fire risk, any electrical/gas risks etc
- Evidence provided that supports compliance with a Remedial Notice, (this may include a signed inventory at the start of a tenancy, or photographic evidence showing alarms installed, with a date & time stamp).
- Any past breaches.

The expectation is that a landlord is proactive with complying with his duties to ensure that the number and type of alarms at least meets the expectations of the 2015 Regulations.

The Penalty Charge Notice will be issued where the Council is satisfied, on the balance of probabilities, the landlord has failed to comply with his duties.

To determine relevant facts the Council will try to collect evidence, including; information from a property inspection or provided by the tenant, landlord or agent on property management and whether any remedial action has been satisfactorily completed.

Landlords can demonstrate compliance with their duty to install by supplying dated photographs of alarms, together with installation records or signed confirmation by the tenant that a system is in proper working order at the start of the tenancy. Tenancy agreements can specify the frequency that a tenant should then test the alarm to ensure it is in proper working order.

### **Criteria for determining the amount of Penalty Charge**

The Regulations set a maximum penalty charge of £5,000. A penalty charge will be set at a level which the council considers is proportional to the breach and will take into account all the other circumstances of the case, which will include (the list is not exclusive):-

- Costs incurred by the Council in taking remedial action following non-compliance, including officer time and the cost of contractor supervision.
- Whether or not the breach under consideration is a first-time breach.
- Where justified representations have been made to the Council to formally review the penalty charge imposed, under Regulation 10.

Barnet Council has set the penalty charge as follows:-

<b>Offence</b>	<b>Fine</b>
First-time breach depending on the facts of the case	Up to <b>£5,000</b> .
An early payment of the penalty charge, within 28 days from Penalty Charge Notice service	Discount of 50% (to <b>£2,500</b> )

Offender books onto an accreditation course with the London Landlord Accreditation scheme within 28 days of service of the Penalty Charge Notice and subsequently completes the course on the relevant date	Penalty reduced by 10%.
If the offender undertakes the necessary work of compliance within 28 days of service of the Penalty Charge Notice	Penalty reduced by 20%.
As such, for a first time breach, if the landlord completes the works, pays within 28 days and becomes accredited the fine will be £1,500.	
Subsequent breaches by the same landlord	<b>£5,000.</b> No discounts will be available in this case.

### **Review of Penalty Charge Notice and Appeals**

On receipt of a Penalty Charge Notice a landlord can, within 28 days from Notice service, make a written request to the Council to review their decision. Information on how to request a review will be on the reverse of the notice.

The Council must consider any representation and decide whether to confirm, vary or withdraw the Penalty Charge Notice. The Council in making a decision will consider the following:

1. Whether the facts of the matter supported the service of the Penalty Charge Notice
2. Whether the decision was correct having regard to the relevant laws.
3. The amount of the charge was reasonable having regard to any mitigating, aggravating or other circumstances submitted with the request for review.

Adjustments to the penalty charge will be in steps of £250.

The Council will review the facts of the case and can confirm or vary their decision, and will serve notice giving the result of their review.

A landlord can then appeal against the review decision to the First Tier Tribunal. The Tribunal can then quash, confirm, or vary the Penalty Charge Notice (but cannot increase the penalty charge). Appeals should be made within 28 days from the date of the Decision Notice served by the Council.

The operation of the Penalty Charge Notice is suspended until the Tribunal has determined the appeal.



**Recovery of Penalty Charges.**

If the charge is not paid, then recovery will be pursued as laid out in the 2015 Regulations, including the obtaining of a Court Order where necessary. Where landlords make an appeal to the First-tier Tribunal, recovery will commence after the appeal period has elapsed or from when the appeal is finally determined or withdrawn.

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	<p><b>Policy &amp; Resources Committee</b></p> <p><b>5 December 2017</b></p>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Authorisation to commence procurement of improvement works at Hendon Cemetery and Crematorium</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Councillor Richard Cornelius</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>HCC is in Mill Hill Ward and provides a service to residents across all wards.</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: right;"><b>Key</b></p>	<p>Yes</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>None</p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>Megan Hallett, Project Manager, CSG,  <a href="mailto:Megan.hallett@capita.co.uk">Megan.hallett@capita.co.uk</a> 020 8359 4469</p> <p>Jamie Blake, Strategic Director of Environment  <a href="mailto:Jamie.blake@barnet.gov.uk">Jamie.blake@barnet.gov.uk</a> 020 8359 7609</p>

### Summary

This report seeks authority to commence procurement of improvement works at Hendon Cemetery and Crematorium (HCC) within 2017/18. It also seeks to delegate authority to the Strategic Director of Environment, in consultation with the Chair of Policy & Resources Committee, to accept tenders and enter into contracts above £500k.

The HCC Refurbishment and Regeneration project is not included on the 2017/18 Procurement Forward Plan so authorisation to commence procurement is required. As the value of works to be procured is over £500k, the Council's Constitution requires that authorisation is sought via report to relevant thematic committee.

This report also seeks approval to the addition of £440,000 to the budget in 2018/19.

## **Recommendations**

- 1. That the Policy and Resources Committee authorise commencement of procurement activities for refurbishment and regeneration works at Hendon Cemetery and Crematorium (HCC) to allow procurement to start within 2017/18.**
- 2. That the Policy and Resources Committee delegate authority to the Strategic Director of Environment in consultation with the Chair of the Policy and Resources Committee to accept the most economically advantageous tender and to enter into a contract for the execution of the refurbishment and regeneration works at HCC**
- 3. That the Policy and Resources Committee approve the addition of £440,000 in 2018/19 to the Refurbishment and regeneration of Hendon cemetery and crematorium scheme funding by RE as set out in paragraph 5.2.2**

### **1. WHY THIS REPORT IS NEEDED**

- 1.1 Refurbishment and regeneration of Hendon Cemetery and Crematorium is needed to allow RE (Regional Enterprise) Ltd to meet their contractual obligations in relation to the site, to utilise long term empty fire damaged buildings, rebuild the structurally unstable mess facilities and redecorate the Chapel complex. It will also improve the Council's Bereavement Service by improving the front of house areas, with the overall objective of maximising use of space. To achieve this a number of construction related activities need to be procured.
- 1.2 The Council's Contract Procedure Rules require any procurement action to have authorisation prior to commencing procurement.
- 1.3 The Contract Procedure Rules allow that any proposed procurement action that is listed on the Annual Procurement Forward Plan approved by the Policy and Resources Committee for that financial year can commence without further authorisation. Procurements not listed will require separate authorisation.
- 1.4 The HCC project is not included on the approved 2017/18 Procurement Forward Plan, so separate authorisation is required to commence procurement in the current financial year.
- 1.5 Council Constitution Article 10 - Decision Making, Table B, published October 2017, requires authorisation to commence procurement for works over £500k in value to be gained via report to the relevant thematic committee.

### **2. REASONS FOR RECOMMENDATIONS**

2.1 Authorisation to commence procurement this financial year will allow the project to proceed without procurement delay, and enable works to start on site ahead of April 2018.

2.2 This approach follows the Procurement Strategy agreed by project Board.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 One alternative to the recommended options is to not seek authorisation to commence procurement, and close the project. This would prevent improvements to the site and negatively impact on RE (Regional Enterprise) Ltd's ability to meet its contractual commitments to LBB in terms of improving service provision and guaranteeing income provision.

3.2 The other alternative is to add the proposed procurements to the Annual Forward Plan for 2018/19 and await committee approval of the latter. This would allow procurement activity to commence in January 2018 but contracts could not be entered into before April 2018. This latter constraint which would restrict how soon works could start on site, negatively impacting on the works programme and potentially delaying completion.

### **4. POST DECISION IMPLEMENTATION**

4.1 Once recommendations are approved the procurement process(es) will commence, following which the Strategic Director of Environment in consultation with the Chair of the Policy and Resources Committee will exercise the delegated authority granted to him by the Policy & Resources Committee to accept the most economically advantageous tender and enter into a contract for the execution of the refurbishment and regeneration works at HCC. The exercise of the delegated authority will be recorded by an officer full DPR.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

5.1.1 This project will improve the facilities for the Council's Bereavement Service, including making their reception area more accessible to users and providing much needed private consultation space. This aligns with the Council's 2015-2020 Corporate Priority to Deliver Quality Services.

5.1.2 The project will refurbish /replace existing buildings in poor states of repair to provide fit for purpose facilities for staff and visitors, provide new wake/café facilities for users of the Cemetery & Crematorium and create the opportunity to increase burial space at the site. It will assist RE (Regional Enterprise) Ltd to meet their contractual commitments to the Council, including management of the site and income generation for the Council. This supports the 2015-2020 Corporate Priority of Responsible Growth, Regeneration and Investment. It also assists the Council's vision to deliver services efficiently, to maximize value for money for the taxpayer, and to generate local income to enable the Council to be more financially independent and grow local services.

5.1.3 Undertaking the proposed works will help the Service fulfil the wider objective of achieving the Green Flag status for the site, which aligns with the Council's vision to ensure the Green Spaces are amongst the best in London by 2020.

## 5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 The project to refurbish and regenerate Hendon Cemetery and Crematorium, is funded from the Environmental Health Capital Programme with a budget allocation of £1,183,000

5.2.2 The budget was approved by Policy & Resources Committee in February 2016 and will be used to cover construction activities, project management and technical team fees, surveys, legal and statutory consent costs.. In addition, RE have a contractual commitment to LBB to contribute £ 440,000 for capital works, thereby increasing the project budget to £1,623,000.

5.2.3 Completion of the works, including provision of the new café/wake facilities, and releasing potential space for burials, will support RE in generating additional income on behalf of the Council. ,

5.2.4 To ensure value for money the works will be competitively tendered, and submissions will be reviewed by the technical team, who will include cost consultants.

5.2.5 The Procurement strategy has been agreed with the project board. Procurement will be undertaken in line with the Council's Contract Procurement Rules, in consultation with the strategic procurement team. There are 3 separate building elements on site – the gatehouse, welfare & storage facilities for maintenance staff, and the chapel complex – and the total works value will be over £500k. If beneficial and/or necessary in terms of phasing of works or direct appointment of specialist contractors, and compliant with Council regulations, the procurement may be split into more than one exercise.

5.2.6 Any tenders / quotations received from procurement exercises will be assessed against pre-agreed cost, time and quality criteria to select the preferred supplier and approval to enter into contract will be given in accordance with the powers delegated to the Strategic Director for Environment in this report..

5.2.7 Welfare and storage facilities for maintenance staff will be improved as part of the procured works and additional desk space may be made available in the gatehouse for office based staff. There are no other staffing implications.

5.2.8 IT requirements for refurbished /replacement buildings will be addressed as part of the procured works.

5.2.9 The proposed works will improve the condition of the property assets on site by bringing the vacant fire damaged gatehouse back into use, replacing buildings which are no longer fit for purpose and improving decoration/lighting within the Chapel complex. This will allow better and more efficient use of the Council's estate and provide improved facilities for public and staff working at the site.

### 5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires that consideration is given for above threshold (£164,176) service contracts to secure benefits for the community, environment and value for money for the London Borough of Barnet as follows:

- a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
- (b) how, in conducting the process of procurement, it might act with a view to securing that improvement.

5.3.2 The Council has extended the Social Value Act's requirements in its social value and sustainability policies to cover all procurement at the council, not just above threshold services contracts.

5.3.3 The development of specifications for all proposed procurements will take these requirements into consideration. It should be noted that such considerations could compromise the Council's ability to maximise the value for money it can achieve, so a balance will be sought wherever possible.

### 5.4 **Legal and Constitutional References**

5.4.1 Constitution Responsibilities for Functions Annex A sets out the terms of reference of the Policy and Resources Committee including (1) To determine strategic policy, finance including recommending capital and revenue budget to full Council, welfare, corporate plan and local plans, procurement, partnerships, IT, grants and the effective use of resources.

5.4.2 The Council's Constitution (Contract Procedure Rules) sets out the authorisation process for entering contractual commitments. "Authorisation" is the approval required before quotations or tenders for supplies, services or works may be sought, in accordance with Article 10 Table B – Procurement Authorisation and Acceptance Thresholds which outlines Authorisation and Acceptance Procedures, including that authorisation to commence procurements above £500,000 requires approval of the relevant Theme committee or via inclusion on the approved Procurement Forward Plan. As the HCC project is not included on the approved 2017/18 Procurement Forward Plan, separate authorisation is required from the Policy & Resources Committee to commence procurement in the current financial year.

5.4.3 The Policy & Resources Committee can delegate authority to the Strategic Director for Environment to accept tenders and enter into contracts above £500k.

5.4.4 Legal advice will be required to draft and approve the construction contract for the works and any related documents

## 5.5 Risk Management

5.5.1 A Project Risk register is maintained by the CSG Corporate Programmes Team. Risks are monitored by the Project Team and the risk register updated as required.

5.5.2 Any significant project risks will be reported to the Project Board and escalated to POB where appropriate.

5.5.3 Following procurement of works the project team will monitor all aspects of the build to ensure continued assessment of the finances, appropriate design and health & safety through design and from construction start to completion.

5.5.4 It is considered that any issues involved are unlikely to raise significant levels of public concern or give rise to policy considerations.

5.5.5 The main risks associated with the recommendations in this report are:

- If procurement is not authorised to commence at December Policy and Resources Committee then it could delay the programme and impact on the project end date, affecting when new / improved facilities become available, (programme risk) and impacting on RE's ability to generate the guaranteed income contained within the RE contract (financial risk)
- If procurement is not authorised to commence then the Council, via RE (Regional Enterprise) may not be able to comply with Article 4(1) of LACO 1977 which requires that a Local Authority keeps any cemetery that they are responsible for in good order, including buildings and infrastructure.
- If procurement submissions come back with higher costs than anticipated then there may be insufficient budget allowance to cover all the proposed works, and either budget will need to be increased or scope of works reduced.
- If insufficient submissions are received in procurement exercises then works may need to be retendered which would delay the programme.

## 5.6 Equalities and Diversity

5.6.1 Pursuant to the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.



5.6.2 All organisations that submit tenders for Council business are required to submit their Policy Statement regarding how they manage compliance with the Equality Act, or equivalent legislation.

5.6.3 Hendon Cemetery and Crematorium is a multi-faith facility and routinely undertakes funerals for all major faiths as well as secular services. Procuring works to improve facilities/accessibility at the site should provide benefits to all of Barnet's diverse communities.

## 5.7 **Consultation and Engagement**

5.7.1 Comprehensive engagement is ongoing with the Service in developing the proposals/ specification ahead of procurement. Engagement relating to procurement activity will take place as appropriate to the product(s) or service(s) required.

5.7.2 Statutory consultation on planning applications will be undertaken by the planners at the required time in the planning process.

## 5.8 **Insight**

5.8.1 Insight data will be used to support the delivery of the project and individual procurements where possible.

## 6. **BACKGROUND PAPERS**

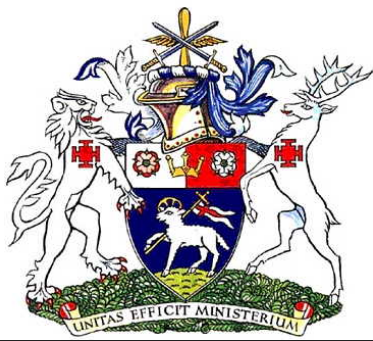
6.1 Policy and Resources Committee, 16 February 2016, (Decision Item 7 - Business Planning 2016-20) approved the project budget for 'Refurbish and regenerate Hendon Cemetery & Crematorium'.

<https://barnetintranet.moderngov.co.uk/documents/b26926/Business%20Planning%202016-20%2016th-Feb%202016%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=9>

6.2 Environment Committee, 11 January 2017, ( Decision Item 12 - Addressing limited burial capacity at Hendon Cemetery & Crematorium) highlighted the shortage of new burial space at HCC and the impact on service provision and projected income if this is not addressed.

<https://barnetintranet.moderngov.co.uk/documents/b28798/Addressing%20limited%20burial%20capacity%20at%20Hendon%20Cemetery%20and%20Crematorium%20HCC%2011th-Jan-2017%2019.00%20En.pdf?T=9>

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**Policy & Resources Committee**  
**5 December 2017**

<b>Title</b>	<b>Business Rates – Revaluation Support, a new discretionary rate relief scheme – implementation progress report</b>
<b>Report of</b>	Councillor Richard Cornelius
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	No
<b>Enclosures</b>	Appendix 1 - Revaluation Support scheme - discretionary business rate relief 2017/18 to 2020/21.
<b>Officer Contact Details</b>	Anisa Darr – Director of Resources <a href="mailto:anisa.darr@barnet.gov.uk">anisa.darr@barnet.gov.uk</a> 020 8359 7634 Jonathan Wooldridge – Revenues and Benefits Manager <a href="mailto:jonathan.wooldridge@barnet.gov.uk">jonathan.wooldridge@barnet.gov.uk</a> 020 8359 2824

**Summary**

This report is intended to provide an progress report on the implementation of the government funded revaluation support. The central government grant (£2.3m over 4 years) had been allocated to LB Barnet to award to businesses hardest hit by the effect of the 2017 revaluation.

On 27 June 2017, Policy & Resources Committee agreed the scheme for consultation, that the Deputy Chief Executive be authorised to make further amendments, and to implement the policy in conjunction with the chairman of the committee.

Following consultation and further amendment the scheme was implemented in October 2017. The final scheme is attached at Appendix 1. This report details the progress made in

allocating the grant, and seeks committee approval for the business rates team to automatically award the relief in some circumstances in order to maximise use of the scheme.

## Recommendations

1. That the report is noted.
2. That, except in the case of properties for which the Healthier Catering Commitment may apply, the Committee instruct the business rates team to automatically award the relief, without the need for an application.

### 1. WHY THIS REPORT IS NEEDED

- 1.1 This is a progress report on the implementation of the government funded business rate relief scheme intended to support those businesses facing increases as a result of the 2017 revaluation.
- 1.2 A £300m discretionary fund has been established for four years to be awarded to businesses facing the steepest increases in their business rate bills as a result of the revaluation. The LB Barnet share of the £300m is £2.373m.

	Amount of discretionary pot awarded (£000s)			
	2017-18 (year 1)	2018-19 (year 2)	2019-20 (year 3)	2020-21 (year 4)
Local authority				
Barnet	1,384	672	277	40

- 1.3 Section 2.5.3 of the Policy & Resources Report 27 June 2017 set out the council's expectations that any unallocated grant could be rolled over to a later year, but further guidance from government has clarified that this is not possible. Any unallocated grant as at 31 March 2018 would need to be returned to government.
- 1.4 In October 2017, 2,305 invitations to apply were issued to ratepayers that were expected to be eligible. Ratepayers were encouraged to return their applications by 31 October to guarantee an adjustment to their December instalments.
- 1.5 As at 15 November 2017 only 31 per cent of these have been returned and £263,275 awarded. This equates to 19 per cent of the year 1 grant funding.

### Overall eligibility

	Number of ratepayers	Value
Eligible	2,305	~1,384,000
Awarded	715 (31%)	263,275 (19%)

- 1.6 The scheme sets criteria for catering premises that means only those that are accredited under the healthier catering commitment (HCC) would be eligible for the revaluation support.
- 1.7 There are 117 eligible catering premises in the borough. Of those 28 have returned their applications, 22 have been awarded £13,238 but a small number (6) have been reluctant to claim the reduction because they have failed to comply with the HCC condition, and appear not to want to. There are 89 claims still outstanding, worth a potential £95,008.
- 1.8 We are working with the Public Health team to try and overcome any barriers for any of the business rate payers who do not wish to progress their applications.

**Healthier Catering Commitment**

	Number of ratepayers	Value
Eligible	117	£95,008
Awarded	22	£13,238
Rejected	6	£4,094

- 1.9 Those business rate payers that have not yet submitted an application, and would need to be accredited to the HCC will be separately approached and encouraged to take up the relief. Details of the HCC will be made clearer to them.
- 1.10 It has been the general trend across other London authorities that the take up is low, and our finding of just 31 per cent take up is similar to that experienced elsewhere. Some authorities are now automatically awarding the relief rather than waiting for an application. In doing so, they are issuing a letter with the revised bill advising that the relief has been awarded, and that if they are not eligible, then they should advise the business rates team.

**2. REASONS FOR RECOMMENDATIONS**

- 2.1 The government has made it clear that any unallocated grant, as at 31 March 2018, will be required to be repaid.
- 2.2 Many ratepayers will lose out on valuable support, and any burden created from the revaluation will not be alleviated. This increase in rates payable will therefore need to be collected. Reducing the rates payable, without reducing the income due to the council assists ratepayers, supports small businesses.
- 2.3 The onus is placed on the ratepayer receiving the award to declare if they are not entitled to the relief. Any ratepayer that fails to make the declaration would be in breach of the State Aid rules, not the Council.
- 2.4 The likelihood of a ratepayer exceeding the State Aid limit of 200,000 Euros is unlikely because of other conditions within the policy such as limiting the relief to businesses with fewer than 3 premises in the UK.

- 2.5 The recommendation is to engage with ratepayers who need to meet the condition of the healthier catering commitment, and not award those automatically. Instead we will separately write to each of those businesses again and enclose details of the HCC.

### **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 A letter has already been sent to all eligible ratepayers. A further letter to the ratepayers is unlikely to stimulate take up sufficiently in the time scales available. This also adds further financial burden to the council. Contacting the remaining businesses by telephone is not viable, given the volume of ratepayers to contact.
- 3.2 If we were to do nothing, and wait for ratepayers to make the applications, we would be unlikely to allocate the entire grant funding by 31 March 2018, and the grant would need to be repaid to government.

### **4. POST DECISION IMPLEMENTATION**

The remaining ratepayers who have so far not returned their applications, will be awarded the relief, and a letter sent advising them of this will be enclosed with their bill.

### **5. IMPLICATIONS OF DECISION**

#### **5.1 Corporate Priorities and Performance**

- 5.1.1 The policy supports the Corporate Plan 2015-20 priority for Barnet:

*Responsible growth and regeneration – revitalising communities and providing new homes and jobs whilst protecting what residents love about the borough, such as its green spaces, and generating local revenue as Government funding reduces to zero.*

- 5.1.2 The council provides support for business and made a commitment to make Barnet the best place in London to be a small business. The Entrepreneurial Barnet strategy outlines the council's vision to make Barnet 'the best place in London to be a small business' and support for the economy to grow.

- 5.1.3 The change in business rates payable is directly linked to inflation and increasing property rents. Supporting business to face those increases will assist in protecting businesses.

#### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 The government have allocated £300m between authorities, of which £2.3m is Barnet's share over 4 years.

2017-18	2018-19	2019-20	2020-21
£1,384,000	£672,000	£277,000	£40,000

5.2.2 The amount allocated to Barnet was set out in the government’s consultation on 9 March 2017 (<https://www.gov.uk/government/consultations/discretionary-business-rates-relief-scheme>). The actual amount received will be the amount due to Barnet and the GLA under the current rates retention rules; the government will retain their share.

5.2.3 The policy will be implemented by CSG under existing arrangements, and as this is fully funded by central government will not have a negative impact on business rate income budgets. Reducing the amount businesses have to pay will however reduce the burden on the business rate payer, and assist in maximising collection rates.

### 5.3 Social Value

5.3.1 The policy sets out the parameters for the delivery of the grant. By developing the policy to support healthy high streets through the Healthier Catering Commitment it can support social and economic benefits.

### 5.4 Legal and Constitutional References

5.4.1 The Local Government Finance Act 1988 s.47 provides the statutory authority to provide discretionary rate relief, and s.49 provides for a hardship relief.

5.4.2 The Localism Act 2011 gives authorities the ability to give local discounts, by amending s.47 of the Local Government Finance Act 1988.

5.4.3 The Councils Constitution, Article 7 - Committees Sub-Committees Area Committees and Forums and the Local Strategic Partnership sets out the terms of the Policy and Resources Committee including responsibility to determine strategic policy, finance including recommending capital and revenue budget to full Council, welfare, corporate plan and local plans, procurement, partnerships, IT, grants and the effective use of resources.

### 5.5 Risk Management

5.5.1 There is a risk that without awarding the full relief, the financial burden placed on businesses in the borough would not be alleviated within the financial year.

### 5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

5.6.2 The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services.

5.6.3 There is no cost to the local taxpayer, so no burden is created elsewhere in the borough. The scheme is designed to phase the level of support with the level of new revaluation burden.

5.6.4 An initial assessment suggests that no equalities impact is anticipated as a result of these proposals. The policy supports all business organisations in the Borough such as companies, partnerships and sole traders, and therefore direct impact on the protected characteristics is likely to be more evident in small businesses and sole traders. This will be kept under review as proposals develop.

## 5.7 Consultation and Engagement

5.7.1 None

## 5.8 Insight

5.8.1 The recommendation uses evidence of best practice and guidance such as benching marking with other authorities.

## 6. BACKGROUND PAPERS

6.1 Policy & Resources Committee 27 June 2017- Business Rates – Revaluation Support, a new discretionary rate relief scheme.  
<https://barnet.moderngov.co.uk/documents/s40449/Business%20Rates%20Revaluation%20Support%20a%20new%20discretionary%20rate%20relief%20scheme.pdf>

6.2 Delegated Powers Report 29 September 2017 - Business Rates – Revaluation Support, a new discretionary rate relief scheme – post consultation. <http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=6769>



## **Appendix 1 - Revaluation Support scheme - discretionary business rate relief 2017/18 to 2020/21.**

### **Introduction**

This document sets out the Council's discretionary business rate relief scheme (Revaluation Support) for the financial years 1 April 2017 to 31 March 2021. . It supports the following principles

- A focusing on small and medium sized businesses
- A commitment to distributing funds as soon as possible, and automatically refund overpayments
- Make eligible businesses aware by letter, and through other means such as letter and telephone when businesses contact the council.
- Ensuring that the application process as simple as possible, so that the grant can be allocated as quickly as possible.

### **The draft scheme**

1. The revaluation support scheme will apply for the year 1 April 2017 to 31 March 2021 only. The support scheme will deliver business rate relief to qualifying ratepayer's bills where these have increased due to the 2017 revaluation. The maximum award is £5,000.

The government has made an allocation to the council to distribute over the four years. The total is £2.3m.

Where an award is made, and there is a subsequent change to a ratepayer's bill, the amount of their relief will be reduced or removed accordingly, where

- a reduction in rateable value in the 2010 and, or 2017 rating lists;
  - the provision of a certificated value for the 2010 rating list or historical change;
  - the application of any additional rate relief or exemption;
  - vacation and re-occupation of the property.
2. Ratepayers who may benefit from the Scheme will be in occupation of a property with a rateable value of up to £150,000
  3. The following will only be eligible where relevant businesses have been awarded an accreditation or can demonstrate they are working toward a Healthier Catering Commitment, as defined by the Chartered Institute of Environmental Health.
    - Restaurants
    - Takeaways
    - Sandwich shops
    - Coffee shops
    - Pubs
    - Bars

4. The following types of uses are not eligible for Revaluation Support.

- Telecommunication masts and equipment
- Advertising rights
- ATMs
- delivery lockers
- public toilets

5. Properties that are providing the following services are not eligible for Revaluation Support:

- Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders);
- Gambling services (e.g. betting shops, amusement arcades, pawn brokers).

6. Properties where any of the following apply will also not be eligible:

- Properties that are operated by the same organisation / business. This applies where the business runs three or more properties in the U.K or in the U.K and overseas;
- Ratepayers in receipt of re-occupation relief in 2016/17 and / or 2017/18;
- Ratepayers in receipt of small business rate relief support which limits increases on small properties caused by the loss of small business rates relief to £600;
- Properties which were not on the rating list at 1 April 2017. (Relief will not apply where properties are entered into the list retrospectively);
- Ratepayers that were not liable for business rates in the year 2016/17
- Properties which are unoccupied. Relief will be apportioned for properties subsequently occupied;
- Ratepayers with arrears due from 2016/17 which are not subject to an arrangement agreed with the council;
- Where the award of relief would not comply with EU law on State Aid. (The ratepayer will be required to confirm that they have not received any other State Aid that exceeds in total €200,000, including any other rates relief (other than exemptions, transitional or mandatory reliefs) they may be granted for their premises).

7. How the proposed Revaluation Support is calculated:

The support will be calculated after any or all of the following have been applied:

- Exemptions
- Mandatory or discretionary reliefs
- Transitional reduction

and before the application of the Business Rates Supplement. Revaluation Support will not apply to the supplement.

#### 8. Value of the Revaluation Support in 2017/18

All businesses facing an increase in rates from 2010 to 2017 Valuation lists will be subject to an inflationary increase of 2 percent. Beyond that transitional relief will limit the increase to 5, 12.5 or 42 percent for small, medium or large businesses respectively. Revaluation Support will only apply after transitional protection.

The maximum percentages of revaluation support available on the net rates bill after the reliefs and exemptions described above and before the business rates supplement are shown below:

#### **Small Properties – with rateable value up to £28,000**

<b>Increase in Rates Bill</b>	<b>Revaluation Support payable</b>
3% - 3.99%	1%
4% - 4.99%	2%
5% - 5.99%	3%
6% - 6.99%	4%
7% and over	5%

#### **Medium Properties– Rateable Value £28,001 to £100,000 (excludes business rate supplement)**

<b>Increase in business rate bill</b>	<b>Revaluation Support payable</b>
5% - 6.99%	3%
7% - 8.99%	5%
9% - 9.99%	7%
10% - 11.99%	8%
12% and over	8.5%

#### **Large Properties – Rateable Value of £101,000 to £150,000 (excludes business rate supplement)**

<b>Increase in business rate bill</b>	<b>Revaluation Support payable</b>
10% and over	5%

The maximum award is £5,000 per property in 2017/18. Where the award is less than £50, the award will be rounded to £50, in year 1.

9. Value of the Revaluation Support in 2018/19, and 2019/20

The relief awarded in year 2018/19 will be 50 percent of the relief made in 2017/18.

The relief awarded in year 2019/20 will be 50 percent of the relief made in 2018/19.

10. In the event that the value of the grant received (£2.3m) is exceeded, no further applications will be considered unless funds are returned to the allocation pot due to changes in the amount of relief awarded, e.g. due to a vacation of the property and change of ratepayer..
11. In the event that the funding is underspent, and in exceptional circumstances, the council may decide to relax some of the criteria and make an award. Furthermore the funding allocation of £40,000 for the fourth and final year of the scheme 2020/21 will be awarded to any exceptional cases at that time.

	<h2>Policy &amp; Resources Committee</h2> <h3>5 December 2017</h3>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Business Planning – Medium Term Financial Strategy 2018/20 and draft budget for 2018/19</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Councillor Richard Cornelius</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Urgent</b></p>	<p>Yes</p>
<p style="text-align: right;"><b>Key</b></p>	<p>Yes</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>Appendix A – Medium Term Financial Strategy (MTFS) 2018 – 2020                  Appendix B – Savings proposals by Theme Committee                  Appendix C – Capital Programme Changes                  Appendix D – Capital Financing Changes                  Appendix E - Revised Bad Debt Policy</p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>Paul Clarke – Head of Finance, Commissioning Group 020 8359 2800  <a href="mailto:paul.clarke@barnet.gov.uk">paul.clarke@barnet.gov.uk</a>                  Hannah Chillingworth – Strategy Officer 020 8359 3598  <a href="mailto:Hannah.chillingworth@barnet.gov.uk">Hannah.chillingworth@barnet.gov.uk</a></p>

## Summary

On 22 November 2017, the Chancellor of the Exchequer set out the Autumn Budget 2017. The Autumn Budget is based on the latest forecasts from the Office for Budget Responsibility (OBR) for the economy and public finances. In light of the Autumn Budget, the Medium Term Financial Strategy (MTFS) has been reviewed to ensure the budget is accurate and sustainable.

This paper sets out the council’s MTFS, savings plans and capital programme. It is based on a financial forecast for 2018 to 2020 which helps ensure resources are aligned to the outcomes in the council’s Corporate Plan.

The MTFS and the financial forecasts contained therein are based on the most up to date planning assumptions. It should be noted that the Local Government Finance Settlement is due to be received within the next month. It is possible that the settlement could differ from the assumptions made. The implications of the differences, if any, will be brought back to Policy and Resources in February 2018 for consideration.

The MTFS sets out that £17.7m of the budget gap is due to be met from reserves, there are savings proposals to mitigate £28.5m, leaving a remaining gap of £6.7m. The paper sets out the following options (which are not mutually exclusive) to meet this gap:

- Increasing General Council Tax for 2018/19 by 1.99%;
- Reducing and / or deleting uncommitted elements of the capital programme in order to reduce the revenue impact on capital financing and maximising the use of New Homes Bonus, which many authorities have aligned to their base budget;
- Allocation of further savings targets to Theme Committees in 2019/20.

This report seeks approval from Policy and Resources Committee on the following:

- a) Consulting residents on options for Social Care Precept, Council Tax, closing the budget gap and saving proposals;
- b) Referral to full council for participation in the London Business Rate Pool;
- c) Changes to the capital programme up to 2020; and
- d) Movements to the revenue budgets in 2017/18.

## **Officers Recommendations**

- 1. Notes the updated Medium Term Financial Strategy (MTFS) to 2020 as set out at appendix A and the assumptions underpinning this in section 1.5;**
- 2. Agrees, subject to consultation and consideration of an equalities impact assessment, to apply a 3% Social Care Precept, to help fund care for the elderly as set out in section 1.5.11 in 2018/19;**
- 3. Agrees to consult on the use of the Council's flexibility to change the level of General Council Tax in 2018/19;**
- 4. Agrees to consult on deleting and / or reducing schemes from the 2018/19 Capital Programme as set out in section 1.7;**
- 5. Agrees that the savings proposals as set out in appendix B, subject to consultation and equalities impact assessment, come back to Policy and Resources Committee in February 2018 and Full Council for final approval of the 2018/19 budget in March 2018;**
- 6. Agrees the changes to the existing Capital Programme as set out in section 1.9 and appendix C and D;**
- 7. Delegates in year capital financing substitution decisions to the Section 151 officer as set out in paragraph 1.9.11;**
- 8. Recommends to Full Council joining the London wide Business Rates Pool as set out in paragraphs 1.3.1 to 1.3.9**

- 9. Recommends that Council delegates responsibility to the Deputy Chief Executive in consultation with the Chairman of Policy and Resources Committee to agree the final deal as presented by London Councils in the form of the Memorandum of Understanding as set out in paragraph 1.3.7;**
- 10. Agrees to delegate decisions to be taken in relation to the London wide Business Rates Pool's Strategic Investment Pot to the Deputy Chief Executive in consultation with the Chairman of Policy and Resources Committee, as set out in paragraph 1.2.7;**
- 11. Agrees the process for consultation as set out in section 5.7;**
- 12. Agrees the movements in budget in 2017/18 as set out in section 1.11; and**
- 13. Agrees the revised bad debt policy and bad debt write offs as set out in section 1.14 and appendix E.**

## **1. WHY THIS REPORT IS NEEDED**

### **1.1 Executive Summary**

- 1.1.1 On 22 November 2017, the Chancellor of the Exchequer set out the Autumn Budget 2017. This Budget is the first held in Autumn since the Chancellor's announcement that it would be brought forward from the Spring. The Budget and related announcements are based on the latest forecasts from the Office for Budget Responsibility (OBR) for the economy and public finances. A Spring Statement will be introduced in 2018; however this is intended to be an economic statement.
- 1.1.2 In March 2017, the Council set a Medium Term Financial Strategy (MTFS) covering the period 2017 – 2020. The MTFS for this period identified a total budget gap of £53.9m with savings identified to meet this gap. £19.8m was due to be delivered in 2017/18 leaving a budget gap of £34.1m from 2018-20.
- 1.1.3 The assumptions underpinning the MTFS have been reviewed and the Council's budget gap has increased by a further £6.7m, mainly as a result of ongoing pressures in Adults Social Care and Family Services; and increases in pay and non-inflation.
- 1.1.4 This report sets out the savings proposals agreed by Theme Committees; in line with commissioning priorities.
- 1.1.5 The final budget for 2018/19, following consultation, will be presented to Policy and Resources Committee for consideration in February 2018 and Full Council for agreement in March 2018.

### **1.2 Strategic Context**

- 1.2.1 Reduced funding from central government coupled with an increase in demographic pressures has meant that the past seven years have been a period of significant challenge for local government. Barnet has always sought to be ahead of the curve in terms of financial planning and by adopting a long term view of future challenges the council has managed to save over £144m between 2010 and 2017 whilst maintaining high levels of resident satisfaction – 82% of residents were satisfied with their local area as a place to live according to the Spring 2017 Residents' Perception Survey.
- 1.2.2 With demand on local services set to increase and local authorities having to generate more and more of their income locally, the next few years will present further financial challenges, with a £40.7m budget gap to close by 2020. Beyond 2020, we will need to continue to look ahead and consider how to deliver services differently as pressures on our budget continues.

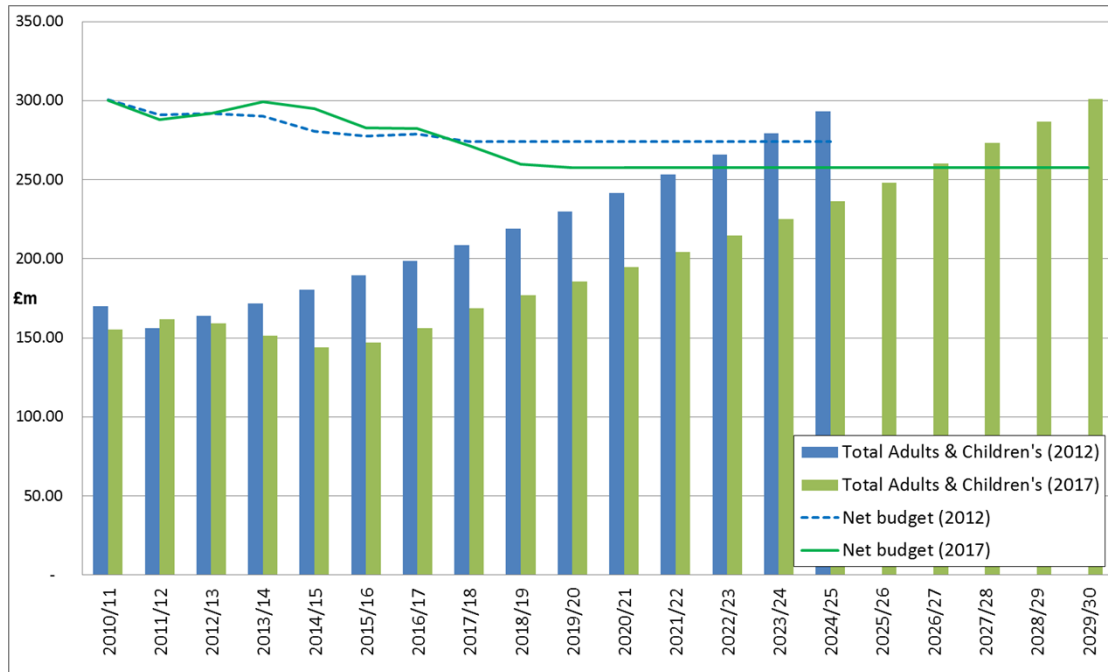
#### **Barnet's approach to the financial challenge**

- 1.2.3 Barnet has a long tradition of robust financial planning, assisting the organisation in navigating a challenging period of austerity and change. In 2012 the Council published the 'Graph of Doom'. This demonstrated that over five to seven years the Council would get to the point where the funding levels would restrict the ability to do much other than fund Adults and Children's



services. The hypothesis was that over a 20-year period, unless there was a really radical corrective action, funding adult social care and children's services would take up the totality of the forecast budget.

Figure 1 - Graph of Doom, then and now



1.2.4 The graph above shows the original Graph of Doom compared to what actually happened until financial year 2016/17; from 2017/18 it uses current projections.

1.2.5 The original expectation was that the costs of Adults and Children's services (shown in blue bars) would exceed the total Council budget (dotted blue line) by 2023/24. Updating the projections shows that the pace of the budget reduction has been greater than anticipated, however savings from better procurement and earlier intervention in Adults and Children's services has helped contain the costs. The graph shows that while the point at which funding Adults and Children's services takes over the forecast total budget hasn't been eradicated it has been delayed until 2026/27.

1.2.6 Barnet has been innovative in its approach to tackling the challenges local government faces. It has been open to new ways of doing things and working closely with partners across the public, private and voluntary sector. It is important that this continues to ensure that Barnet is well placed to meet future challenges and opportunities and continue to be a successful borough.

1.2.7 Our job is to work together for residents and businesses to ensure:

- Successful places
- Great Outcomes
- Quality Services
- Resilient Communities.

The scale of the ongoing financial challenge means that the way we deliver our services will need to change and there will be some difficult choices to ensure that savings are achieved whilst protecting services for our most vulnerable residents as far as possible,.

- 1.2.8 However, this challenge is also an opportunity for us to build on the progress we've made in areas such as supporting people into employment. That means making careful choices about what we invest in, where and how we make savings and generating revenue through Council Tax and other sources to pay for services. Through using the proceeds of growth to invest in our borough's critical infrastructure we are ensuring the sustainability of the council by laying the groundwork for generating future income locally. For example, through our capital investment programme we are investing money into ensuring transport, schools, and medical services are in place as people move in to our regeneration sites.
- 1.2.9 We want to meet our budget gap whilst still delivering the commitments set out in our [Corporate Plan to 2020](#). We will do this by focusing on key priorities within our main portfolio areas.

### **Adults and Safeguarding**

- 1.2.10 **Implementing strength-based practice in Adult Social Care** so that Adult social care focus on people's strengths and what matters to them; and how they can use their strengths and support networks to stay independent Social workers, occupational therapists and assessment and enablement officers now work more flexibly with potential service users helping them to create their own care and support plans. To support this, two 'Care Spaces' in Colindale and East Finchley have been opened. These are places where people can come for information, advice, a conversation or an assessment to help them become more independent and resilient. Our pioneering mental health enablement service, The Network, has been expanded, so that more people with mental health needs are enabled to recover. We are working to ensure our social care providers also promote independence and take a strengths based approach: for example, Your Choice Barnet now offers employment support as a core part of its services.
- 1.2.11 **Integrating local health and social care.** Barnet is working with NHS organisations on the North Central London Sustainability and Transformation Plan (STP). Led by the Barnet Health and Wellbeing Board, NHS Barnet CCG and the council, we are implementing a Care Closer to Home model for Barnet residents, building on the success of the Better Care Fund and expanding integrated teams linked to primary care. We have enhanced our integrated community dementia services by developing a Dementia Hub to provide a range of activities for people with dementia, which works with the council-funded dementia advisors and Barnet's network of dementia cafes. We are improving the quality of life for people with learning disabilities and/or autism as part of the North Central London Transforming Care Programme.

- 1.2.12 We are implementing the Fit and Active Barnet plan to increase wellbeing through physical activity. During 2018-20 we will be building new leisure centres at Barnet Copthall and New Barnet. 2018 is the first year of operation of the council's new leisure services contract, which brings additional benefits for residents whilst achieving a better financial position for the council.

### **Asset, Regeneration and Growth**

- 1.2.13 **Regenerating Brent Cross Cricklewood** by securing the Compulsory Purchase Order for Brent Cross and designing the new shopping centre.
- 1.2.14 **Regenerating Colindale** by delivering 10,000 new homes and infrastructure to support them. Milestones include Planning permission for the Youth Zone and the re-landscaping of Montrose and Silk Stream Parks, and revised planning permission for Grahame Park and the new Community Hub. In 2018 we will also be moving to our new main office located in the heart of the Colindale regeneration area, which will support growth in this area and provide a boost to the local economy.
- 1.2.15 **Helping people into work** by working with partners through the Care Leavers Hub, BOOST, and the Skills Escalator. We will also maximise use of the apprenticeship levy to ensure many more apprenticeship opportunities are available to local people.
- 1.2.16 **Improving planning and enforcement** by focusing on increasing satisfaction with our planning services. We have worked with planning enforcement over the last year to improve staff resources, data quality and performance reporting, communications to Members and the public, and the handling of prosecutions and will continue to embed these improvements to ensure that planning regulations are rigorously enforced across Barnet.

### **Children, Education, Libraries and Safeguarding**

- 1.2.17 **Delivering the Family Friendly Barnet vision** by putting children and families at the heart of everything we do, building resilient families and children and working towards outstanding children's social care. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives.
- 1.2.18 **Tackling gang activity** to prevent offending and working with young people presenting with high risk and vulnerability, including those who are gang-involved or on the periphery of gangs through REACH, our multi-agency team that leads in the delivery of support to high risk and vulnerable adolescents. We will extend learning from REACH so that practitioners across the children's workforce are able to benefit.
- 1.2.19 Following our Ofsted inspection we have been working with the Department for Education to develop a robust Improvement Action Plan, which has now been signed off. Improving outcomes for vulnerable children is a priority

across the council and our partners, not just within Family Services, and we will be working collectively to drive the improvements that we want. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

## **Community Leadership**

- 1.2.20 **Supporting those with multiple and complex needs** by tackling issues around domestic violence, mental health, and substance misuse via the Multi-Agency Safeguarding Hub (MASH). We will focus on the cohort of cases that is driving demand in the MASH and social care with the aim of helping those who need it through multi-agency analysis.

## **Environment.**

- 1.2.21 **Modernising our environmental services** by investing in new machinery, improving the quality of sweeping, and ensuring that staff are equipped with the right tools for the job. Our commercial waste collection servicers are being designed to maximise commercial waste recycling whilst minimising local environment impact.

- 1.2.22 **Delivering highways improvements**, placing more emphasis on localized schemes from repairing footways that are currently below intervention level to re-profiling street corners to allow for large vehicle movements. The quality of roads and pavements remains a top concern for residents so we have taken a proactive approach to make the most of the agreed investment in this area, for example through the successful delivery of the Network Recovery Plan. We will continue to work to ensure that the most serious potholes and pavement defects are addressed quickly and to improve the business as usual service and Member satisfaction. We are also investing in new machinery to improve the speed and quality of pothole repairs. Our enforcement approach is being shaped on the 'polluters pay' principle and we will be clearing up rear access ways and clamping down on fly tipping and littering.

## **Housing**

- 1.2.23 **Delivering the Development Pipeline** by working with Barnet Homes and Re to build new affordable and private houses on Council land. Milestones include Tranche 3 of 320 new homes for affordable rent and new extra care housing at Moreton Close.

- 1.2.24 **Resident safety** is of paramount concern. Following the Grenfell Tower tragedy, £10m was initially allocated within the Capital Programme to enable fire safety works to begin. A further £7.5m is recommended as a further addition within this report. The total of £17.5m is funded through the HRA.

## Policy & Resources

- 1.2.25 **Universal Credit** was introduced in 2013 and replaced six means-tested benefits and tax credits: income based Jobseeker's Allowance, Housing Benefit, Working Tax Credit, Child Tax Credit, income based Employment and Support Allowance and Income Support. Implementation so far has been limited to new single claimants. Further roll out in L B Barnet to all new claimants of Universal Credit Full Service is now expected to be implemented from May 2018.
- 1.2.26 Comments were raised nationally about the risk of an increase in homelessness associated with rent arrears. In the Autumn Budget a £1.5bn package was announced to "address concerns" about the delivery of universal credit. The seven day waiting period for Universal Credit will be removed and new claimants already receiving Housing Benefit will continue to receive this help with rent payments for two weeks. Additionally those residents in Temporary Accommodation will continue to be entitled to Housing Benefit, paid by local authorities.
- 1.2.27 We are also working to implement **The Way We Work programme** by developing a flexible and empowered workforce which meets the needs of our customers. To improve our customer services we are moving to a digital by default approach which aims to move 80% of contact with the council online by 2020, whilst retaining support for those who need it. We are further developing the My Account platform to support this.

## 1.3 Autumn Budget 2017

### London Business Rates Pooling

- 1.3.1 The Government has indicated support for developing a 100% business rate retention pilot pool in London for 2018/19, subject to London establishing robust governance arrangements for dedicating a significant share of the additional resources to promoting future economic growth. London Councils are seeking an agreement with Government that would cover the following areas:
- 1.3.2 **Pool principles:** the pool would be voluntary, but include all London authorities; London would retain a greater share of business rates in exchange for Revenue Support Grant; a "no detriment guarantee" would ensure that the pool could not be worse off than the participating authorities would have been collectively if they had not entered the pilot pool; no "new burdens" would be transferred to London and participation in the pilot would not affect the development or implementation of the Fair Funding review (currently anticipated in 2020/21).
- 1.3.3 **Distribution:** All authorities would receive at least as much from the pool as they would have under the existing 50% retention scheme. Any additional net benefits of the pool – currently estimated to be approximately £240 million in 2018/19 – would be distributed on the following basis:

- 15% to reward growth
- 35% to reflect population
- 35% to reflect Settlement Funding Assessment
- 15% set aside for a “Strategic Investment Pot” (see below)

The resources not top-sliced for the investment pot would be shared between the GLA and the boroughs in the ratio 36:64.

1.3.4 **Governance of the strategic investment pot:** The pot would be dedicated to projects that contribute to the sustainable growth of London’s economy, and which attract match funding from other private or public sources. Decisions regarding SIP projects will be made on the basis of three consultation tests:

- (i) the GLA and the London Boroughs agree;
- (ii) London Boroughs' agreement will require two thirds support; and
- (iii) support is subject to a sub-regional veto whereby, if all the London Boroughs in a sub-region were to oppose a proposal then it could not be agreed

1.3.5 The SIP projects will have been assessed by the Lead Authority against pre-agreed transparent and objective criteria.

1.3.6 **Evaluation:** Government has indicated that it would undertake a qualitative evaluation the progress of any pilot agreed, based on the current research programme for the existing business rate retention pilots, with additional focus on the governance and scale of resources dedicated to strategic investment.

### Next steps

1.3.7 If a final agreement is achieved, the Government would prepare a “designation order” establishing a London pilot pool and would reflect this in the Provisional Local Government Finance Settlement in December. If this happens, each authority will need to take the relevant decisions, through their own constitutional decision-making arrangements:

- To enter the pool (including accepting the Designation by the Secretary of State as an authority within the Pilot Pool and delegating authority over its administration to the lead authority which, following consideration by the elected officers of London Councils, would be the City of London Corporation for the duration of the pilot);
- To agree a Memorandum of Understanding between London authorities for the operation of the pilot pool; and
- Where appropriate, to delegate authority to a lead officer or committee to take decisions in relation to the Strategic Investment Pot.

1.3.8 The deadline for all 34 authorities to have done this is anticipated to be mid-January, no later than 28 days after the provisional Local Government Finance Settlement (expected to be mid-December).

- 1.3.9 The preferred option for the pooling agreement will be a Memorandum of Understanding, which will include the details regarding the establishment and operation of the pool, and will set out the governance principles and mechanism for the ongoing decisions about the pooled Strategic Investment Pot (SIP). This is currently being drafted and is anticipated to be circulated shortly.

### **UK economy to 2020**

- 1.3.10 The UK economy has shown resilience, with solid growth over the past year and further increases in the number of people with a job. Gross domestic product (GDP) grew 1.5% in the year to the third quarter of 2017, employment remains near record high and unemployment is at its lowest rate since 1975.
- 1.3.11 The Office for Budget Responsibility (OBR) now expects to see slower GDP growth over the forecast period, mainly reflecting a change in its forecast for productivity growth. It has revised down its forecast for GDP growth by 0.5 percentage points to 1.5% in 2017, then growth slows in 2018 and 2019, before rising to 1.6% in 2022.
- 1.3.12 Household spending continues to grow, having slowed since 2016 due to higher inflation caused by the depreciation of sterling. Business investment has grown moderately over the past year and net trade has started to make a positive contribution to GDP growth. Surveys of export orders in 2017 have been strong, with some reaching their highest level since 2011.

### **Public spending to 2020**

- 1.3.13 Significant progress has been made since 2010 in restoring the public finances to health. The deficit has been reduced by three quarters from a post-war high of 9.9% of GDP in 2009/10 to 2.3% in 2016/17, its lowest level since before the financial crisis.
- 1.3.14 Compared to the Spring Budget 2017 forecast, borrowing is significantly lower in the near term. However, over the medium term the impact of a weaker economic outlook and the measures taken at the Budget see borrowing higher than previously forecast. The OBR expects the government will meet its 2% structural deficit rule for in 2018 19, and with £14.8 billion of headroom in the target year, 2020/21. Debt is forecast to peak at 86.5% of GDP in 2017-18, and is forecast to fall in every year thereafter to 79.1% of GDP in 2022-23.

## **1.4 Service specific national, regional and local context**

### **Children's Social Care**

#### **Improvement Plan**

- 1.4.1 Children's services in Barnet were judged by Ofsted to be inadequate when Ofsted undertook a Single Inspection Framework (SIF) during April and May 2017. The Council fully accepted the findings of the report and has developed a Barnet Children's Services Improvement Action Plan in

response to these failings, and the recommendations and areas for improvement. The Council is working collectively with the partnership to drive these improvements under the direction of our Improvement Partner.

- 1.4.2 The action plan set out the improvement journey and gives focus to transform services, especially social care, from inadequate to good rapidly. The action plan is in line with the three core strategic objectives that cut across all our plans for children, young people and families and underpin the systemic and cultural change needed to drive improvement within the borough:
- Empowering and equipping our workforce to understand the importance and meaning of purposeful social work assessments and interventions with families
  - Ensuring our involvement with the most vulnerable children in the borough positively impacts on their outcomes
  - Providing Practice Leadership and management throughout the system to ensure progress is made for children within timescales that are appropriate and proportionate to their needs and that practitioners are well supported, child curious and focused.

- 1.4.3 The action plan has two elements of improvement planning which are complementary. The first being the turnaround priority that has a forensic focus on social work practice driving our capacity and capability to transform at pace and the second being a series of improvement themes:

Turnaround priority: to drive sustainable Practice Improvement at pace

*Improvement themes.*

- Governance Leadership, and Partnership
- Embedding Practice Leadership
- Rights Interventions, right time (Thresholds)
- Improving Assessment for children
- Improving Planning for children
- Effective Communications and Engagement to drive culture change that will improve children's lives.

#### **Children and Social Work Bill**

- 1.4.4 The Children and Social Work Bill received Royal Assent on 27 April 2017 and is now known as the Children and Social Work Act 2017 (CSWA 2017). The only provisions that are currently in force are section 65 (the power to make transitional provision) and Schedule 1 which sets out the provisions for placing children in accommodation elsewhere in Great Britain; those provisions came into force on 28 April 2017. It is not clear when the other provisions will come into force.

- 1.4.5 The Children and Social Work Act 2017 aims to:
- Improve support for looked after children in England and Wales especially for those leaving care;



- Enable better learning about effective approaches to child protection and care in England
- Establish a new regulatory regime for the social work profession in England

1.4.6 The Children and Social Work Act 2017 is intended to improve support for looked after children and care leavers, promote the welfare and safeguarding of children, and make provisions about the regulation of social workers. The Act sets out corporate parenting principles for the council as a whole to be the best parent it can be to children in its care. These are largely a collation of existing duties local authorities have towards looked after children and those leaving care. Local authorities will be required to publish their support offer to care leavers and to promote the educational attainment of children who have been adopted or placed in other long-term arrangements. The legislation extends the current considerations of the court when making decisions about the long-term placement of children to include an assessment of current and future needs and of any relationship with the prospective adopter. The Act makes changes to the arrangements for local child safeguarding partnerships and the serious case review process, including provision for a central Child Safeguarding Practice Review Panel for cases of national importance. It also establishes a new regulatory regime for the social work profession.

1.4.7 There is work happening internally to analyse some of the implications of this change in legislation which will include financial modelling.

#### **Unaccompanied Asylum Seeking Children**

1.4.8 The council met its commitment to resettle 50 Syrian refugees through the government's Vulnerable Persons Relocation Scheme in May 2017.

1.4.9 The Council continues to experience significant cost pressures on its Looked After Children's budget as a result of Unaccompanied Asylum Seeking Children.

#### **Adult Social Care**

1.4.10 It is estimated that the budget gap for the social care in the UK to 2020 is £5.8 billion. For local government, the most significant announcement in the Spring 2017 budget was the additional money for adult social care - £2 billion over the next two years, £1 billion of which was made available in 2017-18. This money is in addition to the £2.4 billion announced as part of an improved Better Care Fund in the 2015 Spending Review.

1.4.11 This additional funding for adult social was given to councils in a direct grant from the DCLG, although included within the Better Care Fund. The additional funding is referred to as the Improved Better Care Fund (IBCF). Three conditions were set by DCLG for the use of the grant by councils: meeting social care needs; stabilising the social care provider market; and relieving pressures on the NHS. However after this, targets were set by NHS England in July 2017 for councils to meet by September 2017. These targets equated to a greater than 50% reduction in days delayed in hospital for patients with eligible social care needs ('delayed transfers of care' or DTOCs). Whilst

DTOC reduction targets were also set for the NHS, the targets set for local government were significantly more challenging: for example, Barnet CCG was set a target of 5.5 delayed days per day whilst Barnet Council was set a target of 2.5 delayed days per day.

1.4.12 Subsequent national policy announcements stated that Councils which did not improve performance DTOC significantly would have their iBCF allocation reviewed. The current position is that funding will not be removed in 17/18 but could be reviewed in future years.

1.4.13 On the basis of the national performance data for September, Barnet overall is meeting its target and has shown strong improvement. Barnet Council has also identified that DTOC performance data submitted by NHS organisations has been inaccurate (showing worse performance than actual) in respect of Barnet Council performance and this is now being rectified on national systems. However it should be noted that the risk of review and possible removal of iBCF funding will continue to be a risk for all councils in England during 2018-20. The mitigation for this risk is to work closely with NHS organisations to maintain and improve DTOC performance.

1.4.14 Alongside the social care funding, the Government also announced £325 million to be invested in sustainability and transformation plans (STPs). However in practice this is being used to cover existing NHS deficits. Barnet is part of the North Central London STP footprint, alongside Camden, Enfield, Haringey and Islington. NHS organisations in north London are currently in a deficit position and whilst there are savings plans being implemented, the financial picture for the local NHS remains challenging over 2018-20. The November budget announced additional funding for the NHS of £2.8bn to 2020. It is not known yet how this will impact on local NHS organisations.

### **Housing**

1.4.15 The Autumn Budget 2017 included a number of measures aimed at increasing housing supply including :

- The lifting of Housing Revenue Account caps in high demand areas to get councils building. Local authorities will be invited to bid for increases in their caps from 2019-20, up to a total of £1 billion by the end of 2021-22.
- Confirmation of the extra £2bn for the affordable Homes programme announced by the Prime Minister in October.
- Additional funding for SME builders (£1.5bn) and funding to unlock small sites (£630m).
- £400m loan funding for estate regeneration, £2.7bn to more than double the Housing Infrastructure Fund, and £1.1bn for a new Land Assembly Fund to help unlock strategic sites.

- The Government will explore options with industry to create £8bn of new financial guarantees for house builders and purpose built PRS and provide £34m to develop construction skills by scaling up existing training models.
- Support for homeownership, including the abolition of stamp duty on the first £300k of properties up to £500k in London, an additional £10bn for the Help to Buy Scheme and a £200 million largescale regional pilot of the Right to Buy for housing association tenants in the Midlands.
- The Government will legislate to allow local authorities to charge a 100% council tax premium on empty properties. To provide context, this change could generate an additional £216k of income for the Council.

1.4.16 The Autumn statement also included measures relating to Benefits and Homelessness:

- The seven day waiting period for Universal Credit will be removed and new claimants already receiving Housing Benefit will continue to receive this help with rent payments for two weeks.
- The Targeted Affordability Fund will be increased by £125m over the next 2 years to provide additional support for Local Housing Allowance claims in areas of high housing demand.
- £20m of funding will provided for schemes to support people at risk of homelessness to access and sustain private tenancies.
- The Government will launch a new taskforce to advise on its target to halve rough sleeping by 2022 and eradicate it by 2027.
- £28m for three new housing first pilots in Manchester, West Midlands and Liverpool, to provide housing and support for vulnerable homeless people

Homelessness Reduction Act

1.4.17 The Homelessness Reduction Act 2017 has received royal ascent and is expected to come into power at some point during 2018. The Act introduces new burdens to the Council, towards which DCLG are providing £990k new burdens funding over 3 years. The main provisions are as follows:

- Extension of the period we should treat someone as threatened with homelessness from 28 to 56 days.
- Prevent homelessness for all eligible (includes singles) applicants threatened with homelessness
- Relieve homelessness for all eligible homeless applicants

**North London Waste Authority (NLWA)**

1.4.18 In 2017/18 £10.466 million is projected to be spent on waste treatment and disposal in 2017/18 through the NLWA levy. The existing energy from waste facility at Edmonton Ecopark has been operating for over 40 years and the

current payments for disposing our waste are low compared to other areas of London.

1.4.19 The Secretary of State for Business, Energy and Industrial Strategy granted a Development Consent Order for NLWA to build a replacement energy recovery facility and associated development at the Edmonton EcoPark in February 2017. This is known as the North London Heat and Power Project (NLHPP). The levy costs are projected to increase significantly in future years as the existing facility comes to the end of its life when the NLHPP is built. The delivery and funding method for the NLHPP will be agreed by the NLWA.

## 1.5 Medium Term Financial Strategy

1.5.1 The MTFS to 2020, set out at appendix A, takes into account national economic factors such as forecasts of Government spending and inflation, along with local factors which will have an impact on the council's budget such as population change, housing development and regeneration as well as other demand pressures on services.

1.5.2 Given the uncertainty with local government funding beyond 2020 due to the changes in Revenue Support Grant and Business Rates, the current MTFS has not been extended beyond this period. The council is conducting a 'Priorities and Spending Review' (PSR) to fully revise the MTFS through to 2025 and present options to the new administration following the May 2018 local elections. The PSR began in Summer 2017.

1.5.3 The assumptions relating to expenditure within the MTFS are:

- **Pressures:** an assumption has been made in the MTFS for future pressures such as increasing complexity and service user numbers in Adults and Family Services based on population information and historical trends within the service
- **Inflation (pay):** the local government pay award is assumed to increase by 2% in 18/19 and 19/20;
- **Inflation (non-pay):** an estimate of non-pay inflation has been included based on the ONS CPI forecasts;
- **North London Waste Authority (NLWA) levy:** figures for the NLWA levy are based on the latest information from the NLWA but levy information for 2018/19 isn't released until mid-December 2017;
- **Capital financing costs:** this relates to the Council's estimates of the revenue costs of its Capital Programme

1.5.4 The assumptions relating to income within the MTFS are as follows. These will be reviewed once more details are available about the proposed London Business Rates Pool:

- **Business rates:** £3m of non-recurrent funding has been recognised as a result of the proposed London-wide Business Rates Pooling;

- **Revenue Support Grant (RSG):** This reflects the multi-year funding settlement to 2020 following the councils successful submission to the Department for Communities and Local Government of its “Efficiency Plan”;
- **Social Care Precept element of council tax:** the council has the flexibility of raising a maximum of 6% via the social care precept to spend exclusively on adult social care, including care for the elderly. In 2017/18, the council set the Social Care Precept at 3% on Council Tax and a further precept of 3% for 2018/19 has been included in the MTFS which will enable the council to continue with meet the increasing demand in adult social care.

1.5.5 There are known risks which have not been factored into the current MTFS, these are:

- Children’s improvement plan: although the likelihood is low, the risk of not successfully implementing the children’s improvement plan at pace could lead to direction from the Secretary of State through Essex County Council, our improvement partner, which could lead to additional financial pressures;
- Demographic increases: the MTFS factors in an increase in demographic pressures, however if the increase services experience are more than this, then this could result in an overspend across those services impacted;
- Temporary accommodation pressure: there is an insufficient supply of affordable, local, temporary accommodation. The council is looking to use temporary accommodation which may be in borough, out-of-borough or out-of-London;
- Non-pay inflation: the current MTFS assumes an average 2.7% increase in contract spend, however inflation on some of the contracts is being assessed at 4%, if this is the case on most of the contracts, then this could result in an overspend across services;
- No benefit or dis-benefit has been assumed in the MTFS for the Fair Funding Review (expected to be 2020/21);
- No benefit or dis-benefit has been assumed in the MTFS for implications of Brexit, other than the macroeconomic trends currently being experienced;
- No benefit or dis-benefit has been assumed in the MTFS as a result of Business Rates baseline resets (due in 2020/21).

### **Reserves**

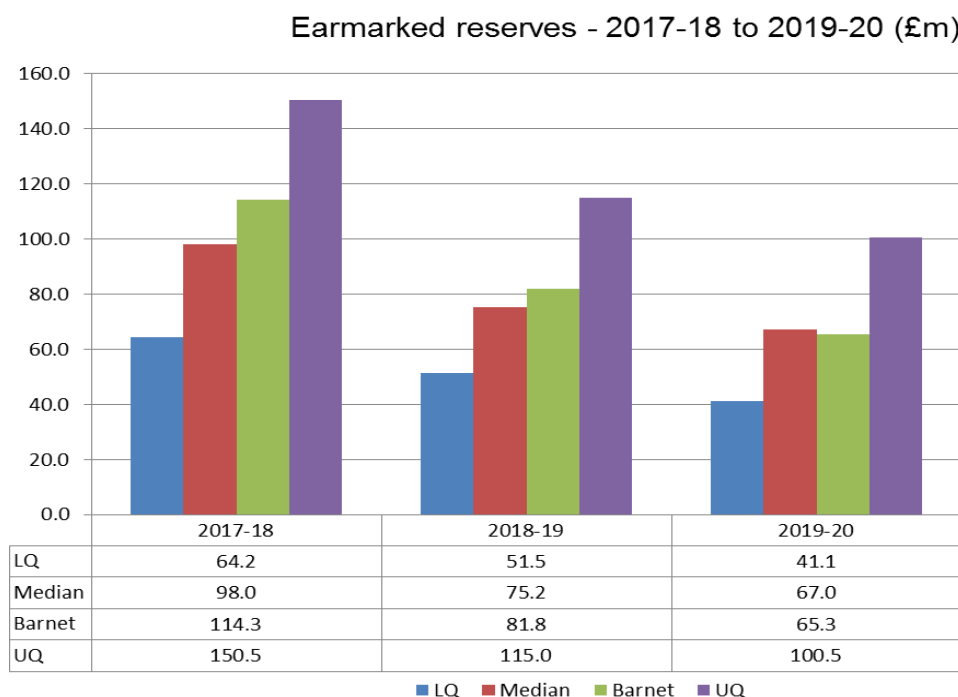
1.5.6 The Council’s earmarked reserves are forecast to be £63.6m at the end of 2017/18, £33.2m lower than the beginning of the year.

1.5.7 The current MTFS proposals include reserves funding of £7.7m in 2018/19 and £9.95m in 2019/20 contributing towards getting to a balanced budget. The use of reserves in this way is a temporary measure to balance the budget.

1.5.8 In addition to Earmarked Reserves, the council maintains a General Fund balance to manage the impact of uneven cash flows and unexpected events or emergencies. The level of general reserve to be held is not specified,

however the council uses a guide of 5% of annual net revenue expenditure. For 2017/18 this equates to £12m. At the 31 March 2017 the balance stood at £9.6m.

1.5.9 Barnet is not alone in seeing acceleration in the reduction of Earmarked Reserves. A recent survey by London Councils shows that London Boroughs earmarked reserves will reduce by an average of £42m as shown in the figure below.



## Council Tax

1.5.10 Increasing general council tax by the maximum 1.99% will generate approximately £3.3m. The MTFs makes no assumption of any general Council Tax increase in 2018/19 but does assume a 1.99% increase in 2019/20. Any intention to raise Council Tax would need to be consulted on with the final decision being made by Council in March in consideration of the consultation outcome.

1.5.11 It is assumed that the Council will increase the Social Care Precept by the maximum 3% in 2018/19. This is expected to raise £4.9m towards the estimated cost pressure of £10m within Adult social care over the MTFs period.

## 1.6 Savings proposals 2018-20

1.6.1 Theme Committees were asked to confirm delivery of savings for 2018-20 against the plans that were agreed at the March 2017 Council meeting to achieve savings of £34.1m.

1.6.2 The savings have been reviewed for the two years to consider deliverability. Savings have been reduced where deemed unachievable, resulting in a revised total of £28.6m, therefore a gap of £5.5m across two years. There is a plan in place to deliver the remaining proposals; however, there are potential delivery risks which will be managed as plans progress.

1.6.3 The revised 2018-20 savings targets by Theme Committees are as below:

<b>Theme Committee Savings</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
	£000	£000	£000
Adults & Safeguarding	2,980	4,917	7,897
Assets, Regeneration & Growth	2,355	2,308	4,663
Children, Education, Libraries & Safeguarding	2,692	2,898	5,590
Community Leadership	0	243	243
Environment	1,915	2,780	4,695
Policy & Resources	1,345	4,123	5,468
	<b>11,287</b>	<b>17,269</b>	<b>28,556</b>

1.6.4 The detailed savings plans are included at appendix B.

## 1.7 Options to balance the MTFS

1.7.1 The council has a statutory responsibility to set a balanced budget and in order to do so the current gap of £6.7m needs to be closed.

1.7.2 The following are proposed as options to consult on in order to balance the MTFS. It is recognised that the Local Government Finance Settlement, due to be released before Christmas, could differ from the planning assumptions made meaning that different combinations of value may be required to resolve the gap:

	<b>Potential Options</b>	<b>2018/19 Impact £'000</b>	<b>2019/20 Impact £'000</b>
1	Increase General Council Tax in 2018/19 by 1.99%	3,261	3,261
2	Removal or reduction of Capital Programme Schemes to reduce the capital financing costs (Equivalent to reducing schemes by £45.7m in 18/19 and £95.7m in 2019/20 cumulatively)	3,200	6,700
3	Allocation of further saving targets to Theme Committees	Nil	6,700

### 1.7.3 Option 1

Increasing Council Tax by 1.99% in 2018/19 would raise an additional £3.261m. This would resolve the funding gap in year 1 of the MTFS and

reduces the deficit in 2019/20 to £3.416m. This option, in year 2, would need to be combined with elements of option 2 or 3 in order to balance the budget in 2019/20. The consultation document will ask residents for their views on an appropriate level of Council Tax.

#### 1.7.4 Option 2

The Council has a significant capital programme which has a revenue impact of around £16m a year. For every £1m reduction in capital schemes, approximately £0.070m (combination of interest and money set aside by legislation in order to pay back the borrowing) can be saved from the revenue budget. However, some elements of the capital programme are self-financing (e.g. the loan to Open Door Homes) and therefore are excluded from this analysis. In order to fully close the gap, capital reductions of £45.7m in 18/19 and £95.7m (cumulative) in 2019/20 are required. The uncommitted schemes that could be considered for deletion or reduction are as follows and services will be consulted ahead of the February P&R meeting to ensure the impact is minimal.

Cttee	Project	Maximum reduction
ARG	Strategic Opportunities Fund	(20,500)
	Colindale highways	(3,800)
	Colindale parks & Open Spaces	(8,000)
	Grahame Park – Community Facilities	(2,000)
	West Hendon highway improvement	(7,600)
	Town centre	(3,000)
CELS	Modernisation - primary & secondary schools	(1,000)
	Contingency	(16,300)
	Secondary school planning	(21,000)
Environment	Investment in roads & pavements	(10,000)
Housing	Disabled Facilities Grants	(3,000)
	Empty properties	(3,000)
P&R	ICT strategy	(1,500)
	Community centre	(1,000)
	Asset Management	(1,500)
	Customer Service Transformation Works	(1,400)
Various	Small Projects	(5,400)
	<b>Total of options</b>	<b>(110,000)</b>

#### 1.5.5 Option 3

Theme Committees have considered deliverability of their current savings programmes during October and November 2017, and indicated that deliverability of some proposals is extremely difficult. During this process, other mitigations and options were put forward where possible.



1.7.5 This option would involve setting targets for theme committees to look further at what can be delivered in 2019/20 in terms of service reductions or additional income. Note that the value of savings required by this option will be affected by decisions taken in respect of options 1 and 2 in 2018/19. Given the timescales and consultation requirements, this option is not available towards the 2018/19 MTFS gap.

1.7.6 The table below splits the remaining gap as a target between Theme Committees at the same ratio of the existing savings target. This represents an 18% stretch on the original values.

<b>Theme Committee</b>	<b>Original Target over two years</b>	<b>Total additional Savings target</b>
	<b>£'000s</b>	<b>£'000s</b>
Adults & Safeguarding	10,202	1,885
Assets, Regeneration & Growth	7,083	1,309
Children, Education, Libraries & Safeguarding	8,303	1,534
Community Leadership	243	45
Environment	4,695	867
Policy & Resources	5,612	1,037
<b>Total</b>	<b>36,138</b>	<b>6,677</b>

## 1.8 Other Areas of Ring Fenced Funding

### Better Care Fund (BCF)

1.8.1 The 2017/18 Barnet BCF allocation is £24.9m and is used to fund health services, social care services, and major adaptations through the Disabled Facilities Grant and to make investments into the development of integrated services.

1.8.2 In 2017/18 the Council was allocated £6.9m of BCF funding for the protection of social care.

1.8.3 The monies within Barnet's BCF form a pooled budget under section 75 of the NHS Act 2006 overseen by the Barnet Health and Wellbeing Board. The section 75 agreement allows for resources to be easily transferred between health and social in order to meet the objectives of the pooled fund.

1.8.4 The success of the BCF and therefore the pooled budget is measured through the achievement of a reduction in emergency hospital admissions, reduction in delayed transfers of care and initiatives with the BCF are targeting resource on preventing admissions to hospital through 7-day social work service, rapid response services and enablement.

- 1.8.5 The core elements of the BCF plan are services for frail and older people and those with long term conditions (LTCs), such as: Barnet Integrated Locality Team (BILT), Rapid Response Team, deployment of a risk stratification for early identification of those in need, 7 day services including hospital social work, and provision of community equipment. The overarching aim of the plan is to provide integrated care and support that intervenes early, prevents crises, responds quickly and helps people stay independent for longer.
- 1.8.6 The BCF Plan includes a commitment to meet NHS England's minimum allocations for the BCF and the required inflationary increases from the 2016/17 baseline of 1.79% in 2017/18 and 1.9% in 2018/19.

### **Dedicated Schools Budget (DSG)**

- 1.8.7 The move towards a National Funding Formula (NFF) for schools and High Needs continues with the publication by the DfE of their response to the second stage consultation and NFF for Schools and High Needs (HN) policy document, 14th September 2017. The Government announced an additional £1.3 billion for schools and High Heeds across the next two years, over 2018/19 and 2019/20.
- 1.8.8 The schools NFF will provide for higher core per-pupil funding, compared to the funding schools are receiving in 2017-18, 0.5% per pupil cash increase in 2018-19, and a 1% increase by 2019-20 compared to baselines. However in year pupil growth will not be funded so resource will need to be found from the overall DSG allocation. This may result in not all the additional 0.5% per pupil being passed onto schools within their individual schools budget.
- 1.8.9 The retained duties element of the Education services grant to cover the statutory duties carried out for maintained schools has now been transferred into the DSG central services school block, £797k, With Schools Forum agreement this money can be retained by Barnet.

### **Housing Revenue Account**

- 1.8.10 Housing Committee has savings that deliver benefits to the Housing Revenue Account (HRA). These total £1.1m from 2018/19 to 2019/20 and comprise the proposals below:
- Reduction in management and repairs costs due to forecast stock losses through estate regeneration and Right to Buy sales;
  - Enhancing the value of contract arrangements, reduced accommodation costs and new ways of effective use of IT;
  - Stopping 'non-essential' works and re-prioritisation of certain types of non-urgent repairs.

### **Public Health Grant**

1.8.11 Consistent with the Spending Review and Autumn Statement 2015, the Public Health grant is expected to continue, however the point at which the funding of public health expenditure will fall within the localisation of business rates is less clear.

1.8.12 As a result, the grant is assumed to reduce year on year by 2.6% in 2018-19 and 2019-20. This reduction in funding will constrain delivery of discretionary services. The proposals follow the strategic direction established for public health and continue to invest in demand management for statutory services whilst ensuring that additional investment in non-statutory but priority services – e.g. drug and alcohol, smoking cessation, winter-well, mental health, self-care, sport and physical activity – are targeted to achieve the best possible health outcome.

1.8.13 In recent years decreases in spend in core Public Health service areas have been achieved via efficiencies and contract re-procurement. This enables an increased spend on the wider determinants of health (£1.3m in 2018-19 and 2019-20). These investments will mitigate the impact of savings that will be delivered.

1.8.14 A refresh of the Health and Wellbeing Strategy was reported to the Health and Wellbeing Board in November 2017, setting priorities for 2018/19. This will guide the planned work of the public health service. The guiding principles will seek to maximise the impact on population health outcomes through the use of the Public Health Grant and influencing system wide prevention

## 1.9 Capital Programme

1.9.1 Investing in the future is a key strand of the council's response to the scale of the challenge facing Local Government from funding reductions and increasing demand. Barnet will not be able to support the growth needed to ensure the council's financial independence without investment for the future.

The Council has a significant capital programme across both the General Fund and the Housing Revenue Account (HRA). Capital proposals are considered within the Council's overall medium to long term priorities, and the preparation of the capital programme is an integral part of the financial planning process. This includes taking account of the revenue implications of the projects in the revenue budget setting process.

1.9.2 The current capital programme totals £888.1m up to 2020, funded from a combination of capital receipts, borrowing, revenue and external grant contributions. The MTFs includes provision for future capital expenditure on council priorities through to 2020.

1.9.3 Additions to the capital programme are required in order to:

- Fulfil statutory requirements, including statutory duties;
- Provide investment to generate future capital value;

- Provide investment to realise MTFS savings;
- Provide investment to generate additional council tax and business rates income; and
- Address the environmental, economic and social conditions, due to both statute and to achieve corporate objectives.

### Current Capital Programme

1.9.4 A summary, by theme committee, of the capital programme is shown below:

Theme Committee	2017-18 £'000	2018-19 £'000	2019-20 £'000	Total £'000
Adults & Safeguarding	23,229	17,136	-	40,365
Asset, Regeneration and Growth	112,495	160,361	37,095	309,951
Children's Education, Libraries & safeguarding	70,094	60,939	51,326	182,359
Community Leadership	71	-	-	71
Environment	31,430	15,239	11,140	57,809
Housing	51,422	38,584	16,141	106,147
Policy & Resources	30,598	4,524	1,120	36,242
<b>Total - General Fund</b>	<b>319,339</b>	<b>296,783</b>	<b>116,822</b>	<b>732,944</b>
Housing Revenue Account	89,214	37,438	28,509	155,161
<b>Total - all services</b>	<b>408,553</b>	<b>334,221</b>	<b>145,331</b>	<b>888,105</b>

1.9.5 The capital programme shown above is funded from the following sources:

- **Grants:** capital grants from central government departments (Transport for London, Education Funding Authority) or other partners;
- **S106:** developer contribution towards infrastructure; confined to specific area and to be used within specific timeframe;
- **Community Infrastructure Levy (CIL):** developer contribution towards infrastructure; can be used borough wide but still has time restrictions on use; paid into infrastructure reserve;
- **New Homes Bonus (NHB):** There are no restrictions on how this can be used but is currently being used to fund infrastructure needs within the borough and is paid into the infrastructure reserve. There is uncertainty over the future of NHB beyond 2020;
- **Capital Receipts:** these are proceeds of capital sales (land, buildings, etc.) and are re-invested into purchasing other capital assets; and

- **Borrowing:** typically Public Works Loan Board loans to support capital expenditure; this type of capital funding has revenue implications (i.e. interest and provision to pay back loan)

## Changes to the Capital Programme

### Reprofiling

1.9.6 Achieving the planned profiling of expenditure for longer term or large schemes can be difficult. Some projects have been reprofiled from the original programme for a variety of reasons including variances in the anticipated timings in the design process, completion of acquisition/land assembly stages, obtaining planning permission and starting on-site construction. These changes have no net impact on the overall cost of the programme.

1.9.7 The proposed changes to the 2017/18 Capital Programme are included at Appendix C and provided in summary below.

Theme Committee	2017/18			2018/19			Net Movement
	Addits / Dels	Slipge/ Acc Spend	In year Change	Addits / Dels	Slipge/ Acc Spend	In year Change	
Adults & Safeguarding	(3)	(10,265)	(10,268)	-	10,265	10,265	(3)
Asset, Regeneration and Growth	11,250	-	11,250	-	-	-	11,250
Children's Education, Libraries & safeguarding	-	(25,596)	(25,596)	-	25,596	25,596	-
Community Leadership	-	-	-	-	-	-	-
Environment	87	(12,288)	(12,201)	-	12,288	12,288	87
Housing	-	(12,412)	(12,412)	-	12,412	12,412	-
Policy & Resources	(657)	(10,192)	(10,849)	-	10,192	10,192	(657)
<b>Total - General Fund</b>	<b>10,677</b>	<b>(70,753)</b>	<b>(60,076)</b>	<b>-</b>	<b>70,753</b>	<b>70,753</b>	<b>10,677</b>
Housing Revenue Account	(6,551)	(23,977)	(30,528)	8,777	23,977	32,754	2,226
<b>Total - all services</b>	<b>4,126</b>	<b>(94,730)</b>	<b>(90,604)</b>	<b>8,777</b>	<b>94,730</b>	<b>103,507</b>	<b>12,903</b>

### Additions to the Capital Programme

1.9.8 There are two significant additions included above. They are:

Colindale Station: recognition of s106 funding towards Colindale station which needs to be recognised within the Council's accounts. There is no additional net cost to the General Fund as a result of this addition.

High priority fire safety works - to cover the cost of high priority works and the recladding of Granville Road at a total cost of £17.5m. A budget of £10m has already been approved as part of the current years capital programme, the

additional £7.5m will be required for 2018/19. This is funded within the HRA therefore there is no additional net cost to the General Fund as a result of this addition. This change was approved by the Housing Committee on the 23<sup>rd</sup> of October 2017

- 1.9.9 The proposed budget is fully funded, but this depends on the schemes being delivered on time, within budget and capital receipts being generated as anticipated. Any increases in expenditure or reductions in external funding will need to be managed by the service areas and either contained within the project or funded from elsewhere within the relevant service.

#### Capital Financing Decisions

- 1.9.10 Individual decisions about the funding method of projects are taken at the point of initial inception. For a number of reasons, the most efficient funding decisions for projects can change. Work was undertaken to review the funding methods of the current capital programme and a number of projects were identified where substituting the funding source would provide a benefit to the ongoing revenue budget.

- 1.9.11 The Capital Programme is knowingly over programmed each year in terms of its affordability within the revenue budget. This recognises that project slippage brings the revenue impact to within the budget available. Funding substitutions are then taken at year end in order to maximise funding in line with the responsibilities of the Section 151 Officer. A decision is required at this point in order to understand the true impact of any changes to the Capital Programme in line with section 1.5 of this report. It is recommended that the Committee delegate responsibility to the Section 151 officer to make in year decisions on funding substitutions in order to maximise funding prior to year-end to aid financial planning.

- 1.9.12 The proposed changes to the financing method are presented in Appendix D.

#### **1.10 Budget Management 2017/18**

- 1.10.1 The General fund forecast outturn for quarter two, as reported to the Performance and Contract Management Committee on 28 November 2017, is an overspend of £3.205m (the comparative overspend at this time last year was £6.562m). Directors have been tasked with developing recovery plans to identify all significant pressures and put plans in place to reduce the projected overspends.

- 1.10.2 The delivery units with the most significant overspends are listed below:

- **Family Services** - The projected overspend of £1.345m represents 2.3 per cent of the total Delivery Unit budget (£58.471m). This is primarily due to addition of further staff to Duty and Assessment Team; as per the direction from our Ofsted improvement partner and placements and associated services currently being forecast at a pessimistic level.

However, these will be reviewed throughout the year. The contingencies for next year's budget takes the additional staff into account.

- **Housing Needs Resources** – The projected overspend of £1.411m represents 25.4% of the total Delivery Unit budget (£5.560m). This is due to demand pressures however mitigations are being put in place.

## 1.11 Transfers from contingency and reserves

1.11.1 The Financial Regulations requires allocations from Contingency above the value of £250,000 per year to be approved by the Policy and Resources Committee. Any allocations from Contingency below that value are approved by the Section 151 officer in conjunction with the appropriate Chief Officer.

Allocations above £250,000 requiring approval:

- A 1 year only allocation to Streetscene to take account of a revised profiling of savings delivery as recommended by the Environment Committee on the 7<sup>th</sup> of November 2017 - £300k
- An ongoing allocation in recognition of the sustained increase in temporary accommodation costs - £1,300k

## 1.12 Fees and Charges (Policy & Resources)

1.12.1 Theme Committees have considered the level of Fees & Charges within their portfolios as part of the Business Planning process. There are no recommendations in relation to those Fees & Charges within the Policy and Resources Committee remit.

## 1.13 Transformation

1.4.1 Delivery of the outcomes set through the Corporate Plan and the savings required by the MTFs have been achieved through the transformation programme. At the heart of this approach is an 'invest to save' model to achieve the best results for residents. This is based on a total of £23m funding from the transformation reserve to deliver savings of £63m.

1.4.2 To date, this model has delivered successful programmes achieving and enabling savings in 2014/15 and 2015/16, in the region of £9m and the total savings achieved in 2016/17 was £9.7m. So far in 2017/18 achievement totals £3.4m. Each project funded from the transformation reserve, in line with Barnet's project management toolkit, will set out clear benefits related to the delivery of the Corporate Plan and MTFs.

## 1.14 Debt Write Off

1.14.1 The Council has a duty to pursue all debt owed to it. The debt management policy covers all aspects of debt due to the council. No matter how good the recovery procedures are, inevitably there is debt which has to be written off. It should be noted that although the debt is written off for the purposes of the council's accounting, if there is an opportunity to pursue this debt at a later

stage it will be undertaken. The write offs over £5k all relate to Temporary Accommodation rents and are as follows;

<b>ACCOUNT NO</b>	<b>AMOUNT</b>	<b>TERMINATION DATE</b>	<b>REASON</b>
170080041	£5,319.62	21 March 2010	Statute Barred
170116467	£12,541.32	28 March 2010	Statute Barred
170092598	£5,392.48	28 March 2010	Statute Barred
170059243	£12,630.36	30 May 2010	Statute Barred
170109201	£9,348.24	20 June 2010	Statute Barred
170119354	£8,712.68	14 March 2010	Statute Barred
170111990	£7,907.42	21 February 2010	Statute Barred
170128301	£5,000.07	22 June 2010	Statute Barred
<b>Total</b>	<b>£66,852.19</b>		

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The council is legally obliged to set a budget each year, which must balance service expenditure against available resources. It is also a key element of effective financial management for the council to put together a financial forward plan to ensure that it is well placed to meet future challenges, particularly in the context of reductions to local authority funding, demographic increases and legislative changes.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 This report sets out a range of options across the council's remit to meet the budget challenge. This includes proposals for workforce savings, as well as generating income. Alternatives to this could include more significant reduction to the services that the council provides but those are not included in this report.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Following approval of these recommendations, resident consultation will begin on 6 December 2017 and end on 14 January 2018. The savings proposals will then be reviewed in light of the results from the consultation and individual and cumulative equality impact assessment and a further set of proposals along with the findings from the consultation will be presented to Policy and Resources committee on 13 February 2018.
- 4.2 Policy and Resources Committee will then, after considering the consultation responses and the equalities impact assessments, refer the proposals to Council. Council will set the budget envelope. Some savings proposals may



need individual detailed consultation and this will be carried out before individual decisions are made. If the consultation and equality impact assessment results are such that the decision makes decide not to implement the proposals then alternative proposals will be considered including the use of reserves.

- 4.3 Savings proposals along with the council tax requirement will then be taken to Council on 6 March 2018.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 This supports the Council's corporate priorities as expressed through the Corporate Plan for 2015-20 which sets out the vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity, to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life;
- Where people are helped to help themselves, recognising that prevention is better than cure;
- Where responsibility is shared, fairly;
- Where services are delivered efficiently to get value for money for the taxpayer.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 The revenue budget proposals will enable the council to meet its savings target as set out in the MTFs. These budgets will be formally agreed each year, after appropriate consultation and equality impact assessments, as part of the council budget setting process. For this reason, the proposals are subject to change annually.

- 5.2.2 The budget proposals in this report will have an impact on staff. Individual reports will be presented to General Functions Committee detailing the extent of the impact on staffing.

### **5.3 Social Value**

- 5.3.1 None applicable to this report, however the council has to take into account the requirements of the Public Services (Social Value) Act 2012 to try to maximise the social and local economic value it derives from its procurement spend. The Barnet living wage is an example of where the council has considered its social value powers.

## **5.4 Legal and Constitutional References**

5.4.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972, relates to the subsidiary powers of local authorities.

5.4.2 Council Constitution Article 7 sets out the terms of reference of the Policy and Resources Committee which include:

- To determine strategic policy, finance including recommending capital and revenue budget to Full Council, welfare, corporate plan and local plans, procurement, partnerships, IT, grants and the effective use of resources.
- To be responsible for those matters not specifically allocated to any committee affecting the affairs of the Council.

## **5.5 Risk Management**

5.5.1 Risk is defined as an uncertain event that, should it occur, will have an impact on the organisation’s ability to achieve its objectives. A risk is measured by the likelihood of a perceived threat or opportunity occurring and the magnitude of its impact on the organisation’s objectives.

5.5.2 The overarching aims of the council’s risk management framework are to improve the organisation’s ability to deliver its strategic objectives by managing risk; creating a risk culture that adds value to operational activities; and achieving sustained benefit across the portfolio of activities.

5.5.3 The risk management framework should help to ensure risk management is embedded throughout the organisation and involves all key stakeholders, including officers, senior managers, members and partners.

5.5.4 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation.

5.5.5 The Council’s medium term financial strategy is designed to meet the challenges ahead and provide some flexibility to deal with varying service pressures, which may arise. The Council holds a number of other provisions and reserves to meet known future liabilities and as a contingency against specific areas of risk.

- 5.5.6 Detailed monthly budget monitoring arrangements are in place across the Council, which are designed to provide an early warning of possible budget variations to enable early remedial action, where appropriate, to be taken.
- 5.5.7 During the year management will focus resources on key risk areas as part of the overall monitoring and management of services so the risk of overspending is minimised.
- 5.5.8 The challenges set out in this report require fundamental change in the way Council services are delivered, which impacts on the human resources of the organisation and related policies and practices. This process will be managed in conjunction with Trade Unions and staff.
- 5.5.9 The future savings proposals are significantly challenging and dependent on a range of factors often outside of the control of the service and with longer lead in times. The achievement of savings predicated on reducing demand through improved preventative work and social work practice should lead to better outcomes. However the relationship between early intervention/prevention and reduced demand on social care is not always linear and is subject to a range of both controllable and uncontrollable variables. There is therefore a risk that the savings set out may not be deliverable as the Council must always ensure that safeguarding of adults, children and young people remains paramount.

## **5.6 Equalities and Diversity**

- 5.6.1 The Public Sector Equality Duty is set out in s149 of the Equality Act 2010.
- 5.6.2 A public authority must, in the exercise of its functions, have due regard to the need to:
- (a) Eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under this Act;
  - (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.6.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
  - (b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and

- (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 5.6.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 5.6.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to:
- (a) Tackle prejudice, and
  - (b) Promote understanding.
- 5.6.6 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.
- 5.6.7 The relevant protected characteristics are:
- Age;
  - Disability;
  - Gender reassignment;
  - Pregnancy and maternity;
  - Race;
  - Religion or belief;
  - Sex; and
  - Sexual orientation
- 5.6.8 The Equality Act 2010 and The Public Sector Equality Duty impose legal requirements on elected Members to satisfy themselves that equality impact considerations have been fully taken into account in developing the proposals which emerge from the finance and business planning process, together with any mitigating factors. To allow the Council to demonstrate that it has met the Public Sector Equalities Duty as outlined above, each year the Council undertake a planned and consistent approach to business planning. This assesses the equality impact of relevant budget proposals for the current year (affecting staff and/or service delivery) across services and identifies any mitigation to ease any negative impact on particular groups of residents. This process is refined as proposals develop and for the February 2018 Policy and Resources Committee it will include the assessment of any cumulative impact on any particular group.
- 5.6.9 The Council's Annual equalities report 2017 reports on how this process was carried out in 2016/17. At this stage of the budget planning process for 2018/19 savings and savings to 2020, the council has conducted a preliminary high level review of the equalities impact of the initial proposals and these are outlined in the savings templates, which have been approved

by the relevant Theme Committees. These are attached at appendix B to this paper and give detail of analysis to date indicating where further equality analysis may be required. Between December 2017 and February 2018 Delivery Units will review their equality analyses as proposals develop and in response to consultation feedback. Savings that are continuing from previous years will require on-going analysis and new savings will require initial analysis. The EIAs for 2018/19 proposals will be kept under review and updated prior to publication with the final budget report to Policy and Resources Committee and Full Council.

5.6.10 Similarly, all human resources implications of the budget savings proposals will be managed in accordance with the Council's Managing Organisational Change policy that supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.

## **5.7 Consultation and Engagement**

5.7.1 As a matter of public law the duty to consult with regards to proposals to vary, reduce or withdraw services will arise in four circumstances:

- where there is a statutory requirement in the relevant legislative framework;
- where the practice has been to consult or where a policy document states the council will consult then the council must comply with its own practice or policy;
- exceptionally, where the matter is so important that there is a legitimate expectation of consultation and
- where consultation is required to complete an equalities impact assessment.

5.7.2 Regardless of whether the council has a duty to consult, or if it chooses to consult, such consultation must be carried out fairly. In general, a consultation can only be considered as proper consultation if:

- comments are genuinely invited at the formative stage;
- the consultation documents include sufficient reasons for the proposal to allow those being consulted to be properly informed and to give an informed response;
- there is adequate time given to the consultees to consider the proposals;
- there is a mechanism for feeding back the comments and those comments are conscientiously taken into account by the decision maker / decision making body when making a final decision;
- the degree of specificity with which, in fairness, the public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting; and
- the consultation is clear on the reasons why alternatives and discarded options have been discarded.

### **Preliminary consultation**

5.7.3 The council has already undertaken a range of consultation and engagement to inform the Council's development of the Corporate Plan strategic priorities and 5 year Commissioning priorities and plans, along with indicative savings proposals to inform the MTFs. The preliminary consultation was designed to:

- a. Inform the Priorities and Spending Review by gathering insight to explore where savings and income generation can be made across the Council
- b. Understand residents' views of Council priorities and valued services
- c. Gain an in-depth understanding of stakeholders' priorities and how they would want the Council to approach the budget and allocation of resources over the next five years.

5.7.4 In 2014 formal consultation took place on the Strategic Plan to 2020. The results of which were presented to Policy and Resources Committee in February 2015 and Full Council in March 2015, before signing off the final Strategic Plan and MTFs to 2020.

5.7.5 The Strategic Plan consultation was designed to consult on the combined package of the Corporate Plan; Commissioning Priorities; and budget to 2020.

The consultation aimed to:

- Create a stronger link between strategy, priorities and resources
- Place a stronger emphasis on commissioning as a driver of the business planning process.
- Focus on how the Council will use its resources to achieve its Commissioning Plans.

5.7.6 The table below outlines the phases of engagement to date:

<b>Phase</b>	<b>Date</b>	<b>Summary</b>
Phase 1: Setting out the challenge	<i>Summer 2013</i>	The council forecast that its budget would reduce by a further £72m between 2016/17 and 2019/20, setting the scene for the PSR consultation
Phase 2: PSR consultation to inform development of options	<i>October 2013 - June 2014</i>	<ul style="list-style-type: none"> <li>• Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the Council to approach the Priorities and Spending Review</li> <li>• An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.</li> </ul>
Phase 3: Engagement through Committees	<i>Summer 2015</i>	<ul style="list-style-type: none"> <li>• Focus on developing commissioning priorities and MTFs proposals for each of the six committees</li> </ul>

Phase	Date	Summary
		<ul style="list-style-type: none"> <li>• Engagement through Committee meetings and working groups</li> </ul>
Phase 4: Strategic Plan to 2020 Consultation	December 2014 -2015	<ul style="list-style-type: none"> <li>• A series of six workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users<sup>1</sup> of council services.</li> <li>• An online survey</li> </ul>

**The savings proposals for 2018/19 have been agreed by the relevant Theme Committee.**

### **General consultation on the 2018/19 budget**

5.7.7 Public consultation on the overall budget for 2018/19 will commence on 6 December 2017 following Policy and Resources Committee and end on 14 January 2018. Final savings are agreed by Policy and Resources Committee on 13 February 2018 and Full Council on 6 March 2018

5.7.8 The 2018/19 general budget consultation will focus on the overall size and individual components of the 2017/18 budget in general terms. In particular the consultation will invite views on the:

- overall budget and saving proposals
- the savings being made within each Theme Committee
- also, if Policy and Resources Committee agrees to consult on the recommendations for Council Tax, the consultation will seek views on:
  - whether or not the council should apply a 3% social care precept for 2018/19 to help fund care for the elderly;
  - views on the Council's flexibility to increase general Council Tax for 2018/19; and
  - alternative options presented to meet the budget gap.

5.7.9 Residents and businesses will be invited to give their views through an online questionnaire published on Engage Barnet. Paper copies will also be available on request.

5.7.10 If Policy and Resources Committee agrees to consult on the recommendations for Council Tax, the consultation will also seek the views of the Citizens' Panel, to ensure the views of a representative sample of the borough's population is captured.

5.7.11 As part of the Council's statutory duty to consult with National Non Domestic Rate (NNDR) Payers, letters were sent out to all the council's NNDR payers inviting them to take part in the consultation.

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<sup>1</sup> One "service user" workshop was for a cross section of residents who are non-universal services users from across the Council. The second workshop was for adults with learning disabilities.

5.7.12 The consultation will be widely promoted via the Council's Residents' magazine, Barnet First; Barnet Online; local press; Twitter; Face book; Area Forums; and posters in libraries and other public places.

5.7.13 Super-users, i.e. users of non-universal services, will also been invited to take part in the consultation through Community Barnet; Communities Together Network, Youth Board, and Delivery Unit newsletters/circulars and super user mailing lists.

5.7.14 As outlined in section 5.7.1, in terms of service specific consultations the Council has a duty to consult with service users where there are proposals to vary, reduce or withdraw services.

5.7.15 Where appropriate, separate service specific consultations have already taken place for the 2018/19 savings or will take place over the next few months. The outcomes of these consultations have or will feed into committee decision making process.

## **5.8 Insight**

5.8.1 Not applicable.

## **6 BACKGROUND PAPERS**

6.1 Full Council, 1 March 2016, agenda item 11.1 Business Planning 2016 – 2020

<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8343&Ver=4>

6.2 Policy and Resources Committee, 28 June 2016, agenda item 8 Business Planning 2017 – 2020

<http://committeepapers.barnet.gov.uk/ieListDocuments.aspx?CId=692&MId=8728&Ver=4>



## Appendix A

Medium Term Financial Strategy	2018/19 £000	2019/20 £000
<b>Budget brought forward</b>	<b>277,197</b>	<b>282,178</b>
<b>Statutory/cost drivers</b>		
Inflation (pay)	1,713	1,738
Inflation (non-pay)	4,482	3,871
Capital financing costs	1,500	500
Public Health	(467)	(454)
Pension Contributions	440	450
<b>Statutory/cost drivers sub-total</b>	<b>7,668</b>	<b>6,106</b>
Contingency - general risks	1,500	3,853
North London Waste Authority (NLWA) levy	659	698
Service Pressures	70	3,594
Highway Maintenance		2,100
Care for the elderly funded by social care precept	4,916	
Apprenticeship Levy costs to Schools	(400)	
<b>Service Expenses sub-total</b>	<b>6,745</b>	<b>10,245</b>
<b>Total expenditure</b>	<b>291,610</b>	<b>298,528</b>
<b>New Formula Grant Funding</b>		
Business Rates	37,658	38,999
Business Rate Localisation	3,000	0
Business Rates - Top up	18,953	19,627
Revenue Support Grant (RSG)	14,865	6,182
<b>New Formula grant sub-total</b>	<b>74,476</b>	<b>64,808</b>
<b>Council Tax</b>		
Council Tax Income (excluding ARG savings)	162,018	166,203
Social Care precept 2018-19 (3%)	4,916	4,916
Social Care precept 2019-20 (0%)	0	0
General Council Tax 2018-19 (0%)	0	0
General Council Tax 2019-20 (0%)	0	3,261
Collection Fund contribution (CT)	3,342	300
Private Finance Initiative (PFI) credit	2,235	2,235
New Homes Bonus (NHB)	8,233	7,900
Housing and Council Tax Benefit Administration Grant	1,801	1,621
Public Health	17,142	16,688
Adults Social Care Grant / iBCF	1,453	2,600
<b>Other funding sub-total</b>	<b>201,140</b>	<b>205,724</b>
<b>Total Income from Grant and Council Tax</b>	<b>275,616</b>	<b>270,532</b>
<b>Budget Gap before savings &amp; pressures</b>	<b>15,994</b>	<b>27,996</b>
Service related savings	(8,989)	(12,174)
Council Tax Base growth	(1,855)	(657)
Mitigating factors	(443)	(4,438)
<b>Proposed Savings</b>	<b>(11,287)</b>	<b>(17,269)</b>
<b>Budget Gap after savings</b>	<b>4,707</b>	<b>10,727</b>
<b>Balances to/(from) reserves</b>		
Specific reserves contribution 2018/19 NHB	6,233	
Specific reserves contribution 2019/20 NHB		5,900
Specific reserves contribution 2018/19	(7,745)	
Specific reserves contribution 2019/20		(9,950)
<b>Reserves sub-total</b>	<b>(1,512)</b>	<b>(4,050)</b>
<b>Budget Gap after savings and use of reserves</b>	<b>3,195</b>	<b>6,677</b>

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## Savings proposals by Theme Committee 2018/19 - 2019/20

<b>Theme Committee</b>	<b>2018-19 £000</b>	<b>2019-20 £000</b>	<b>Total £000</b>
Adults & Safeguarding	(2,980)	(4,917)	<b>(7,897)</b>
Assets, Regeneration & Growth	(2,355)	(2,308)	<b>(4,663)</b>
Children, Education, Libraries & Safeguarding	(2,692)	(2,898)	<b>(5,590)</b>
Community Leadership	0	(243)	<b>(243)</b>
Environment	(1,915)	(2,780)	<b>(4,695)</b>
Policy & Resources	(1,345)	(4,123)	<b>(5,468)</b>
<b>Total</b>	<b>(11,287)</b>	<b>(17,269)</b>	<b>(28,556)</b>

Adults and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving (2016/20)	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2017/18	2018/19		2019/20			
								£000	£000	FTE	£000	FTE		
<b>Efficiency</b>														
E1	3rd Party Spend (Inc. Prevention)	Fairness	<p>Notting Hill Housing Trust (NHHT) and LB Barnet entered into a Surplus and Deficit (SDA) agreement dated 31/03/03 where it was agreed LBB would pay NHHT an annual revenue subsidy of £294k, in relation to building of care resource centres. The agreement expires on 31.3.2018, therefore, £294k contributes to the 3rd party efficiency savings line. The operation of the centres is not affected.</p> <p>The Surplus and Deficit (SDA) agreement dated 31/03/03 was drafted in acknowledgement that the cost of developing the new homes and resources centres to be made available to LB Barnet would not be fully covered by the profits resulting in a forecasted deficit. On resolution it was agreed that LB Barnet would make up the shortfall by way of revenue subsidy. The subsidy would be paid to NHHT in equal incremental payments, calculated based on the total shortfall divide by the number of years remaining of the 15 year contractual agreement which, at the time, stood at 9 years to commence in 2010 and complete in 2018.</p>	No service-specific consultation required.	The expiry of this contract is a commercial matter and will therefore have no impact on service delivery.	The expiry of this contract will have no impact on customer satisfaction	The expiry of this contract is a commercial matter and an equalities impact assessment is not required.	294	(294)		0		(294)	100.00%
E2	Staffing Efficiencies	Fairness	The saving in 2019/20 is anticipated from improved processes and productivity from the implementation of a new IT case management system.	This will be subject to formal consultation with staff Consultation material relating to previous years staffing savings can be found under item nine at: <a href="http://barnet.moderngov.co.uk/ieList/Documents.aspx?CID=174&amp;MId=8584&amp;Ver=4">http://barnet.moderngov.co.uk/ieList/Documents.aspx?CID=174&amp;MId=8584&amp;Ver=4</a>	The new IT system will have been live for a year to ensure changes to processes have been successfully embedded and changes to staffing capacity can be implemented without impacting service delivery.	It is not expected that these changes will impact on customer satisfaction. Neutral impact	Full EIA will be undertaken as proposals develop and prior to commencement of formal consultation.	12,919	0		(213)	4	(213)	1.65%
E3	Transformation of Your Choice Barnet supported living and day-care services	Efficiency	Committee agreed a new contract with Your Choice Barnet which included a transformation of service model to deliver better outcomes. Savings in the first two years of the transformation programme have been delivered and in the final two years will continue with new services and helping individuals progress towards independence as well as more efficient use of buildings and some reductions in the unit price of care. None of the current services will close and any changes to individual packages will be agreed with individuals, families and carers. The Adults and Safeguarding Board took a report on the proposed savings in June ( <a href="https://barnet.moderngov.co.uk/documents/s32576/YourChoiceBarnetAgreement%20-%20FINAL.pdf">https://barnet.moderngov.co.uk/documents/s32576/YourChoiceBarnetAgreement%20-%20FINAL.pdf</a> ). Paragraphs 3.1 – 3.20 detail the areas the savings will come from over the next four years and paragraphs 9.4 to 9.9 provide further details on the methods being used.	Service specific consultation and one to one engagement took place between June-September 2016.  <a href="http://barnet.moderngov.co.uk/documents/s32576/YourChoiceBarnetAgreement%20-%20FINAL.pdf">http://barnet.moderngov.co.uk/documents/s32576/YourChoiceBarnetAgreement%20-%20FINAL.pdf</a>	Impact on delivery positive as individuals will be supported to undertake new activities and live more independently. YCB will be using a person centred approach to ensuring that the aspirations for individuals are fully met.	Consultation outcomes indicated that people welcomed these changes but needed to be assured that service users would be well supported to make these changes. The committee report on implementation of the new models at YCB (6th November 2017) sets out the reaction of service users and families to the new models.	Initial equalities analysis has been undertaken and indicates there is positive or neutral impact on service users, service users with learning disabilities and their carers, as changes to services will enable them to have services that better meets their aspirations for greater choice, inclusion and employment. <a href="http://barnet.moderngov.co.uk/documents/s32576/YourChoiceBarnetAgreement%20-%20FINAL.pdf">http://barnet.moderngov.co.uk/documents/s32576/YourChoiceBarnetAgreement%20-%20FINAL.pdf</a>  The EIA has been reviewed and the impact remains unchanged. The EIA will be kept under review as proposals develop.	6,129	(343)		(596)		(939)	15.32%
<b>Total</b>									<b>(637)</b>	<b>0</b>	<b>(809)</b>	<b>4</b>	<b>(1,446)</b>	
<b>Income</b>														
I1	Better Care Fund	Opportunity	The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible. This is income allocated to Adult Social Care to help provide integrated health and care services. As part of the BCF pooled budget the council is expected to receive a minimum uplift, it is anticipated that at a minimum the council will receive an uplift of 1.9% or 148k in 18/19.	Service specific consultation is not required.	There is no impact on service.	There is no impact on service.	There is no equalities impact.	7,939	(148)		(647)		(795)	10.01%

Adults and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving (2016/20)	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
								Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2017/18	2018/19		
					£000	£000	FTE				£000	FTE		
I2	iBCF	Opportunity	The 'Improved' Better Care Fund will continue to 19/20. In recent years, the council has seen a steady increase in referrals from acute hospitals. NHS referrals now account for 76% of all enablement use and over half of all adult social care referrals now come from the NHS. This income in the form of use of monies from the Better Care Fund. This avoids some reductions to adult social care that would be detrimental to the NHS.	Service specific consultation is not required.	There is no impact on service.	There is no impact on service.	There is no equalities impact.	5,373	0		(1,391)		(1,391)	25.89%
<b>Total</b>								<b>7,939</b>	<b>(148)</b>	<b>0</b>	<b>(2,038)</b>	<b>0</b>	<b>(2,186)</b>	
<b>Reducing demand, promoting independence</b>														
R1	Savings through supporting people in the community as opposed to high cost care packages and residential placements	Responsibility	Continuation and further development of work to deliver savings through supporting older people in alternative ways, through a community offer of support, instead of high cost care packages and residential placements. This will be applied through our strengths based approach to existing and new service users and will lead to increased use of universal services, enablement, telecare, equipment and direct payments which cost less than traditional home care and residential care. Eligible needs will therefore be met by a lower personal budget. The savings will be delivered by social workers incorporating elements in care and support plans which cost less than traditional care or that do not require Council funding. This might include support from volunteers and local clubs, for example.	Service specific consultation as part of the budget setting process for 2014/15 and 2015/16 budget, prior to the first year of the community offer initiative. <a href="https://engage.barnet.gov.uk/community-offer">https://engage.barnet.gov.uk/community-offer</a>	Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met. This is a continuation of an existing savings programme.	Eligible needs will still be met. However, some users/relatives may still prefer traditional care and find creative options less palatable	EIA/s for service user impact were undertaken in 2013 and showed a positive/neutral impact on service users. EIA updated in October 2015 and impact on service users (older adults, service users with physical disabilities and learning disabilities and mental health needs) remains positive/neutral. This will be reviewed and updated if required prior to implementation of future savings. Cases will be assessed and reviewed on a case by case basis.	32,355	(100)		(100)		(200)	0.62%
R2	Carers Intervention programme - Dementia	Responsibility	An intensive evidence-based model of support for carers of people with dementia, in order to increase carer sustainability, delay entry to residential care and manage adult social care demand. The saving is modelled on 10 couples per year, and delaying admission to residential care by 22 months. The programme to deliver support to sustain carers of people with dementia to stay in their own homes has been developed internally.	One to one engagement with service users to be undertaken on a case by case basis. Engagement is occurring throughout programme delivery with users of the service.	Positive - this enhances the carers offer	Should increase	Positive. The impact of this service is positive and expands support for carers in Barnet and should result in more adults with dementia to remain in their own homes. Feedback from couples going through the programme is positive. The EIA has been revisited and the impact remains positive.	1,881	(160)		0		(160)	8.51%
R3	Extra-Care 1 (Moreton Court)	Fairness	Generating general fund savings from providing specialist integrated housing for older people based on the provision of 52 flats with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on the difference between unit cost of residential care and extra care for 53 people.	Qualitative research completed with older people and visits to extra care housing schemes, involving officers from Commissioning and Procurement, together with service user and carer representation. This included focus groups with service users of a local extra care housing scheme. Individual assessments will be carried out on a case-by-case basis with residents entering the setting.	More choice for older people, reduced take up of residential care	Should increase	Equalities impact analysis has been undertaken and indicates there is a potential positive impact on service users over 65. The positive impact is highly likely based on outcomes from national ECH research / best practice.	7,234	(465)		0		(465)	6.43%

Adults and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving (2016/20)	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2017/18	2018/19		2019/20			
								£000	£000	FTE	£000	FTE		
R4	Independence of Young People	Opportunity	Implement a 0-25 disabilities service that better brings together health, care and education to ensure that growth is enabled for young people with disabilities. This should reduce the cost to adult social care arising from lower care package costs for those transitioning at the age of 18 over this period than has been the case for past transitions cases. Thorough review of all young people currently placed in residential care and activity is underway to enable young people to move into more independent accommodation options, improving outcomes and reducing cost to the Adult Social Care budget. Savings from the new ways of working, designed to increase service user independence, are also expected.	Service specific staff consultation was undertaken in September 2015. Coproduction and research work has been underway with parent and carer representatives since March 2015. One to one engagement and reviews will be carried out on a case by case basis.	Should lead to better outcomes but may be difficulties in embedding new way of working.	Should improve independence of young people. Eligible needs and statutory duties will continue to be met. Some users and families may prefer traditional care and this could lead to reduced satisfaction.	Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users with disabilities.  <a href="https://barnet.moderngov.co.uk/documents/s22214/0-25%20Disability%20service.pdf">https://barnet.moderngov.co.uk/documents/s22214/0-25%20Disability%20service.pdf</a>	28,949	(150)		(100)		(250)	0.86%
R5	Assistive Technology	Responsibility	Increased use of assistive technology (e.g. sensors, alarms, monitoring systems) both in individuals' homes and in residential and nursing care, is expected to lead to a reduction in care package costs (e.g. reduction in requirement for waking/sleeping nights). The Council has procured a partner to co-develop and implement this approach, which was implemented in April 2017.	Provider engagement has taken place prior to procurement. Working group of service users and carers has helped inform implementation approach.	Increased use of telecare/ assistive technology will support individuals to remain at home for longer, or reduce reliance on more traditional service types. Staff have been trained to identify service users who may benefit from assistive technology, and significant provider engagement is underway to introduce telecare into supported living and residential/ nursing care.	Telecare can enhance individuals' feelings of safety and enable individuals to remain independent and in their own homes for longer. However users and carers who prefer traditional care may be less satisfied.	Initial equalities analysis has been undertaken and indicates there is a potential positive /neutral impact on staff and service users (older people, LD, PD, MH). The EIA has been reviewed and the impact remains positive. This will be kept under review as proposals develop.	3,607	(500)		(500)		(1,000)	27.72%
R6	Older Adults - DFGs	Responsibility	Increasing choice for older adults and for younger adults with disabilities - investment in an increased advice and support service promoting adaptations and making homes more suitable. Savings achievement will depend on effective targeting at suitable service users and through the use of the DFG grant, savings based on incremental impact of adaptation/move avoiding costs of enablement, increased homecare and residential care admission for c.20 adults.	Continuation of existing programme, consulted on within previous MTFS consultations. One to one engagement and assessments will be carried out on a case by case basis.	Should improve	Should improve	Initial analysis suggests that there should be a positive impact because the grant is designed to make improvements in housing for older adults and for younger adults with disabilities – This will promote choice and independence for these groups. Initial analysis also indicates that no staff and/or service user EIA is required because the proposal does not impact on service delivery or staff therefore it is not proposed to carry out further equality analysis.	4,206	(170)		(170)		(340)	8.08%
R7	Personal assistants	Responsibility	Increase the number of personal assistants in Barnet to provide a larger scale alternative to the use of home care agencies. Service users directly employ the personal assistant and therefore are able to personalise and control their care and support to a very high level. Savings are based on lower unit costs than home care agencies but assume all PAs are paid the national Living Wage.	One to one engagement and reviews will be carried out on a case by case basis.	Positive	Positive. Should improve - more choice.	EIA for service user impact has been undertaken and is currently showing positive impact on service users (older adults, people with physical disabilities and learning disabilities and people with mental health needs). The EIA has been revisited and the impact remains positive.	9,051	(50)		0		(50)	0.55%
R8	Support for Working age adults	Responsibility	Review support packages and develop support plans to increase independence, improve wellbeing and reduce costs. This is likely to include the following: step down accommodation setting to less intensive option e.g. residential to supported living, step up accommodation setting where there is a risk of carer breakdown, identify appropriate day opportunities for those in residential care, support individuals in gaining and maintaining employment, utilise care technologies to improve independence and reduce intrusiveness of care, develop the shared lives offering within LBB and increase the number of referrals.	One to one engagement and reviews will be carried out on a case by case basis.	Promotes independence and integration into communities. Will lead to changes in the way in which the needs of eligible individuals are met but eligible needs will continue to be met.	Moderate - likely to require changes to packages of care. Eligible needs will still be met but some users and their families may prefer traditional care and this could lead to dissatisfaction.	Equalities impact assessments for service user impact has been undertaken and shows positive /neutral impact on service users. The EIA has been reviewed and the impact remains positive.	28,949	(350)		(425)		(775)	2.68%

Adults and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving (2016/20)	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
								Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2017/18	2018/19		
					£000	£000	FTE				£000	FTE		
R9	Mental Health service users moving to step down/independent accommodation	Responsibility	Work has taken place to identify and review service users currently in high cost residential placements who have been identified as suitable for more independent living. Social Workers will continue to work with these individuals to ensure they continue to have all their eligible needs met but can become more integrated into their local community and enjoy greater independence. The saving is modelled on lower cost support plans as community alternatives are used instead of high cost care.	Individual consultation and engagement with individuals and their families as part of the care and support planning process. Service Users and families will continue to be at the centre of the process as any move-on plans are developed and supported.	There will be a need to secure suitable independent living accommodation. Social Care staff will need to deliver intensive recovery work to ensure services users develop skills to live more independently. Skills development will take place to ensure existing providers support the move on plans.	Satisfaction should increase for users who will secure more independence in their lives. However, satisfaction may decrease for those who prefer more traditional care.	Impact will be assessed on an individual basis. Should be a positive impact for individuals.	4,779	(250)		(375)		(625)	13.08%
R10	Extra-Care Housing 2	Responsibility	Extra Care development of fully integrated service for older people to rent, offering a wide range of services as an alternative to more expensive residential care. Proposed scheme of 50 units based with 50% high needs, 25% medium needs and 25% low needs. Saving is modelled on a 10K saving per person per year, based on the difference between the costs of residential care and extra-care. Saving will be achieved if the scheme is targeted at those who would otherwise have their needs met by residential or other care.	Design principles agreed through consultation on Extra Care 1 (Moreton Court) will be applied in keeping with current best practice e.g. all flats fully wheelchair accessible. Service specific consultation will be undertaken if required. In addition Barnet Homes is carrying out a residents' consultation event on 25/10/17 about the identified site.	More choice for older people, reduced take up of residential care	Should improve	Full Equalities Impact Assessments will be undertaken as the site is confirmed and as potential residents are identified.	2,857	0		(400)		(400)	14.00%
<b>Total</b>									<b>(2,195)</b>	<b>0</b>	<b>(2,070)</b>	<b>0</b>	<b>(4,265)</b>	
<b>Overall Savings</b>									<b>(2,980)</b>	<b>0</b>	<b>(4,917)</b>	<b>4</b>	<b>(7,897)</b>	

**Assets, Regeneration & Growth**

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis	
								2017/18		2018/19		2019/20			
								£000	£000	FTE	£000	FTE			
<b>Efficiency</b>															
E1	Accommodation Strategy	Opportunity	Moving from rented accommodation to new offices in Colindale will generate further savings from the civic buildings budget. There are plans to implement locality strategy which will result in further consolidation of council assets.	Service specific consultation will be undertaken if required.	This saving is achieved through reduced accommodation costs and is not expected to have a negative impact on service delivery.	This saving is achieved through reduced accommodation costs and is not expected to have a negative impact on customer satisfaction.	The equalities impact will be kept under review on implementation of the Colindale business case and locality strategy.	4,384	(500)		(1,500)		(2,000)	45.62%	
<b>Total</b>								<b>(500)</b>	<b>0</b>	<b>(1,500)</b>	<b>0</b>	<b>(2,000)</b>			
<b>Growth and Income</b>															
G1	Increase in Council Tax base	Opportunity	Regeneration and development schemes across the borough are projecting an increase in Council Tax over the MTFS. This increase is above current baseline projections and can therefore be used to reduce savings targets for other theme committees.	No service specific consultation required	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	This proposal is not expected to have an adverse equalities impact.		(1,855)		(657)		(2,512)		
G2	Rental opportunity	Opportunity	Income to be generated through surplus space available in libraries.	Service specific consultation for libraries alternative approach that resulted in freed up space took place during 28th October 2015 - 6th January 2016.	This proposal will generate additional income for the Council and is not expected to impact on service delivery.	This proposal is not expected to have an adverse impact on customer satisfaction.	Opportunity for commercial letting arrangements only so no equalities impact is anticipated on staff or residents. No EIA is therefore required.	(2,651)	0		(151)		(151)	(5.70)%	
<b>Total</b>								<b>(1,855)</b>	<b>0</b>	<b>(808)</b>	<b>0</b>	<b>(2,663)</b>			
<b>Reducing demand, promoting independence</b>															
<b>Total</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Service redesign</b>															
<b>Total</b>								<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b>Overall Savings</b>								<b>(2,355)</b>	<b>0</b>	<b>(2,308)</b>	<b>0</b>	<b>(4,663)</b>			



## Children, Education, Libraries and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
								2017/18	2018/19		2019/20			
								£000	£000	FTE	£000	FTE		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact							
<b>Efficiency</b>														
E1	Contract management, including keeping costs down	Responsibility	Budget proposals for 2016-20 include efficiency savings on third party contracts. The overall budget has extra built in to allow for increases in the prices charged by suppliers. These savings would be achieved by improving contract management and negotiating better rates across a range of services.	No service specific consultation required	This proposal increases the efficiency of third party contract spending. It is not expected to impact on service delivery	This proposal increases the efficiency of third party contract spending. It is not expected to have a negative impact on customer satisfaction.	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	25,918	(365)		(334)		(699)	2.70%
<b>Total</b>									<b>(365)</b>	<b>0</b>	<b>(334)</b>	<b>0</b>	<b>(699)</b>	
<b>Income Generation</b>														
I1	SEN placements	Fairness	Savings through appropriate allocation of education costs for joint placements for children under the age of 18.	No service specific consultation required	This proposal is not expected to impact on service delivery	None	Initial analysis indicates that no staff and/or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	4,500	(250)		(250)		(500)	11.11%
I2	Continuing Care	Fairness	The council will ensure that all eligible children with disabilities and other limiting conditions are receiving continuing care funding from the NHS to better meet their health and care needs.	No service specific consultation required	This proposal is not expected to impact on service delivery	None	Initial analysis indicates that no staff and or service user Equalities Impact Assessment is required because the proposal does not impact on service delivery or staff. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	4,500	(200)				(200)	4.44%

## Children, Education, Libraries and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
								2017/18		2018/19		2019/20		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	£000	FTE	£000	FTE		
I3	School improvement	Responsibility	Explore options for meeting the cost of statutory school improvement functions	Service specific consultation will be undertaken if required.	The proposal may impact on service delivery.	This proposal may impact on customer satisfaction	There may be an equalities impact related to this proposal and once options have been explored, an assessment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	726	(100)				(100)	13.77%
I4	Transport	Responsibility	A proposal to review current transport arrangements by exploring alternative operating models to deliver cost efficiencies, and access alternative sources of funding. The experience of other local authorities will be reviewed as part of the proposal.	Service specific consultation will be undertaken if required.	This proposal may impact on service delivery	This proposal may impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	1,199			(250)		(250)	20.85%
<b>Total</b>									<b>(550)</b>	<b>0</b>	<b>(500)</b>	<b>0</b>	<b>(1,050)</b>	
<b>Service reform</b>														
S1	Early Years	Responsibility	Savings through implementing an Early Years Review aimed at ensuring early years services function effectively in the face of limited resources. Use of public health grant to fund public health related service levels above the statutory minimum (£1.5m), intervening early before needs escalate.	Service specific consultation took place <a href="https://engage.barnet.gov.uk/early-years-review">https://engage.barnet.gov.uk/early-years-review</a>	Consultation took place and the model has been implemented	Improved service model should increase satisfaction in the medium term but short term changes will mean some customers are less satisfied in the meantime.	A full Equalities Impact Assessment was completed as part of the Early Years business case considered by the Children, Education, Libraries & Safeguarding Committee on the 29th October 2014.	3,029	(375)		(375)		(750)	24.76%

## Children, Education, Libraries and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
								2017/18		2018/19		2019/20		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	£000	FTE	£000	FTE		
S2	Early Years further service reform	Opportunity	Proposal to reconfigure Early Years, building on the locality model and further integrating services. The integration of services will include looking at different ways of delivering some elements of the Healthy Child Programme through Children's Centres. A review is being undertaken and papers will go to CELS in January 2018.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Likely to impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	9,023	(430)		(527)		(957)	10.61%
S3	Libraries	Opportunity	Implementing an alternative approach to providing library services by maintaining the size of the libraries network and increasing opening hours through the use of technology.	Service specific consultation took place <a href="https://engage.barnet.gov.uk/Barnet-s-future-library-service">https://engage.barnet.gov.uk/Barnet-s-future-library-service</a>	Strategy agreed and now in implementation phase	Strategy agreed and now in implementation phase	Equality Impact Assessment completed. Strategy agreed in April 16 and now in implementation phase.	3,452	(53)		(12)		(65)	1.88%
S6	Youth service	Opportunity	Proposal to remodel the Council's existing youth service, focusing resources on a more targeted service, and exploring opportunities to generate income. An Outline Business Case is going to CELS in January '18.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Likely to impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to ascertain whether there is an impact. This will kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	1,877	(514)		0		(514)	27.38%
<b>Total</b>									<b>(1,372)</b>	<b>0</b>	<b>(914)</b>	<b>0</b>	<b>(2,286)</b>	
<b>Shared services models</b>														
S7	Education and Skills- New Delivery model	Opportunity	Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	Service specific consultation with schools, residents and groups of parents took place during 2014/15. <a href="https://engage.barnet.gov.uk/the-future-delivery-education-and-skills">https://engage.barnet.gov.uk/the-future-delivery-education-and-skills</a>	This saving is not expected to impact on service delivery	There is likely to be a positive impact on schools as services are protected and potentially enhanced.	An initial Equalities Impact Assessment formed part of the business case considered by CELS on the 15th September 2014.	6,715	(255)		(350)		(605)	9.01%

## Children, Education, Libraries and Safeguarding

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
								2017/18	2018/19		2019/20			
								£000	£000	FTE	£000	FTE		
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact							
S8	Shared services/ models	Opportunity	The Council will look at emerging best practice across the country to ensure the highest quality of purposeful social work and wider children's service, with a focus on targeted early intervention and prevention. We will consider structural changes that can support this endeavour and seek to ensure that all staff are permanent in Barnet removing the contingency funding established for agency staffing.	Service specific consultation will be undertaken if required.	Likely to impact on service delivery	Likely to impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will be kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	36,752			(800)		(800)	2.18%
S9	Adoption regionalisation	Opportunity	Government is proposing for all adoption agencies to move to a regional model of provision. Savings would come from regionalisation of adoption and integrating services across London.	Service specific consultation will be undertaken if required.	May impact on service delivery	May impact on customer satisfaction	There may be an equalities impact related to this proposal and an Equalities Impact Assessment will be undertaken to determine whether there is an impact. This will be kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	978	(150)				(150)	15.34%
<b>Total</b>									<b>(405)</b>	<b>0</b>	<b>(1,150)</b>	<b>0</b>	<b>(1,555)</b>	
<b>Overall Savings</b>									<b>(2,692)</b>	<b>0</b>	<b>(2,898)</b>	<b>0</b>	<b>(5,590)</b>	

Community Leadership

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget	2017/18				Total savings (All years)	Variance Analysis
									2017/18					
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000						
<b>Efficiency</b>														
<b>Total</b>									0	0	0	0	0	0
<b>Growth and Income</b>														
<b>Total</b>									0	0	0	0	0	0
<b>Reducing demand, promoting independence</b>														
<b>Total</b>									0	0	0	0	0	0
<b>Service redesign</b>														
S1	CCTV	Opportunity	Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off	Consultation will be required in 2018/19 when the income position is clear.	High if service ceases.	High - service is valued.	There is a potential equalities impact and this will be kept under review as proposals develop	817			(243)		(243)	29.74%
<b>Total</b>									0	0	(243)	0	(243)	0
<b>Overall Savings</b>									0	0	(243)	0	(243)	0

Environment

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget		Total savings (All years)	Variance Analysis			
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2017/18	2018/19			2019/20		
								£000	£000			FTE	£000	FTE
<b>Efficiency</b>														
E2	Commissioning Group - Parking Services	Fairness	Re-procure the Parking Contract: The current contract for parking and enforcement services is due to expire in 2017. The decision to re-procure the service allows further cost savings to be identified through making contract management savings using varied specifications, or through investing in modern IT systems.	Service specific and staff consultation will be undertaken if required, once it has been identified if there are impacts on staff or residents	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	Equalities Impact Assessment has been completed and indicated that the proposal does not impact on service delivery or council staff. This will kept under review as the proposals develop further and any updated as necessary	4,157	(200)			(200)	4.81%	
E3	Street Scene - Savings Line	Opportunity	Formerly the restructure of the Street Scene business model. Through the ADM process, officers are looking to streamline potential processes, invest in mobile IT, improve service productivity, and restructure the service to deliver the required savings.	ADM consultation took place in November and December 2016. Additional staff consultation to take place as required once the saving has been profiled.	This saving is not anticipated to impact negatively on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	An initial ADM Equalities Impact Assessment for staff and residents has been completed and is available at <a href="https://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=8590">https://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=8590</a> . Any further potential equalities impact will be reviewed as proposals develop, ahead of implementation of the savings. An equalities impact assessment will be carried out if required.	13,395	(450)			(450)	3.36%	
E4	Street Scene - Street Cleansing	Opportunity	New Service Offer: Anticipated to be achieved via staffing efficiencies and an asset management review of the fleet.  [Note: The previous 2017/18 saving of £600k has been re-profiled as £300k in 2017/18 and £300k in 2018/19].	Service specific and staff consultation will be undertaken if required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	The need for an EIA will be kept under review and carried out if required	2,955	(150)		(150)	(300)	10.15%	
<b>Total</b>									<b>(800)</b>	<b>0</b>	<b>(150)</b>	<b>0</b>	<b>(950)</b>	<b>0</b>
<b>Growth and Income</b>														

Environment

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget		Total savings (All years)	Variance Analysis			
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2017/18	2018/19			2019/20		
								£000	£000			FTE	£000	FTE
G1	Commissioning Group - Green Spaces Development	Opportunity	Invest in 3G Pitches (x3): This proposal will see the Council secure additional investment (in partnership with funding bodies such as The Football Foundation) in modern 3G sports pitches across the borough. These could be either new 3G artificial grass pitches (AGPs) on sites that are currently not laid out as grass pitches, or the conversion of existing grass pitches to AGP's. Current feasibility work on the creation of sports hubs as required by the adopted Parks and Open Spaces and Playing Pitch Strategies will determine the locations for the new AGP's, which will be compliant with the Playing Pitch Strategy and agreed with the Playing Pitch Strategy Steering Group which comprises, in addition to LBB, representatives of Sport England, England Hockey, England and Wales Cricket Board, Football Association, Lawn Tennis Association and Rugby Football Union. The council will benefit from a mechanism for sharing the additional income generated from new pitches with any delivery partner. The grass pitches that the Council provides for the playing of team sports are currently subject to charges for their use. Charging will continue for the new facilities.	Service specific consultation will be undertaken if required	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	An Equality Impact Assessment will be completed. This will be kept under review as the specific proposals develop.	4,136			(100)		(100)	2.42%
G2	Street Scene - Commercial Waste and Waste Collection and Street Cleansing Income.	Opportunity	Income generation from Non-Statutory Waste Services and Green Waste: Income generation target across a range of chargeable services for commercial waste, including - but not limited to - additional collections and the identification of new services where charging the user more (in order to offset the impact of wider budget reductions) is appropriate. To be delivered through a fundamental review of all transactional services e.g. development of the trade and commercial waste services including recycling and a review of commercial activity to identify new or improved income opportunities. Further work to be done with commercial waste to both obtain contracts and offer recycling services.	Service specific consultation will be undertaken if required.	This saving is a change to service delivery.	This saving will not have an adverse impact on customer satisfaction	An Equality Impact Assessment will be completed for those services which affect residents prior to implementation of savings proposal.	(1,958)	(300)		(300)		(600)	(30.64)%
G3	Street Scene and Commissioning Group - demand management via enforcement and education	Fairness	Reduce Demand for Services through targeted enforcement and Education - increase the investment in enforcement and public communication activities to reduce the amount of fly tipping, littering and ASB - provides a reduction in overall operating costs. A procurement process is being carried out to identify a future provider.	Trial for Streetscene enforcement took place from July 2016 to January 2017. This included gathering feedback from residents and businesses.	Improved use of resources	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	An Equality Impact Assessment will be completed following the gathering of data from the trial. This will be kept under review as the specific proposals develop and any changes reported back at the next Committee decision within the business planning process.	2,955	(25)				(25)	0.85%

**Environment**

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget		2018/19		2019/20		Total savings (All years)	Variance Analysis
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2017/18							
								£000	£000	FTE	£000	FTE			
G4	Commissioning Group	Fairness	Cost recovery from a full review of fees and charges across all Environmental Committee business areas; including Parking products and Highways services. This will include making sure that all fees are collected.	New fees and charges included into the fees and charges and the report for budget consultation and results feed into the budget approvals process	None	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	A full Equality Impact Assessment will accompany the fees and charges report for Environment committee report for approval. This will kept under review.	(1,620)	(240)		(130)		(370)	(22.84)%	
G6	Commissioning Group - Safer Communities	Opportunity	Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation. Further rationalisation of control room function.	No service specific consultation is required	Improved efficiency of the service	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	Initial analysis indicates that no staff and or service user EIA is required because the proposal does not impact on service delivery or staff.	817			(200)		(200)	24.48%	
G7	Commissioning Group - Green Spaces Development	Opportunity	Asset Management: Anticipated to be achieved via the review of Green Space asset across the borough; including fees and charges applicable to leaseholds.	Service specific consultation will be undertaken if required. One to one engagement with Leaseholders as and when required.	None	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	Initial analysis indicates that no staff and or service user EIA is required because the proposal does not impact on service delivery or staff.	4,136	(100)		(100)		(200)	4.84%	
G8	Commissioning Group	Opportunity	Advertising on and near to Highways: A number of opportunities have been identified for additional advertising across the public realm, including: potentially highways, bus shelters, parks and open spaces, and town centres.	The parks and open spaces strategy consultation brought forward the principle of making our greenspaces more financially sustainable through alternative income and investment routes. Service specific consultation will be undertaken if required.	Increased income	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	Initial analysis indicates that no staff and or service user EIA is required because the proposal does not impact on service delivery or staff This will be kept under review. The parks and open spaces strategy consultation brought forward the principle of making our greenspaces more financially sustainable through alternative income and investment routes		(100)		(200)		(300)		
<b>Total</b>									<b>(765)</b>	<b>0</b>	<b>(1,030)</b>	<b>0</b>	<b>(1,795)</b>		
<b>Service Redesign</b>															
S2	Commissioning Group - Green Spaces Development	Opportunity	Following the specific site surveys for all green spaces in the Parks and Open spaces strategy 2016, we will review and look at changes to how we maintain all our green space and who maintains our green spaces. This could be as whole green spaces or parts there within, and could included offering the spaces to local groups, planting as urban forests (mayor's air quality strategy), change to allotments (positive health benefits) etc.	Service specific consultation will be undertaken when required, on a site by site or by area basis.	Potential change of use of greenspaces	This saving could have an adverse impact on customer satisfaction	An Equality Impact Assessment will be completed, and be kept under review as the specific proposals develop, which may be by site, area, or usage.	4,136	(50)	2	(150)	2	(200)	4.84%	



## Environment

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget		Total savings (All years)	Variance Analysis			
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	2017/18	2018/19			2019/20		
								£000	£000			FTE	£000	FTE
S3	Commissioning Group - Action to reduce the overall cost of controlled parking zone (CPZ) implementation	Opportunity	Currently a proportion of the Borough is covered by a CPZ. Additional roads are added on an ad hoc basis and the process is costly as it can result in abortive work and inefficient consultation. Options would be to take a coordinated approach to the process to save on cost (e.g. add 10 roads at a time instead of 1) and, except in exceptional circumstances or where required by statute, only carry out those that are funded through area committees or developers and carry out a strategic review to prioritise future changes.	Service specific consultation will be undertaken when required - CPZ introductions or changes have specific consultation routes which must be followed set down in the relevant legislation	Change to service delivery	This saving could have an adverse impact on customer satisfaction	An Equality Impact Assessment will be completed. This will be kept under review as the specific proposals develop.		(100)		(150)		(250)	
<b>Total</b>									<b>(150)</b>	<b>0</b>	<b>(300)</b>	<b>2</b>	<b>(450)</b>	
<b>Reducing demand, promoting independence</b>														
R1	Commissioning Group - NLWA	Fairness	Levy payments to the North London Waste Authority: The Council pays a price per tonne specifically for the type and volume of waste that it estimates that it will deliver in the year to North London Waste Authority for treatment or disposal. If less waste is delivered than projected a saving is made on the following year's levy. Future waste savings are reliant on: demand management projects, changes to collection services and the success of communication campaigns, to enable realistic lower waste tonnage projections to be made for the future, and the quantity of waste that is actually collected to be lower.	Service specific consultation will be undertaken if required.	This saving is not anticipated to impact on service delivery.	This saving will not have an adverse impact on customer satisfaction and it is possible that it may enhance perception that the Council provides value for money.	The need for an Equality Impact Assessment will be kept under review as the specific proposals develop and carried out if required.		(100)		(300)		(400)	
R2	Street Scene - Waste and Recycling collection	Fairness	Revised waste offer to increase recycling: The planned ending of central Government support for weekly refuse collection will necessitate a revised waste collection offer to residents that will need to focus on the delivery of challenging recycling targets. The Council collects residual waste, recyclables, and food waste from all households. The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. This includes making it easier to recycle food waste and compulsory recycling of dry and food waste (enforced by fixed penalty notices); increasing recycling in flats by working with managing agents to identify the most suitable mix of containers and limiting the capacity for residual waste. The proposals will be supported by small scale pilot projects, incentive schemes and targeted communications projects. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.	Service specific consultation, alongside Waste Strategy took place in January/February 2016. Further consultation on the Alternative Delivery Model is currently underway. The implementation of any specific proposed scheme will be dependant upon the completion of the service specific consultation and relevant EIA process, as the details of schemes are known	This saving is anticipated to impact on service delivery.	This saving may have a short term adverse impact on customer satisfaction as collection rounds are changed, but longer term benefits will be delivered in terms of more efficient and effective collection services based on local characteristics rather than a one size fits all approach.	An Equality Impact Assessment will be completed. This will be kept under review as the specific proposals develop. An initial Equalities Impact Assessment for staff and residents has been completed and is available at <a href="https://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=8590">https://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=8590</a>	6,891			(900)		(900)	13.06%
R3	Commissioning Group - Green Spaces Development	Responsibility	Increased Productivity and Reduction of Overheads: Develop a range of alternative management models for parks and open spaces including trusts, management by friends groups and volunteers. Ensure that all costs are recovered from External Agencies such as Barnet Homes and ensure that suitable specifications are in place.	A service specific consultation will be carried out site by site by site basis.	Changed delivery model	Possible loss of management control and deterioration of standards	An Equality Impact Assessment will be completed. This will be kept under review as the specific proposals develop.	4,136	(100)		(100)		(200)	4.84%
								(200)	0	(1,300)	0	(1,500)		
<b>Overall Savings</b>									<b>(1,915)</b>	<b>0</b>	<b>(2,780)</b>	<b>2</b>	<b>(4,695)</b>	

Policy & Resources

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
								2017/18	2018/19		2019/20			
					Impact on Service Delivery	Impact on Customer Satisfaction	Equalities Impact	£000	£000	FTE	£000	FTE		
<b>Efficiency</b>														
E1	3rd Party Spend	Responsibility	This saving comes from Commissioning Group and Assurance contract spending, which include communications and engagement contracts, internal audit and insurance. This saving could be made either from keeping the costs of contracts stable, or through improved contract management and negotiation of better rates.	No service specific consultation required	This proposal increases the efficiency of third party contract spending. It is not expected to impact on service delivery	This proposal increases the efficiency of third party contract spending. It is not expected to have a negative impact on customer satisfaction.	This proposal increases the efficiency of third party contract spending. It is not expected to have an equalities impact.	893	(45)		(44)		(89)	9.97%
E2	Workforce savings	Responsibility	A review of the current staffing structure in Commissioning Group and Assurance is expected to be undertaken in 2018. The aim of the review will be to ensure that the staffing structure is still fit for purpose to deliver the outcomes and corporate priorities expected. One of the aims of the review will also be to review if efficiencies can be found.	This will be subject to a formal consultation with staff affected in 2018 before the saving can be implemented in 2019.	This proposal will be implemented on the basis that it is not expected to impact on service delivery. This will be kept under review in 2018.	This proposal will be implemented on the basis that it is not expected to impact on customer satisfaction. This will be kept under review in 2018.	There is a potential equalities impact on staff and this will be kept under review during the consultation period in 2018.	8,445			(679)		(679)	8.04%
E4	Borrowing costs and interest on deposits	Opportunity	The Council sets aside a budget each year to fund future borrowing costs for additional capital expenditure. The council has an ambitious investment programme, however over recent years, the Council has not borrowed to fund additional capital expenditure and used cash balances instead. In addition, the interest rate on loans is currently less than 4%, leading to an annual saving. If future borrowing costs remain below 4%, then this saving should be deliverable. If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving should still be achievable.	No service specific consultation required	This saving is in respect of treasury costs and is not expected to have an impact on service delivery	This saving is in respect of treasury costs and is not expected to have an impact on customer satisfaction	This saving is in respect of treasury costs and is not expected to have an equalities impact.	4,071	(500)		(1,000)		(1,500)	36.85%
E5	Customer Access Strategy	Opportunity	The Customer Transformation Programme uses insight about customers and their experiences to design improvements to the council's existing customer services model. The strategy identifies a number of opportunities to make savings by directing customers away from face to face, increasing use of the Coventry contact centre, changing service standards and exploring possibilities for income generation.	Service Specific consultation will take place if required.	Impact should be minimal if self-service options are improved as planned. Insight about customer needs and preferences will underpin the face to face model chosen.	Impact should be minimal if self-service options are improved as planned. Insight about customer needs and preferences will underpin the face to face model chosen.	EIA for Customer Transformation Programme was published with October 2016 Policy and Resources report. The proposals will be kept under review as implemented.		(500)				(500)	
E6	CSG contract	Fairness	The Council entered into the Customer & Support Group contract for customer and back office services in the autumn of 2013. This contract will deliver a total £125m saving over a 10 year period. This includes a reduction in the cost of back office services of £70m, or £7m per annum (average across the contract). The contract price has already been reduced and forms part of the Council's existing budget and Medium Term Financial Strategy. A further reduction as a result of the year 3 review of the contract is anticipated in 2017/18.  The scope of the contract will then be kept under review to identify any further savings.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. The full contract is available online.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment.	This saving is in respect of the Customer & Support Group contract that has already been subject to consultation and impact assessment. This will be reviewed in the relevant budget year.	28,795	0		(1,000)		(1,000)	3.47%

Policy & Resources

Line ref	Opportunity Area	Corporate Plan Priority: Fairness, Responsibility or Opportunity	Description of saving	Consultation (How are we consulting on this proposal)	Impact Assessment			Budget					Total savings (All years)	Variance Analysis
								2017/18	2018/19		2019/20			
								£000	£000	FTE	£000	FTE		
E7	Reduction of Levy	Opportunity	Decrease in Concessionary Fares	No service specific consultation required	This proposal will be implemented on the basis that it is not expected to impact on service delivery. This will be kept under review in 2018.	This proposal will be implemented on the basis that it is not expected to impact on customer satisfaction. This will be kept under review in 2018.	There is no potential equalities impact on staff and this will be kept under review during the consultation period in 2018.		(300)				(300)	
<b>Total</b>									<b>(1,345)</b>	<b>0</b>	<b>(2,723)</b>	<b>0</b>	<b>(4,068)</b>	
<b>Growth and Income</b>														
G1	C/tax Support	Opportunity	Potential decreasing Council Tax Support from 80% to 70%.	Service specific consultation will be undertaken in 2018/19 ahead of any decision being made	There is a minor impact on service delivery, due to increase in collectible debt	There is a negative impact on satisfaction for those customers having lost support, however this is in lien with wider welfare reform agendas making work pay	Assessed and confirmed as minimal negative				(1,400)		(1,400)	
<b>Total</b>									<b>0</b>	<b>0</b>	<b>(1,400)</b>	<b>0</b>	<b>(1,400)</b>	
<b>Reducing demand, promoting independence</b>														
<b>Total</b>									<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Service redesign</b>														
<b>Total</b>									<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Overall Savings</b>									<b>(1,345)</b>	<b>0</b>	<b>(4,123)</b>	<b>0</b>	<b>(5,468)</b>	

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**Funding Template: Additions & Deletions, Slippage & Accelerated Spend Template**

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/Accel erated Spend	Explanation for request
				£'000	£'000	
Commissioning Group	2017/18	Community Centre - Tarling Road	Borrowing		(963)	Delays in completing the project.
Commissioning Group	2017/18	Asset Management	Borrowing		(453)	budget re-alignment
Commissioning Group	2017/18	Centre for Independent Living & Libraries	Capital Reserves	(304)		Project completed, remaining budget can be deleted.
Commissioning Group	2017/18	Daws Lane Community Centre	Capital Receipts		(47)	Daws Lane Library project will start in 2018/19
Commissioning Group	2017/18	Daws Lane Community Centre	Grant		(1,177)	Daws Lane Library project will start in 2018/19
Commissioning Group	2017/18	ICT strategy	Capital Receipts		(6,361)	Delays in completing the project, in conjunction with Colindale Office.
Commissioning Group	2017/18	Customer Services Transformation Programme	Capital Receipts		(1,191)	Delays in completing the project.
Commissioning Group	2017/18	Information Managements	Borrowing	(353)		Project completed, remaining budget can be deleted.
Commissioning Group	2017/18	Sport and Physical Activites	Borrowing		(10,265)	Delays in completing the project.
Education and Skills	2017/18	Modernisation - Primary & Secondary	Borrowing	170		Funding re-allocation
Education and Skills	2017/18	Urgent Primary Places - Temporary Allocated	Borrowing	(131)		Funding re-allocation
Education and Skills	2017/18	Christ College	Borrowing	(6)		Funding re-allocation
Education and Skills	2017/18	Compton	Borrowing	46		Funding re-allocation
Education and Skills	2017/18	Oak Lodge Special School	Borrowing	6		Funding re-allocation
Education and Skills	2017/18	Wave 1 - Northway/Fairway	Borrowing	145		Funding re-allocation
Education and Skills	2017/18	Colindale primary	Borrowing	(161)		Funding re-allocation
Education and Skills	2017/18	Contingency	Borrowing	(69)		Funding re-allocation
Education and Skills	2017/18	St James / Blessed Dominic	Grant		(5,000)	Additional time required for stage two design and value engineering, project will slip into 2018/19.
Education and Skills	2017/18	School place planning (Primary )	S106		(268)	Delay in starting the project.
Education and Skills	2017/18	School place planning (Primary )	Borrowing	216		Funding re-allocation
Education and Skills	2017/18	School place planning (Primary )	Grant		(3,732)	Delay in starting the project.
Education and Skills	2017/18	School place planning (Secondary)	Borrowing		(57)	Delays in completing the project.
Education and Skills	2017/18	School place planning (Secondary)	S106		(1,943)	Delays in completing the project.
Education and Skills	2017/18	SEN	Capital Receipts		(1,387)	Project will not complete this year, it will slip into 2018/19
Education and Skills	2017/18	SEN	Grant		(613)	Project will not complete this year, it will slip into 2018/19
Education and Skills	2017/18	Alternative Provision	Grant		(2,000)	Delays in completing the project.
Education and Skills	2017/18	Contingency	Borrowing		(5,000)	Delays in completing the project.
Education and Skills	2017/18	Oakleigh School	Borrowing	(21)		

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/Accel erated Spend	Explanation for request
				£'000	£'000	
Education and Skills	2017/18	London Academy	Borrowing	(202)		
Education and Skills	2017/18	Beis Yakov	Borrowing	7		
Family Services	2017/18	Youth Zone	Capital Reserves		(1,200)	Remaining payment is due in 2018/19.
Family Services	2017/18	East Barnet Partnership Library	Borrowing		(500)	Project will not start until 2018/19
Family Services	2017/18	Meadow Close Children's Homes	Borrowing		(2,896)	Due to delay in planning permission project will slip into 2018/19.
Family Services	2017/18	Family Services Estate - building compliance, extensive R&M, H&S, DDA	Borrowing		(1,000)	project will slip into 2018/19.
Housing Needs Resources	2017/18	Alexandra Road	Capital Receipts		(33)	Project will start in 2018/19
Housing Needs Resources	2017/18	Hostel Refurbishment Programme	Capital Reserves		(52)	Project will not start until 2018/19
Housing Needs Resources	2017/18	Hostel Refurbishment Programme	Capital Receipts		(118)	Project will not start until 2018/19
Housing Needs Resources	2017/18	Chilvins Court	RCCO/ MRA		(126)	Project will not start until 2018/19
Housing Needs Resources	2017/18	Modular Homes	Borrowing		(688)	Project will slip into 2018/19.
Housing Needs Resources	2017/18	Open Door	Capital Receipts		(2,340)	Delays in Land transfer, project will slip into 2018/19
Housing Needs Resources	2017/18	Open Door	Borrowing		(5,460)	Delays in Land transfer, project will slip into 2018/19
Housing Needs Resources	2017/18	Micro Sites	Capital Receipts		(488)	Delay in completing project, will slip into 2018/19
Housing Needs Resources	2017/18	Micro Sites	S106		(140)	Delay in completing project, will slip into 2018/19
Parking and Infrastructure	2017/18	Lines and Signs	Capital Reserves		(150)	Project will not complete this year, it will slip into 2018/19
Parking and Infrastructure	2017/18	Parking signs and lines introduction and replenishment	Capital Reserves		(200)	Due to cold/ wet weather delays in completing the project
Regional Enterprise	2017/18	Footway Reconstruction	S106		(43)	Project will slip into 2018/19.
Regional Enterprise	2017/18	Traffic Management	Borrowing		(106)	Project will slip into 2018/19.
Regional Enterprise	2017/18	Traffic Management	Capital Reserves		(5)	Project will slip into 2018/19.
Regional Enterprise	2017/18	Traffic Management	S106		(4)	Project will slip into 2018/19.
Regional Enterprise	2017/18	Highways Improvement	S106		(364)	Project will slip into 2018/19.
Regional Enterprise	2017/18	Travel Plan Implementation	Borrowing		(25)	Project will slip into 2018/19.
Regional Enterprise	2017/18	Travel Plan Implementation	S106		(91)	Project will slip into 2018/19.
Regional Enterprise	2017/18	Carriageways	Borrowing		(2,207)	Project will slip into 2018/19.
Regional Enterprise	2017/18	Saracens	RCCO/ MRA		(6)	Project will slip into 2018/19.
Regional Enterprise	2017/18	Saracens	S106		(16)	Project will slip into 2018/19.
Regional Enterprise	2017/18	Parking	Capital Receipts		(28)	Project will slip into 2018/19.
Regional Enterprise	2017/18	GF Regeneration	Borrowing		(178)	Project will slip into 2018/19.
Regional Enterprise	2017/18	GF Regeneration	Capital Receipts		(2,300)	Project will slip into 2018/19.
Regional Enterprise	2017/18	Town Centre	Capital Reserves		(2,671)	Delay in completing project, will slip into 2018/19
Regional Enterprise	2017/18	Town Centre	S106		(240)	Delay in completing project, will slip into 2018/19
Regional Enterprise	2017/18	Town Centre	Grant		(2,589)	Delay in completing project, will slip into 2018/19
Regional Enterprise	2017/18	Development pipeline Tranche 1 (Pre-Construction)	Borrowing		(182)	Delay in completing project, will slip into 2018/19
Regional Enterprise	2017/18	Disabled Facilities Grant Programme	Borrowing		(500)	Delay in completing project, will slip into 2018/19
Regional Enterprise	2017/18	Refurbish and regenerate Hendon Cemetery and Crematorium	Borrowing		(592)	project will slip into 2018/19.
Regional Enterprise	2017/18	Refurbish and regenerate Hendon Cemetery and Crematorium	RCCO/ MRA		(291)	project will slip into 2018/19.
Regional Enterprise	2017/18	Local Implementation Plan 2016/17 and onwards	Grant	(252)		budget re-alignment
Regional Enterprise	2017/18	LIP - Bus stop Accessibility	Grant	242		budget re-alignment and additional TFL grant of 150k received for bus stop accessibility.
Regional Enterprise	2017/18	LIP - Bridge Assessment	Grant	220		budget re-alignment
Regional Enterprise	2017/18	LIP - Borough Cycling Programme	Grant	(123)		budget re-alignment

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Slippage/Accel erated Spend	Explanation for request
				£'000	£'000	
Regional Enterprise	2017/18	Colindale Station Works	CIL	(2,750)		Funding re-alignment
Regional Enterprise	2017/18	Colindale Station Works	NHB	2,750		Funding re-alignment
Regional Enterprise	2017/18	Colindale Station Works	S106	11,250		Tube Station S106 contribution' (index-linked) from Redrow Homes
Regional Enterprise	2017/18	Empty Properties	Borrowing		(2,467)	project will slip into 2018/19.
HRA	2017/18	Major Works (excl Granv Rd)	RCCO/ MRA		539	Additional Fire Remedial works have been identified through the FRA surveys on the Granville blocks.
HRA	2017/18	Regeneration	RCCO/ MRA		(525)	Delay in completing the project.
HRA	2017/18	Misc - Repairs	RCCO/ MRA		(277)	Delays to Electrical upgrades and structural works.
HRA	2017/18	M&E/ GAS	RCCO/ MRA		910	Emergency ERM works at Nant, Mountfield, Silk and Shoelands blocks which were originally planned for remedial works in 2018/19.
HRA	2017/18	Voids and Lettings	RCCO/ MRA		1,072	Increase in both the number of voids and the works associated with these voids.
HRA	2017/18	Advanced Acquisitions (Regen Estates)	Borrowing		(2,080)	project will slip into 2018/19.
HRA	2017/18	Advanced Acquisitions (Regen Estates)	Capital Receipts		(892)	project will slip into 2018/19.
HRA	2017/18	Moreton Close	Borrowing		(2,559)	project will slip into 2018/19.
HRA	2017/18	Moreton Close	Capital Receipts		(1,097)	project will slip into 2018/19.
HRA	2017/18	Dollis Valley	Capital Receipts		(3,287)	Buyback near complete. Remaining budget relate to share equity costs to be incurred future years.
HRA	2017/18	Burnt Oak Broadway Flats	Capital Receipts		(650)	Delay in structural survey, project will slip into 2018/19
HRA	2017/18	Extra Care Pipeline	Borrowing		(1,810)	Project will start in 2018/19.
HRA	2017/18	Extra Care Pipeline	Capital Reserves		(6,421)	Project will start in 2018/19.
HRA	2017/18	Extra Care Pipeline	Capital Receipts		(2,150)	Project will start in 2018/19.
HRA	2017/18	Extra Care Pipeline	Grant		(5,000)	Project will start in 2018/19.
HRA	2017/18	Upper & Lower Fosters Community Led Design	Grant		250	budget re-alignment
HRA	2017/18	New Affordable Homes	RCCO/ MRA	214		Projected completed. Retention costs yet to be paid.
HRA	2017/18	Tranche 3 RP	RCCO/ MRA	(42)		Future funding for Tranche3 New Build in the Tranche 3 Programme shall be funded via HNR by the new RP Open Door.
HRA	2017/18	Tranche 3	Capital Receipts	(6,723)		Future funding for Tranche3 New Build in the Tranche 3 Programme shall be funded via HNR by the new RP Open Door.
Adults and Communities	2017/18	Transformation Care Grant	Borrowing	(3)		Prior year transformation care grant not required
<b>Sub total</b>				<b>4,126</b>	<b>(94,730)</b>	
HRA	2018/19	Fire Safety	RCCO/ MRA	<b>7,500</b>		addition to meet the cost of high priority fire safety improvements identified
HRA	2018/19	Major Works (excl Granv Rd)	RCCO/ MRA	<b>1,120</b>		additions and deletions to the programme in line with the business plan
HRA	2018/19	Regeneration	RCCO/ MRA	<b>300</b>		additions and deletions to the programme in line with the business plan
HRA	2018/19	Misc - Repairs	RCCO/ MRA	<b>529</b>		additions and deletions to the programme in line with the business plan
HRA	2018/19	M&E/ GAS	RCCO/ MRA	<b>(877)</b>		additions and deletions to the programme in line with the business plan
HRA	2018/19	Voids and Lettings	RCCO/ MRA	<b>205</b>		additions and deletions to the programme in line with the business plan
<b>Sub total</b>				<b>8,777</b>		

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**Funding Template: Additions & Deletions, Slippage & Accelerated Spend Template**

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Explanation for request
				£'000	
Commissioning Group	2017/18	Asset Management	Borrowing	(2,082)	Funding re-allocation
Education and Skills	2017/18	Modernisation - Primary & Secondary	Borrowing	(1,418)	Funding re-allocation
Family Services	2017/18	Information Management	Borrowing	(645)	Funding re-allocation
Family Services	2017/18	Loft conversion and extension policy for Foster Carers	Borrowing	(200)	Funding re-allocation
Family Services	2017/18	New Park House Children's home	Borrowing	(78)	Funding re-allocation
Family Services	2017/18	Family Services Estate - building compliance, extensive R&	Borrowing	(1,500)	Funding re-allocation
Parking and Infrastructure	2017/18	Highways DLO	Borrowing	(800)	Funding re-allocation
Regional Enterprise	2017/18	Borough Cycling Programme	Borrowing	(123)	Funding re-allocation
Regional Enterprise	2017/18	Traffic Management	Borrowing	(106)	Funding re-allocation
Regional Enterprise	2017/18	Travel Plan Implementation	Borrowing	(25)	Funding re-allocation
Regional Enterprise	2017/18	Drainage Schemes	Borrowing	(1)	Funding re-allocation
Regional Enterprise	2017/18	Road Traffic Act - Controlled Parking Zones	Borrowing	(1)	Funding re-allocation
Regional Enterprise	2017/18	Mill Hill East	Borrowing	(35)	Funding re-allocation
Regional Enterprise	2017/18	Disabled Facilities Grants Programme	Borrowing	(721)	Funding re-allocation
Regional Enterprise	2017/18	Empty Properties (45)	Borrowing	(1,000)	Funding re-allocation
Regional Enterprise	2017/18	Decent Homes Programme	Borrowing	(221)	Funding re-allocation
Streetscene	2017/18	Park Infrastructure	Borrowing	(63)	Funding re-allocation
Streetscene	2017/18	Parks Equipment	Borrowing	(100)	Funding re-allocation
Streetscene	2017/18	Fuel Storage Tank	Borrowing	(60)	Funding re-allocation
Streetscene	2017/18	Vehicles	Borrowing	(1,131)	Funding re-allocation
Commissioning Group	2017/18	Asset Management	Capital Reserves	2,082	Funding re-allocation
Education and Skills	2017/18	Modernisation - Primary & Secondary	Capital Reserves	1,418	Funding re-allocation
Family Services	2017/18	Information Management	Capital Reserves	645	Funding re-allocation
Family Services	2017/18	Loft conversion and extension policy for Foster Carers	Capital Reserves	200	Funding re-allocation
Family Services	2017/18	New Park House Children's home	Capital Reserves	78	Funding re-allocation
Family Services	2017/18	Family Services Estate - building compliance, extensive R&	Capital Reserves	1,500	Funding re-allocation
Parking and Infrastructure	2017/18	Highways DLO	Capital Reserves	800	Funding re-allocation
Regional Enterprise	2017/18	Borough Cycling Programme	Capital Reserves	123	Funding re-allocation
Regional Enterprise	2017/18	Traffic Management	Capital Reserves	106	Funding re-allocation
Regional Enterprise	2017/18	Travel Plan Implementation	Capital Reserves	25	Funding re-allocation
Regional Enterprise	2017/18	Drainage Schemes	Capital Reserves	1	Funding re-allocation
Regional Enterprise	2017/18	Road Traffic Act - Controlled Parking Zones	Capital Reserves	1	Funding re-allocation
Regional Enterprise	2017/18	Mill Hill East	Capital Reserves	35	Funding re-allocation
Regional Enterprise	2017/18	Disabled Facilities Grants Programme	Capital Reserves	721	Funding re-allocation
Regional Enterprise	2017/18	Empty Properties (45)	Capital Reserves	1,000	Funding re-allocation
Regional Enterprise	2017/18	Decent Homes Programme	Capital Reserves	221	Funding re-allocation
Streetscene	2017/18	Park Infrastructure	Capital Reserves	63	Funding re-allocation
Streetscene	2017/18	Parks Equipment	Capital Reserves	100	Funding re-allocation
Streetscene	2017/18	Fuel Storage Tank	Capital Reserves	60	Funding re-allocation
Streetscene	2017/18	Vehicles	Capital Reserves	1,131	Funding re-allocation
Regional Enterprise	2017/18	BXC - Funding for land acquisition	Capital Reserves	(10,310)	Funding re-allocation
Regional Enterprise	2017/18	BXC - Funding for land acquisition	Borrowing	10,310	Funding re-allocation
Commissioning Group	2018/19	Asset Management	Capital Receipts	1,453	Funding re-allocation
Family Services	2018/19	Loft conversion and extension policy for Foster Carers	Capital Receipts	180	Funding re-allocation
Family Services	2018/19	East Barnet Partnership Library	Capital Receipts	500	Funding re-allocation
Family Services	2018/19	Family Services Estate - building compliance, extensive R&	Capital Receipts	1,000	Funding re-allocation
Parking and Infrastructure	2018/19	Highways DLO	Capital Receipts	600	Funding re-allocation
Regional Enterprise	2018/19	Mill Hill East	Capital Receipts	15	Funding re-allocation
Regional Enterprise	2018/19	Disabled Facilities Grants Programme	Capital Receipts	2,126	Funding re-allocation

Directorate	Year	Capital Programme	Funding Type	Additions/ Deletions	Explanation for request
				£'000	
Regional Enterprise	2018/19	Refurbish and regenerate Hendon Cemetery and Cremator	Capital Receipts	592	Funding re-allocation
Regional Enterprise	2018/19	Empty Properties (45)	Capital Receipts	2,000	Funding re-allocation
Regional Enterprise	2018/19	Decent Homes Programme	Capital Receipts	207	Funding re-allocation
Streetscene	2018/19	Parks Equipment	Capital Receipts	100	Funding re-allocation
Streetscene	2018/19	Vehicles	Capital Receipts	100	Funding re-allocation
Commissioning Group	2018/19	Asset Management	Borrowing	(1,453)	Funding re-allocation
Family Services	2018/19	Loft conversion and extension policy for Foster Carers	Borrowing	(180)	Funding re-allocation
Family Services	2018/19	East Barnet Partnership Library	Borrowing	(500)	Funding re-allocation
Family Services	2018/19	Family Services Estate - building compliance, extensive R&	Borrowing	(1,000)	Funding re-allocation
Parking and Infrastructure	2018/19	Highways DLO	Borrowing	(600)	Funding re-allocation
Regional Enterprise	2018/19	Mill Hill East	Borrowing	(15)	Funding re-allocation
Regional Enterprise	2018/19	Disabled Facilities Grants Programme	Borrowing	(2,126)	Funding re-allocation
Regional Enterprise	2018/19	Refurbish and regenerate Hendon Cemetery and Cremator	Borrowing	(592)	Funding re-allocation
Regional Enterprise	2018/19	Empty Properties (45)	Borrowing	(2,000)	Funding re-allocation
Regional Enterprise	2018/19	Decent Homes Programme	Borrowing	(207)	Funding re-allocation
Streetscene	2018/19	Parks Equipment	Borrowing	(100)	Funding re-allocation
Streetscene	2018/19	Vehicles	Borrowing	(100)	Funding re-allocation
Regional Enterprise	2018/19	GF Regeneration	Borrowing	2,300	Funding re-allocation
Regional Enterprise	2018/19	Development pipeline strategic opportunities fund	Borrowing	5,186	Funding re-allocation
Education and Skills	2018/19	SEN (Education and Skills)	Borrowing	1,387	Funding re-allocation
Regional Enterprise	2018/19	GF Regeneration	Capital Receipts	(2,300)	Funding re-allocation
Regional Enterprise	2018/19	Development pipeline strategic opportunities fund	Capital Receipts	(5,186)	Funding re-allocation
Education and Skills	2018/19	SEN (Education and Skills)	Capital Receipts	(1,387)	Funding re-allocation
Parking and Infrastructure	2019/20	Highways DLO	Capital Receipts	600	Funding re-allocation
Regional Enterprise	2019/20	Mill Hill East	Capital Receipts	15	Funding re-allocation
Regional Enterprise	2019/20	Disabled Facilities Grants Programme	Capital Receipts	444	Funding re-allocation
Regional Enterprise	2019/20	Disabled Facilities Grants Programme	Capital Reserves	1,250	Funding re-allocation
Regional Enterprise	2019/20	Empty Properties (45)	Capital Receipts	972	Funding re-allocation
Regional Enterprise	2019/20	Decent Homes Programme	Capital Receipts	107	Funding re-allocation
Streetscene	2019/20	Parks Equipment	Capital Receipts	100	Funding re-allocation
Streetscene	2019/20	Vehicles	Capital Receipts	800	Funding re-allocation
Parking and Infrastructure	2019/20	Highways DLO	Borrowing	(600)	Funding re-allocation
Regional Enterprise	2019/20	Mill Hill East	Borrowing	(15)	Funding re-allocation
Regional Enterprise	2019/20	Disabled Facilities Grants Programme	Borrowing	(1,694)	Funding re-allocation
Regional Enterprise	2019/20	Empty Properties (45)	Borrowing	(972)	Funding re-allocation
Regional Enterprise	2019/20	Decent Homes Programme	Borrowing	(107)	Funding re-allocation
Streetscene	2019/20	Parks Equipment	Borrowing	(100)	Funding re-allocation
Streetscene	2019/20	Vehicles	Borrowing	(800)	Funding re-allocation
Regional Enterprise	2019/20	Colindale Station Works	Borrowing	1,250	Funding re-allocation
Regional Enterprise	2019/20	Development pipeline strategic opportunities fund	Borrowing	2,000	Funding re-allocation
Education and Skills	2019/20	SEN (Education and Skills)	Borrowing	1,038	Funding re-allocation
Regional Enterprise	2019/20	Colindale Station Works	Capital Reserves	(1,250)	Funding re-allocation
Regional Enterprise	2019/20	Development pipeline strategic opportunities fund	Capital Receipts	(2,000)	Funding re-allocation
Education and Skills	2019/20	SEN (Education and Skills)	Capital Receipts	(1,038)	Funding re-allocation
<b>Sub total</b>				-	

# London Borough of Barnet

## Debt Management Policy

## **Introduction and objectives**

The Council has a statutory and fiduciary responsibility to protect public funds for the benefit of all who live and work in the borough.

This document sets out the Council's policy and procedures in relation to the billing, collection and recovery of monies owed to the Council and is to be adopted across all services within the London Borough of Barnet.

The Council is responsible for the collection of:

- Council Tax
- Business Rates
- Housing Benefits Overpayments – this occurs when benefit is paid that the claimant is not entitled to
- A range of chargeable services (General Income).
- Penalty Charge Notices (PCN)

Whilst the majority of this income is collected in a timely manner, there are occasions when debtors do not make payments on time. This gives rise to a requirement to actively manage Council debt, and to set out clearly how the Council will enforce payment of monies owed.

Methods for the billing and recovery of statutory debt are defined within the relevant statute and are designed to comply with best practice.

The Council's objectives in relation to debt are:

- To maximise the level of income collected by the Council by;
  - a) Implementation of a transparent charging policy
  - b) Accurate and timely billing
  - c) Reducing debt levels
  - d) Effective recovery processes
- To pursue all debts, ensuring that those with the means to pay actually do so;
- To provide a corporate approach to the billing, recovery and collection of debt that encompasses the following core principles and is proportional, consistent and transparent.

## **Definition of a debtor**

A debtor is any body (whether an individual or organisation) who has received goods or services from the Council, or is liable for a statutory debt, and who has not yet paid the full amount owed.

For council tax and business rates, a debtor is an individual or organisation that does not adhere to the statutory instalment scheme.

For Housing Benefit overpayments, a debtor is a benefit claimant, or alternative payee such as a landlord, who has been overpaid Housing Benefit as a result of a change in circumstances.

To reduce the number of debtors, service providers must attempt to obtain payment in advance or at the point of service delivery wherever possible. Invoices should only be raised where payment in advance for a service is inappropriate.

## **Core Principles**

Responsibility for maximising income to the Council for the services it charges for is shared by the Chief Finance Officer and Heads of Services.

The responsibility for the collection and enforcement of council tax, business rates and the recovery of overpaid housing benefit is governed by legislation and is administered by the Revenues and Benefits service, the specific legalisation is stated below:

- Council tax recovery procedures are laid down by statute in The Council Tax (Administration and Enforcement) Regulations 1992 and subsequent amendments
- Non-Domestic Rates recovery procedures are laid down by statute in The Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 and subsequent regulations and amendments
- Housing Benefits overpayments are reclaimed in accordance with Regulations 99 – 107 of The Housing Benefit Regulations 2006 (and subsequent amendments)

The charging of Parking Penalty Charge Notices (PCN) is under the powers of the Road Traffic Regulation Act 1984 (RTRA 1984), local authorities may:

- impose charges for parking in car parks
- charge for parking in on-street parking bays (e.g. through the sale of permits/vouchers and through various short term payment methods)

Consistent and transparent debt management arrangements will be applied to all sums owed to the Council, with the objective of maximising income and cash flow, but taking account of the cost of collection and recovery.

The CSG Income Team is responsible for recovering debts that have been raised by services, for advising them on debts that are uneconomic to pursue and where debts should be written-off, and for maintaining master data (client details, including blocked customer status etc.).

### Service Requirements

Services should attempt to obtain payment in advance of services being provided. Where this is not possible, services should determine their arrangements for allowing credit in consultation with the Income Team, on behalf of the Chief Finance Officer. This document sets out arrangements for doing this. The CSG income team can advise on the most appropriate method for collection of income in advance.

Responsibility for controlling the issue of credit in line with pre-determined arrangements and adhering to the arrangements for customers to whom services have been suspended or terminated due to non-payment (known as 'blocked' customers).

Responsibility for collecting and banking income received in advance and for raising invoices promptly where credit has been allowed.

### Provisions

Provisions for bad debts will be determined by the Chief Finance Officer, in conjunction with services and the Head of Exchequer Services or, for council tax and business rates, the Chief Finance Officer and the Revenues and Benefits Manager, as stated with the Council's Financial Regulations.

### Charging Policies

The Council will charge for all services where allowable.

The Council will have in place charging policies which are coherent and cost effective. All policies should be transparent and easy to understand.

Charges should cover the full cost of the service unless specific funding or alternative measures are in place.

Each Delivery Unit will regularly review charging policies and fees. This will be in line with the annual budget setting cycle as per the Council's Financial Regulations.

Each Delivery Unit should ensure appropriate methodology is in place to ensure the robustness of the charging and collection policy and delivery.

## **Performance Management**

Prompt recovery action is key to managing debt and maximising income. The Council therefore aims to:

- Regularly monitor the level and age of debt.
- Set clear targets for the recovery of debt.
- Have clear written recovery procedures.
- Set priorities for specific areas of debt and assess recovery methods to ensure maximum recovery.
- Regularly review and propose irrecoverable debts for write-off.

## **Monitoring and reporting of debt**

The following table sets out the frequency and type of debt reporting, the responsibilities associated with monitoring debt levels, and responsibilities for monitoring this policy:

Type of Debt	Activity	Report to:	Responsible Officer	Frequency
Sundry	Aged Debt report	All services	Income & Cashier Manager	Monthly
Sundry	Barnet Major Debtors	Head of Exchequer Services.	Income & Cashier Manager	Monthly
Council tax and business rates	Percentage collected in year	DCLG* <sup>1</sup>	Revenues and Benefits Manager	Quarterly
Housing benefit	Debt Raised Recovered Outstanding and Written Off	DWP* <sup>2</sup>	Revenues and Benefits Manager	Quarterly
All debt	Review of Policy	Chief Finance Officer	Head of Exchequer Services	Annually

\*1 DCLG: Department for Communities and Local Government

\*2 DWP: Department for Work and Pensions

The following table sets out the performance targets for debt invoicing, collection and debt recovery:

Type of Debt	Activity	Target	Responsible Officer
Sundry	Invoicing	Invoice to be raised and despatched within 1 day of the sales order being created.	Income & Cashier Manager
Sundry	Collection	Cheques or cash to be processed within 24 hours of receipt.	Income & Cashier Manager
Sundry	Collection	Payment suspense items to be cleared within 3 days.	Head of Treasury
Sundry	Aged Debt (FIN PI 28)	96% of debt collected within 120 days.	Income & Cashier Manager
Sundry	Aged Debt (FIN PI 29)	97.5% of debt collected within 180 days.	Income & Cashier Manager
Sundry	Aged Debt (FIN PI 30)	98.5% of debt collected within 365 days.	Income & Cashier Manager
Sundry	Aged Debt	Irrecoverable debt to be written off on a regular basis.	Income & Cashier Manager
Sundry	Payment method (FIN PI 31)	To increase the number that pay by direct debit by 5% per annum.	Income & Cashier Manager
Council Tax	Collection (MI)	To achieve an in-year collection target of 96.5%	Revenues and Benefits Manager
Council Tax	Collection (Gainshare)	To achieve a four year collection target of 98.5%	Revenues and Benefits Manager
Business Rates	Collection (MI)	To achieve an in-year collection target of 97.5%	Revenues and Benefits Manager
Business Rates	Collection (PI)	To achieve a four year collection target of 99%	Revenues and Benefits Manager
Housing Benefit	Notification	Benefit Determination letter issued the day after the overpayment has been calculated	Revenues and Benefits Manager
Housing Benefit	Collection	65% of debt recovered in current year against debt raised in current year. 25% of debt recovered in	Revenues and Benefits Manager



Type of Debt	Activity	Target	Responsible Officer
		current year against all debt outstanding 5% of debt written off against all debt outstanding	

## **Collection and Recovery**

### **Sundry Debt**

Except in the case of an invoice payable by instalments, or as otherwise contractually agreed, the settlement period for all invoices will be within 14 days.

After the settlement period, and where legislation permits, the Council may seek to recover interest and any costs that are legitimately due from the debtor to the Council or its agents.

Recovery action will commence no later than 14 days after the demand has fallen due. Escalation processes up to and including litigation are to be agreed between the CSG Income Team and the relevant service departments.

The Council will attempt at all times to use the most appropriate and cost-effective method of debt recovery in order to maximise income.

### **Council Tax and Business Rates**

The Council offers six different payment dates for customers who opt to pay council tax by Direct Debit as this is the most efficient and cost effective method of payment for the Council. Business rates (NNDR) offers Direct Debit on the 5<sup>th</sup> and 15<sup>th</sup> of the month. Payment may be made Yearly, Half Yearly, 10, 11 or 12 instalments.

Council tax and business rates follow legislative requirements for collection and recovery, demands are issued in the preceding March of each financial year to allow for the first instalment to be paid in April. Processes are automated to ensure that reminders, final notices and summonses are issued in accordance with the required statutory timescales.

There is a statutory instalment scheme but if this is not adhered to then the legislative recovery process is followed.

Council tax has very high volumes of recovery action, so reminder, final and summon notices are generated automatically. Cases at summons stage are individually checked before the summons is issued.

## Housing Benefit Overpayments

For Housing Benefit overpayments the priority is to recover the overpayment from ongoing or arrears of Housing Benefit. If entitlement has ended, an invoice is issued and if the debt is not settled a reminder and then final reminder are issued. There are ranges of recovery methods available should the debt not be paid that are detailed below.

Before enforcement action is taken, the Council will utilise correspondence and telephone contact with the debtor, visits to the debtor's home by designated Council officers, and where cost effective to do so, external collection agents as an alternative means of recovering sundry debts. Additionally, enforcement agents are used to recover unpaid council tax and business rates debts.

Where an external agency is utilised to assist with collection, the flow of information between the Council and the agent must be in a secure electronic format.

All statutory methods of enforcement of debts shall be available for use. These include:

- Attachments of earnings
- Warrants of execution
- Third party orders
- Insolvency
- Possession proceedings
- Deferred payment agreements
- Committal to prison for council tax and business rates
- Charging orders
- Recovery from ongoing or arrears of benefit
- Attachments to state benefits
- Registering debts at County Court

Where legally permissible, the provision of future services to the debtor will be suspended until outstanding debts are settled.

## Parking

The Council issues Penalty Charge Notices (PCN) for illegally parked vehicles. The debt is not issued on the Council's accounting system; instead it is specifically allocated on the Council's Parking System.

The link below is the latest version of the Council's Parking Policy, which describes the collection / recovery process in detail.

[https://engage.barnet.gov.uk/development-regulatory-services/parking-policy-consultation/user\\_uploads/parking-policy-12\\_08\\_2014.pdf](https://engage.barnet.gov.uk/development-regulatory-services/parking-policy-consultation/user_uploads/parking-policy-12_08_2014.pdf)

## Council Members and Staff

It is not acceptable for Council members, staff or those employed to owe money to the Council.

The Council will use the information it holds on staff to assist with debt recovery and to make arrangements to clear the debt by salary deductions.

Section 106 of the Local Government Finance Act 1992 imposes a duty on a member whose payments are two months overdue to make a declaration to that effect, and refrain from voting in certain matters.

## Dispute Resolution

In case of a dispute with a **sundry debt**, recovery action will be suspended and the dispute referred back to the originating department for resolution within one week. If no response is received after one week a reminder will be sent to the originating department for instruction. If no response is received after a further week the debt will be transferred back to the originating department.

A dispute is not resolved unless it meets one of the following conditions:

- The customer is correct and gets full credit
- The customer is partly correct and gets partial credit and agreed charge
- The customer is incorrect and accepts the charge
- The customer is not correct and does not accept the situation but the service is prepared to pursue the debt

For **council tax and business rates** the disputes are arbitrated by the Valuation Tribunal Service.

## Enforcement Agents and Enforcement Management

The ability to refer debts to enforcement is an important tool in the recovery process. The Council appreciates the sensitivity attached to the use of bailiffs.

The Council will seek to use enforcement only where it has determined that this is the most effective collection method for the debt in question.

Enforcement performance and contract management will be in place to ensure compliance with codes of conduct good practice. These services will comply with the National Standards for Enforcement.

## **Write off procedures**

Whilst the Council will make every effort to pursue debts owed by debtors, it recognises that in some circumstances debts will become irrecoverable.

Debts may be regarded as uncollectable where:

- The debt is uneconomic to collect i.e. the cost of collection is greater than the value of the debt.
- The debt is time barred, where the statute of limitation applies. Generally this means that if a period of six years has elapsed since the debt was last demanded, the debt cannot be enforced by legal action.
- The debtor cannot be found or communicated with despite all reasonable attempts to trace.
- The debtor is deceased and there is no likely settlement from the estate or next of kin and where there is written confirmation from the Receiver.
- Insolvency where there is no likelihood of settlement and written confirmation from the Official Receiver or Administrator.

Good practice dictates that, when all methods of debt recovery have been exhausted, any debts that remain irrecoverable are written off promptly in accordance with the Council's Constitution and Financial Regulations. Debt, even when written off, will continue to be pursued for example should a debtor seek to obtain council services in the future, or the debtors whereabouts become known, action will be taken to recover the outstanding debt.

Under the Council's Constitution, the Chief Finance Officer may, subject to that officer being satisfied that all avenues to recover the funds have been investigated, write off bad debts up to the value of £5,000. This will need to be in the format of a delegated powers report.

Bad debt that is to be written off and is in excess of £5,000 must be referred to the Policy and Resources Committee for write off.

The CIPFA Code of Practice on Local Authority Accounting, (The Code) requires the Council's statement of accounts to include sufficient provision for bad debts. This provision will be determined by the Chief Finance Officer, in consultation with the Assistant Director of Finance, the Head of Exchequer Services and other Services. The external auditor will subsequently review this provision for appropriateness.

Generally, the older a debt is, the greater the requirement for a bad debt provision. Provisions are always reviewed as part of the closure of accounts process, but should also be reviewed on a regular basis throughout the year, and any likely requirement to increase the provision at the year end should be identified and reported through regular budget monitoring.

## **Customer Care and Debt Advice**

The Council will:

Collect debts in an efficient way, taking account of personal circumstances.

Deal with debtors in a professional manner at all times treating individuals consistently and fairly and displaying courtesy and respect in accordance with departmental customer care directives.

Recognise where there is a 'can't pay' rather than a 'won't pay' situation.

Provide facilities to enable customers to discuss their debts in a confidential environment offering assistance wherever possible.

Provide all debtors seeking help due to financial difficulties with support:

- Be invited to provide details of their means by listing their income and expenditure, (evidence will be requested if necessary).
- If they have other debts owing to the Council then these will also be considered when agreeing a recovery plan.  
Be encouraged to use the money advice services available from the Citizens' Advice Bureau and other debt advice providers.

### **Advice and assistance**

The Council will seek to provide information about debt advice and potential statutory benefits and discounts to those debtors who cannot pay.

Officers will remind debtors of the importance of paying priority debts. Priority debts include council tax arrears. Non-payment of council tax arrears can result in the seizure of debtors' goods, or in the debtor being sent to prison.

For council tax there is a discretionary fund for debtors in hardship with each case being assessed on its own merits and the individual's circumstances.

Customers who are in receipt of council tax support may be referred to enforcement agents if they do not engage or adhere to arrangement plans, but they will not progress to the enforcement stage of the process, thereby avoiding additional costs. Additionally, any customers who are identified as vulnerable will be supported appropriately.

Debtors who are in financial difficulty may find it beneficial to obtain specialist advice from one of the following agencies:

### Citizens' Advice Bureau

The Citizens' Advice Bureau offer advice about simple debt problems, and will be able to refer debtors to a specialist advisor if the debt problem is complicated.

Website: <http://www.citizensadvice.org.uk>

Local branches:

New Barnet Citizens Advice Bureau 30 Station Road New Barnet Barnet Hertfordshire Tel: 0844 826 9336 Email: <a href="mailto:newbarnet@barnetcab.org.uk">newbarnet@barnetcab.org.uk</a>	Hendon Citizens Advice Bureau 40-42 Church End Hendon London NW4 4JT Tel: 0844 826 9336 Web: <a href="http://www.barnetcab.org.uk">www.barnetcab.org.uk</a>
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### Money Advice Centres

Money Advice Centres can also provide help with debt problems. Details of the nearest centres may be found by accessing the DirectGov website: [www.moneyadviceservice.org.uk](http://www.moneyadviceservice.org.uk) and following the link to the relevant advice or by telephoning the helpline on 0800 138 7777.

### National Debtline

The National Debtline provides free debt management information to people living in England and Wales. Debtors can contact National Debtline by calling them on 0808 808 4000 or via their website at [www.nationaldebtline.co.uk](http://www.nationaldebtline.co.uk).

### Business Debtline

The Business Debtline provides advice for small business in England and Wales. Debtors can contact them by telephone on 0800 197 6026 or via their website: [www.bdl.org.uk](http://www.bdl.org.uk).

### Stepchange

Provides free impartial debt advice and solutions to anyone struggling with debt problems. They can be contacted on 0800 138 1111 or via their website at [www.stepchange.org](http://www.stepchange.org).

### **Review of this policy**

The Council is committed to continuous improvement and it is critical that new approaches and ways of working will be introduced. This policy will be

reviewed annually to allow it to be updated and to take any service improvements or changes into account.

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	<p><b>Policy and Resources Committee</b></p> <p><b>5 December 2017</b></p>
<p><b>Title</b></p>	<p><b>Annual Procurement Forward Plan [APFP] 2018/2019</b></p>
<p><b>Report of</b></p>	<p>Councillor Richard Cornelius</p>
<p><b>Wards</b></p>	<p>All</p>
<p><b>Status</b></p>	<p>Public</p>
<p><b>Urgent</b></p>	<p>No</p>
<p><b>Key</b></p>	<p>Yes</p>
<p><b>Enclosures</b></p>	<p>Appendix 1 - Annual Procurement Forward Plan 2018-19</p>
<p><b>Officer Contact Details</b></p>	<p>Duncan Tessier, Commercial Director <a href="mailto:duncan.tessier@barnet.gov.uk">duncan.tessier@barnet.gov.uk</a></p> <p>Elizabeth Stavreski, Head of Procurement <a href="mailto:elizabeth.stavreski@barnet.gov.uk">elizabeth.stavreski@barnet.gov.uk</a></p> <p>Susan Lowe, Business Partner, Corporate and Street Scene <a href="mailto:susan.lowe@barnet.gov.uk">susan.lowe@barnet.gov.uk</a></p> <p>Anisa Darr, Director of Resources <a href="mailto:anisa.darr@barnet.gov.uk">anisa.darr@barnet.gov.uk</a></p>

### Summary

This report sets out the detail of procurement activity for 2018/2019 and where known for 2019/20 for approval

### Recommendations

That approval be given to officers to proceed with procurement activity as presented in the Annual Procurement Forward Plan [APFP] 2018/2019 and where known for 2019/20

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 Contract Procedure Rules allow that any proposed procurement action that is listed on the Annual Procurement Forward Plan approved by the Policy and Resources Committee for that financial year can take place without further committee approval.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 To comply with the Council's Contract Procedure Rules.
- 2.2 To avoid presentation of individual requests for approval to procure to various Council committees.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The only alternative action is to present individual requests to Policy and Resources Committee and other thematic committees. This was rejected as being burdensome both to Council officers in preparing such reports and committee members in the time that would be required to consider them.
- 3.2 There is also a timing issue in that many of these procurements will need to start within weeks and it would not be possible to schedule individual approvals from relevant theme committees in time.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Officers will proceed as appropriate with the procurements listed.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Annual Procurement Forward Plan (APFP) will enable the Council to maintain an accurate oversight of procurement activity across the full range of services and support more commercial and efficient procurement practices. The APFP supports transparency and drives achievement of the Council's strategic objectives as set out in the Corporate Plan 2015-2020. The council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

- 1) of opportunity where people can further their quality of life
- 2) where people are helped to help themselves, recognising that prevention is better than cure
- 3) where responsibility is shared, fairly
- 4) where services are delivered efficiently to get value for money for the taxpayer

- 5.1.2 The APFP also supports transparency and achievement through the Authority's Entrepreneurial Barnet 2015-2020 commitment which encourages

businesses to improve Barnet's wider economic community through targeted activities such as:

- improving Barnet's physical and digital infrastructure
- supporting town centres
- delivering business mentoring schemes
- equipping the workforce with the skills and behaviours it needs to succeed in a competitive and changing world

5.1.3 The Authority is a signatory to London Council's Procurement Pledge "to create jobs and training through its supply chain." Typically this will include a requirement of suppliers to:

- Recruit a percentage of the workforce locally, for example by advertising with local Jobcentre Plus.
- Create apprenticeships
- Offer a number of work placements to young people, graduates, or workless people.
- Offer additional training and qualifications opportunities to a percentage of their existing workforce.
- Work with their own supply chains to create additional opportunities.

## 5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 The costs pertaining to the contracts contained within the Appendix to this report are contained within the individual service budgets of the Council.

5.2.2 Any savings proposals within these plans are monitored throughout the financial year by the Procurement Board.

## 5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires that consideration is given for above threshold (£164,176) service contracts to secure benefits for the community, environment and value for money for the London Borough of Barnet as follows:

- a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
- (b) how, in conducting the process of procurement, it might act with a view to securing that improvement.

5.3.2 The Council has extended the Social Value Act's requirements and supports social value and sustainability delivery opportunities through all procurements at the council, not just above threshold services contracts.

5.3.3 Consequently delivery units will be asked to confirm that the development of specifications for all proposed procurements have taken these requirements into consideration. It should be noted that such considerations could compromise the Council's ability to maximise the value for money it can achieve, so a balance will be sought wherever possible

## **5.4 Legal and Constitutional References**

5.4.1 Constitution Responsibilities for Functions Annex A sets out the terms of reference of the Policy and Resources Committee including:

‘(1) To determine strategic policy, finance including recommending capital and revenue budget to full Council, welfare, corporate plan and local plans, procurement, partnerships, IT, grants and the effective use of resources.’

5.4.2 The Council’s Constitution, 21 Contract Procedure Rules sets out the authorisation process for entering contractual commitments. “Authorisation” is the approval required before quotations or tenders for supplies, services or works may be sought in accordance with Council Constitution Article 10 Table B .

5.4.3 The Council’s Constitution Article 10 Table B outlines Authorisation and Acceptance Procedures, including that procurements of £164,176 and over may be authorised by Procurement Forward Plan:

- The aim is to speed up the procurement process by removing unnecessary bureaucracy – in this case, a duplication of the authorisation process.
- Any contract, including additions, extensions and variations, which have been included in a directorate or service’s Budget and supporting plans and strategies or any other Committee approved plan is deemed as authorised irrespective of value.

## **5.5 Risk Management**

5.5.1 If the Council does not manage the contract renewal programme effectively and efficiently it could lead to a detrimental impact on value for money and the likelihood of delivering significant procurement savings. In addition the Council will be unable to forward plan the need for appropriate resource to support the programme. Well planned processes will enable effective commercial negotiations to take place thereby driving lower costs from the portfolio of contracts put to market.

## **5.6 Equalities and Diversity**

5.6.1 Pursuant to the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination. All organisations that submit tenders for Council business are required to submit their Policy Statement regarding how they manage compliance with the Equality Act, or equivalent legislation.

## 5.7 Consultation and Engagement

5.7.1 Consultation and engagement will take place within individual procurement projects as appropriate to the product(s) or service(s) required.

## 5.8 Insight

5.8.1 Insight data will be used to support the delivery of the Annual Procurement Forward Plan as it will enable preparation of market engagement with internal and external stakeholders prior to procurement exercises and that Barnet's community requirements are taken into account to inform these.

5.8.2 Post tender delivery insight data will be used to support contract management.

## 6. BACKGROUND PAPERS

6.1 Policy and Resources Committee 1 December 2016 Agenda item 10  
Annual Procurement Forward Plan 2017/18 Appendix 1 Procurement activity by service area for 2017/18  
<https://barnetintranet.moderngov.co.uk/documents/s36301/Annual%20Procurement%20Forward%20Plan.pdf>

6.2 Policy and Resources Committee 16 December 2015 Agenda Item 9  
Procurement Forward Plan 2016/2017 Appendix 1 Procurement activity by service area for 2016/2017  
<http://barnet.moderngov.co.uk/documents/s28058/Annual%20Procurement%20Forward%20Plan%202016-2017.pdf>

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Delivery Unit/Service Area :  
Procurement Activity 2018-19

No.	Contract Name / description	procurement activity required	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Contract Term including extensions number of years of contract plus extension and/or fixed period for defined single requirement	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2018]	Procurement Type	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
<b>Estates</b>								
1	Water & Sewage Contract	New Procurement	TBC	3	01/01/2018	New Procurement	01/04/2018	N
2	Civic Estates	TMC/Frameworks	£500,000	1	01/04/2018	New Procurement	01/04/2018	N
3	School roofs	TMC/Frameworks	£800,000	1	01/04/2018	New Procurement	01/04/2018	N
4	School windows replacement	TMC/Frameworks	£500,000	1	01/04/2018	New Procurement	01/04/2018	N
5	School bulge classes	TMC/Frameworks	£3,000,000	1	01/04/2018	New Procurement	01/04/2018	N
6	Term maintenance contracts	TMC/Frameworks	£5,000,000	1	01/04/2018	New Procurement	01/04/2018	N
7	Surveys	TMC/Frameworks	£1,000,000	1	01/04/2018	New Procurement	01/04/2018	N
8	Kitchen refurbishment	TMC/Frameworks	£900,000	1	01/04/2018	New Procurement	01/04/2018	N
9	School safety and security	TMC/Frameworks	£400,000	1	01/04/2018	New Procurement	01/04/2018	N
10	Asbestos	TMC/Frameworks	£1,000,000	1	01/04/2018	New Procurement	01/04/2018	N
11	School boilers	TMC/Frameworks	£500,000	1	01/04/2018	New Procurement	01/04/2018	N
12	School electrical re-wire	TMC/Frameworks	£500,000	1	01/04/2018	New Procurement	01/04/2018	N
13	Early years provision	TMC/Frameworks	£3,000,000	2	01/05/2018	New Procurement	01/05/2018	N
14	SEN programme	TMC/Frameworks	£1,500,000	3	01/06/2018	New Procurement	01/06/2018	N
15	Fit out for Chandos	Quote	£1,000,000	1	01/04/2018	New Procurement	01/04/2018	N
16	Fit out for East Hub	Quote	£500,000	1	01/04/2018	New Procurement	01/04/2018	N
17	Southern Square refurbishment	Quote	£300,000	1	01/04/2018	New Procurement	01/04/2018	N
18	Print fit out	Quote	£500,000	1	01/04/2018	New Procurement	01/04/2018	N
19	Face to Face Housing services fit out	Quote	£500,000	1	01/04/2018	New Procurement	01/04/2018	N
20	BEST hub fit out	Quote	£500,000	1	01/04/2018	New Procurement	01/04/2018	N
21	Enhanced FM service	Quote	£500,000	1	01/04/2018	New Procurement	01/04/2018	N
22	Energy & Utility baselining	Quote	£500,000	1	01/04/2018	New Procurement	01/04/2018	N
23	Property / Estate agent services for asset acquisitions	Quote	£500,000	1	01/04/2018	New Procurement	01/04/2018	N
24	Alternative Provision - PRU ICT	Tender / Framework	£100,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
25	Chandos Avenue Community Centre fit out	Tender	£1,000,000	Fixed term TBC	01/01/2018	Tender	01/04/2018	N
26	Mill Hill Golf Club Relocation	Tender	£2,000,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
27	Localities	Tender	£2,000,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
28	Pavilion Fit out for Childs Hill Library	Tender	£520,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
29	Alternative Provision - PRU	OJEU/framework	£8,000,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
30	Alternative Provision - PRU ICT	Tender / Framework	£100,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
31	St Agnes	TMC /Frameworks	£1,500,000	fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
32	Surveys	Quote	£100,000	fixed term TBC	01/01/2018	OJEU	01/05/2016	N
33	Libraries	Tender / Framework	£1,000,000	fixed term TBC	01/01/2018	New Procurement	01/04/2018	
34	New Barnet Leisure Centre - FF&E	Tender / Framework	£700,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
35	New Barnet Leisure Centre - ICT	Tender / Framework	£150,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
36	Copthall Leisure Centre - FF&E	Tender / Framework	£700,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
37	Tarling Road - FF&E	Tender / Framework	£162,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
38	Tarling Road - Legal	Tender / Framework	£50,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
39	Tarling Road - ICT	Tender / Framework	£150,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
40	Tarling Road - Decant	Tender / Framework	£200,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
41	Tarling Road - Temporary Accommodation	Tender / Framework	£200,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
42	Tarling Road - Surveys & Consultants	Tender / Framework	£40,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
43	Tarling Road - Highways Works	Tender / Framework	£50,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
44	Tarling Road - Statutory Services	Tender / Framework	£50,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	

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45	Daws Lane - FF&E	Tender / Framework	£162,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
46	Daws Lane - Legal	Tender / Framework	£50,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
47	Daws Lane - ICT	Tender / Framework	£150,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
48	Daws Lane - Surveys & Consultants	Tender / Framework	£40,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
49	Daws Lane - Highways Works	Tender / Framework	£50,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
50	Daws Lane - Statutory Services	Tender / Framework	£50,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
51	Colindale Office Accommodation - FF&E	Tender / Framework	£2,000,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
52	Colindale Office Accommodation - Decant	Tender / Framework	£500,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
53	Colindale Office Accommodation - ICT	Tender / Framework	£1,000,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
54	Hendon Cem & Crem - Works	Tender / Framework	£1,500,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
55	Hendon Cem & Crem - FF&E	Tender / Framework	£50,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
56	Hendon Cem & Crem - Legal	Tender / Framework	£50,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
57	Hendon Cem & Crem ICT	Tender / Framework	£50,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
58	Hendon Cem & Crem - Decant	Tender / Framework	£20,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
59	Hendon Cem & Crem - Catering	Tender / Framework	£100,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
60	Hendon Cem & Crem - Surveys & Consultants	Tender / Framework	£400,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
61	Hendon Cem & Crem - Technical Services	Tender / Framework	£400,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
62	Hendon Cem & Crem - Highways Works	Tender / Framework	£50,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
63	Hendon Cem & Crem - Statutory Services	Tender / Framework	£100,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
64	Medical research centre - sports provision	Tender / Framework	£700,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
65	Passenger transport service - new site solution	Tender / Framework	£700,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
66	Copthall Depot	Tender / Framework	£1,300,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
67	Blessed Dominic St James Decant	Tender / Framework	£50,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
68	Blessed Dominic St James - ICT	Tender / Framework	£150,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	
	<b>Corporate/Commissioning</b>							
69	Performance, Risk and Programmes Reporting Software	Quote/Tender	£200,000	upto 4 years	01/04/2018	New Procurement	01/07/2018	
70	Quality Assurance for transformation delivery and special projects	Tender/Framework	£700,000	Fixed term TBC	01/01/2018	New Procurement	01/07/2018	
71	Advisory Services for transformation delivery and special projects	Tender/Framework	£300,000	Fixed term TBC	01/04/2018	New Procurement	01/07/2018	
72	External Project Gateway Reviews- assurance of strategic and critical projects	New Procurement	£80,000	3 months	01/04/2018	Mini Competition	01/06/2018	
73	Travel Management - Vehicle Hire TW3 (Car/Bike pool)	New procurement	£670,000	5 years	01/01/2018	New Procurement	01/07/2018	
74	Learning and development	New Procurement	£900,000	3 years	01/04/2018	New Procurement	01/07/2018	
75	Provision of office stationery	Tender/Framework	£240,000	4	01/04/2018	New Procurement	01/10/2018	
76	Supply of Rubber Crumb	New Procurement	£150,000	3+2	01/01/2018	Single Action	01/04/2018	
77	Supply of materials for Footway Repair Service DLO	New Procurement	£928,171	2+1+1	01/01/2018	New Procurement/framework	01/04/2018	
78	Supply of Signs and Sign materials	New Procurement	£150,000	3+2	02/01/2018	New Procurement/framework	01/04/2018	
79	Parking Enforcement Contract(s)	Reprocurement	Up to £150 million	5+2	01/04/2018	OJEU	01/10/2018	N/A
80	Winter Service Operations	New Procurement	£500,000	Multiple Single Requirement	01/04/2018	TBC	TBC	N/A
81	Specialist training for DLO	New Procurement	£20,000	Multiple Single Requirement	01/04/2018	TBC	TBC	N/A
82	Environment and Street Scene Enforcement	New Procurement	£1,200,000	Multiple Single Requirement	01/04/2018	Mini Competition	TBC	N/A
83	Streetscene App Development	New Procurement	£165,000	Multiple Single Requirement	01/04/2018	TBC	TBC	N/A
84	Highway Advertising	New Procurement	Up to £1.5 million	Multiple Single Requirement	01/04/2018	TBC	TBC	N/A



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85	Skips enforcement	New Procurement	£500,000	Multiple Single Requirement	01/04/2018	TBC	TBC	N/A
86	Blue Badge process review	New Procurement	£100,000	Multiple Single Requirement	01/04/2018	TBC	TBC	N/A
87	Intelligent Transport System	New Procurement	£100,000	Multiple Single Requirement	01/04/2018	TBC	TBC	N/A
88	Survey and potential treatment of asbestos of Street Scene assets	Quote/Tender	£90,000	Fixed term TBC	01/04/2018	New Procurement	01/05/2018	
89	3G pitches	Tender	£1,500,000	Fixed term TBC	01/01/2018	OJEU	01/04/2018	N
90	Road/footway/court surfaces - repairs and installation	Tender	£2,000,000	Fixed term TBC	01/01/2018	OJEU	01/04/2018	Y
91	Supply of bins for parks & streets	Quote	£100,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	Y
92	Supply of Park/Street furniture	Quote	£100,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	Y
93	Enforcement Delivery - public realm	Tender	£800,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
94	Parking meters for park car parks installation/maintenance	Quote	£25,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
95	Car Park provision	Quote	£100,000	Fixed term TBC	01/01/2018	New Procurement	01/07/2018	N
96	Supply of plants, bulbs, grounds maintenance goods and materials	Quote	£170,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	Y
97	Maintenance and repair of sprinklers and irrigation systems	Quote	£30,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
98	Supply of gardening services inc installation and repairs	Quote	£160,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
99	Metal Fabrication and Bespoke Works	Tender	£280,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	Y
100	Fencing	Tender	£500,000	Fixed term TBC	01/01/2018	OJEU	01/04/2018	
101	Weed Control Evasive Plant Contract	Reprocurement / Extension	£275,000	Fixed term TBC	01/01/2018	New Procurement / extension	01/04/2018	
102	Public Spaces CCTV	New Procurement	up to £5,000,000	TBC (up to 5 years)	01/04/2018	OJEU	01/04/2019	
103	ECINS (partnership information sharing platform)	Reprocurement / Extension	up to £20,000	1	01/04/2018	New Procurement	TBC	
104	Cross Council Assurance Service (Internal Audit, Advisory, Anti-Fraud and Risk services)	Framework	£1,000,000	4	01/02/2018	OJEU	01/08/2018	N
105	Electoral Services Print and Post Framework Agreement	New Procurement	£1,000,000	4	01/01/2018	OJEU	01/06/2018	N
106	INTEC Case management system	New Procurement	£48,000	4	01/01/2018	New Procurement	01/04/2018	N
107	Credit reference agency currently Equifax	New Procurement	£8-10,000.00	2	01/04/2018	New Procurement	01/08/2018	N
108	Audio Minutes	New Procurement	£20,000	4	01/06/2018	New Procurement	01/10/2018	
109	Provision of film liaison services	New Procurement	£250,000	2 + 2 + 1	01/01/2018	New Procurement	01/04/2018	
110	Feasibility work for Development projects	New Procurement	up to £500,000	Multiple single requirement	01/04/2018	New Procurement	TBC	
111	Housing strategy evidence base	New procurement	up to £100,000	Fixed term TBC	01/04/2018	New Procurement	TBC	
112	HRA business planning	New procurement	£15,000	Fixed term TBC	01/04/2018	New Procurement	TBC	
113	Specialist legal advice to support development	New procurement	up to £100,000	Multiple Single Requirement	01/04/2018	New Procurement	TBC	
114	Professional services to support development	New procurement	up to £300,000	Multiple Single Requirement	01/04/2018	New Procurement	TBC	
115	Professional services to support the West London Gr	New procurement	up to £100,000	Multiple Single Requirement	01/04/2018	New procurement	TBC	
116	Voluntary Sector Development Partner	New procurement	£900,000	2 + 1 + 1	01/01/2018	New procurement	01/04/2018	
117	Advertising on Council Land	New procurement	£9,000,000	3	01/01/2018	New procurement	01/04/2018	
118	Upper & Lower Fosters support services	Framework/OJEU	tbc	24 Months	TBC	New Procurement	TBC	
119	Watling Car Park	Framework/OJEU	tbc	24 Months	TBC	New Procurement	TBC	
120	Hermitage Road	Framework/OJEU	tbc	24 Months	TBC	New Procurement	TBC	
121	Edgware Town Centre Strategy	Tender	£50,000	6 months	01/04/2018	New Procurement	01/01/2019	
122	Golder's Green Town Centre Public Realm Project	Tender	£500,000	2 years	01/04/2018	New Procurement	01/01/2019	

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123	Burnt Oak - A Better Burnt Oak Project	Tender	£500,000	2 years	01/04/2018	New Procurement	01/01/2019	
124	Finchley Church End Town Centre Public Realm Project	Tender	£500,000	2 years	01/04/2018	New Procurement	01/01/2019	
125	North Finchley Town Centre Public Realm Project	Tender	£500,000	2 years	01/04/2018	New Procurement	01/01/2019	
126	West Hendon Town Centre Strategy	Tender	£50,000	6 months	01/04/2018	New Procurement	01/01/2019	
127	Granville Road NW2 support services - Cost Consultancy, ITA	Quotation	£90,000	3 years	01/04/2018	New Procurement	01/04/2018	
128	Dollis Valley support services - Cost Consultancy, ITA	Quotation	£90,000	4 years	01/04/2018	New Procurement	01/04/2018	
129	Stonegrove support services - Cost Consultancy	Quotation	£90,000	5 years	01/04/2018	New Procurement	01/04/2018	
130	West Hendon ITA	Quotation	£132,000	3 years	01/04/2018	New Procurement	01/04/2018	
131	Dollis Valley - Legal Services	Quotation	£90,000	3 years	01/04/2018	New Procurement	01/04/2018	
132	Granville Road - Legal Services	Quotation	£90,000	3 years	01/04/2018	New Procurement	01/04/2018	
133	Town Centre strategy development and delivery	Tender	up to £2.5million	Multiple single requirements	01/04/2018	New Procurement	01/01/2019	
134	Business support, employment and skills provisions	Tender	up to £1.2 million	Multiple single/up to 3 years	01/04/2018	New Procurement	01/01/2019	
135	Consultancy support for the Entrepreneurial Barnet programme	Tender	up to £100,000	Multiple single requirements	01/04/2018	New Procurement	TBC	
136	Professional and technical support services for regeneration	Tender	up to £300,000	Multiple single requirements	01/04/2018	New Procurement	TBC	
137	Evidence base for Local Plan	Tender	up to £500,000	Multiple single requirements	01/04/2018	New Procurement	TBC	
<b>Street Scene</b>								
138	Transport Parts Supplies Contract	Tender/Framework	£1,200,000	2 years	01/04/2018	OJEU/ framework/ quote	01/01/2019	Y
139	Transport Vehicle Washing Contract	Quote/Tender	£150,000	Fixed term TBC	01/04/2018	OJEU/ framework/ quote	01/07/2018	Y
140	Transport Workshop Maintenance Services Contract	Quote/Tender	£2,400,000	3 Years	01/01/2018	OJEU/ framework/ quote	01/04/2018	Y
141	Transport Vehicle Hire Contract (inc Spot Hire and vehicle lease)	Quote/Tender	£2,500,000	Fixed term TBC	01/01/2018	OJEU/ framework/ quote	01/04/2018	Y
142	Transport Workshop Goods/Services Supplies Contract	Quote	£40,000	2 Years	01/04/2018	Quote	01/04/2018	Y
143	Supply and Fitting of Tyres	Tender	£250,000	2 Years	01/04/2018	OJEU/ framework/ quote	01/10/2018	
144	Transport purchase of vehicle/plant/machinery/ equipment for Council services	Tender/ Quotation	£4,500,000	Fixed term TBC	01/10/2017	OJEU/ framework/ quote	01/04/2018	Y
145	Provision of Petrol/Diesel via fuel card payment system	Tender/Framework	£180,000	2 Years	01/01/2018	New Procurement	01/04/2018	Y
146	Fleet IT system	quote	£75,000	up to 4 years	01/01/2018	Quotation	01/01/2018	Y
147	PTS IT system	quote	£27,000	Fixed term TBC	01/01/2018	Quotation	01/01/2018	Y
148	Vehicle Tracking system and monitoring equipment	Quote/Tender	£75,000	up to 3 years	01/01/2018	Quotation	01/04/2018	Y
149	Workshop staff Overall	Quote	£15,000	up to 3 years	01/01/2018	Quotation	01/04/2018	Y
150	Provision of Road Tax and Statutory Services	Quote	£140,000	up to 2 years	01/01/2018	Quotation	01/04/2018	Y
151	Workshop Technical Services /Specialist labour	Quote	£50,000	up to 1 year	01/01/2018	Quotation	01/04/2018	Y
152	Purchase and maintenance of workshop equipment	Quote	£50,000	up to 2 years	01/01/2018	Quotation	01/04/2018	Y
153	Compliance related Services	Quote	£50,000	up to 3 years	01/01/2018	Quotation	01/04/2018	Y
154	Subscription and affiliation	Quote	£20,000	up to 2 years	01/01/2018	Quotation	01/04/2018	Y
155	Supply of small tools and equipment, machinery	Quote	£220,000	up to 2 years	01/01/2018	Quotation	01/04/2018	Y
156	Supply of bins, containers and sacks	Procurement/Tender	£1,500,000	up to 4 years	01/01/2018	New Procurement	01/04/2018	
157	Housing for Flat's recycling waste bins (Food waste bins for housing flat)	Tender	£410,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N

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158	Supply of materials, small plants and chemicals	Quote	£150,000	Fixed term TBC	01/04/2018	Quotation	01/05/2018	Y
159	Consultants to aid specific grant applications, project delivery and community involvement	Quote	£300,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
160	Inspection and maintenance (asset mgt) database for Greenspaces & Streets	Quote	£80,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
161	Supply of play bark	Quote	£40,000	Fixed term TBC	01/04/2018	New Procurement	01/04/2018	Y
162	Supply of Street Scene PPE	Tender	£50,000	Fixed term TBC	01/04/2018	ESPO Framework	31/03/2020	Y
163	Round Routine	Quote	£80,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
164	Quality Management System	Quote	£80,000	Fixed term TBC	01/01/2018	New Procurement	01/04/2018	N
165	H&S and other Training	Tender/Quote	£180,000	Up to 4 Years	01/01/2018	New Procurement	01/04/2018	Y
166	Weed control and invasive plant control	Tender	£375,000	Up to 3 years	01/04/2018	New Procurement	01/04/2019	Y
<b>Adults</b>								
167	Day Opportunities Approved list	Approved list (re-open)	£1,815,000	3+1	01/09/2018	Extensions/OJEU	01/11/2018	Y
168	Accommodation & Support for Adults 18+	Approved list (re-open)	£52,000,000	3+2	01/09/2018	Extensions/OJEU	01/11/2018	Y
169	Deep Clean Service	Quote	£125,000	3+1	01/01/2018	ITQ/OJEU	01/11/2018	N
170	Sheltered Alarm Service	Tender	£350,000	3+2	01/01/2018	OJEU	01/04/2019	N
171	Specialist Residential Service (Campus)	Tender	£2,700,000	1+1	01/01/2018	OJEU	01/04/2018	N
172	Framework Agreement for Residential and Nursing Care Placements	Tender	£100,000,000	4+2+2	01/01/2018	OJEU	01/04/2018	Y
173	Enablement Service	Tender	£2,000,000	1+1+1+1	01/09/2018	Extensions/OJEU	01/11/2019	Y
174	Discharge to assess service	Tender	£1,500,000	2+1+1	01/01/2018	OJEU	01/11/2018	Y
175	Homecare Services	Tender	£8,000,000	2+1+1	01/05/2018	Extensions/OJEU	01/09/2018	Y
176	PA Assistant Services	Tender	£100,000	2+1+1	01/01/2018	Extensions/OJEU	01/04/2018	Y
177	ADHD	Tender	£200,000	TBC	01/01/2018	Extensions/OJEU	TBC	Y
178	Health watch	Tender	£906,805	3+1	01/01/2018	Extensions/OJEU	TBC	Y
179	Early Strategic Support	Tender	£14,000,000	3+2	01/01/2018	OJEU	TBC	Y
180	Supporting People at Home ( Generic)	Tender	£300,000	TBC	01/01/2018	OJEU	TBC	Y
181	Accommodation and Support	Tender	£52,000,000	4+1	01/01/2018	Extensions/OJEU	TBC	Y
182	Development of Step Down Nursing	Tender	£3,000,000	3	01/01/2018	OJEU	TBC	Y
183	Development of Residential and Nursing Care	Tender	£30,000,000	5+5	01/01/2018	OJEU	TBC	Y
184	Home From Hospital	Quote	£37,800	3	01/01/2018	ITQ/OJEU	01/04/2019	
185	Dementia Community Services	Quote	£143,748	3	01/01/2018	ITQ/OJEU	01/04/2019	
186	A&C Dementia Service	Quote	£71,000	3	01/01/2018	ITQ/OJEU	01/04/2019	
187	Carers and Young Carers Support	Tender	£395,020	3	01/01/2018	ITQ/OJEU	01/10/2019	
188	BCAB	Tender	£936,984	3+1+1	01/01/2018	OJEU	TBC	
189	Carers Respite	Tender	£300,000	3	01/01/2018	ITQ/OJEU	01/04/2019	
190	Westminster Drug Project	Tender	£590,516	TBC	01/01/2018	Extensions/OJEU	TBC	
191	Health Education Partnership Ltd	Tender	£184,000	TBC	01/01/2018	Extensions/OJEU	TBC	
192	Central London Community Healthcare NHS Trust	Tender	£2,193,333	TBC	01/01/2018	Extensions/OJEU	TBC	
193	Weight Management Centre	Tender	£299,460	TBC	01/01/2018	Extensions/OJEU	TBC	
194	Public Health England	Quote	£120,000	TBC	01/01/2018	Extensions/OJEU	TBC	
195	Royal Free and Barnet and Chase Farm hospitals	Tender	£4,696,043	TBC	01/01/2018	Extensions/OJEU	TBC	
196	Preventx Limited	Quote	£9,063	TBC	01/01/2018	Extensions/OJEU	TBC	
197	Westminster Drug Project	Tender	£7,440,590	TBC	01/01/2018	Extensions/OJEU	TBC	
198	Future Path Solutions	Tender	£380,000	TBC	01/01/2018	Extensions/OJEU	TBC	
199	Twinnings Enterprise	Tender	£392,000	TBC	01/01/2018	Extensions/OJEU	TBC	
200	Altogether Better - Southwest Yorkshire NHS Foundation Trust	Quote	£150,000	TBC	01/01/2018	Extensions/OJEU	TBC	
<b>Childrens &amp; Family Services</b>								
201	Passenger Assistant Services	Tender	£4,000,000	5 + 2	01/01/2018	OJEU / Framework / DPS	TBC	
202	Early Intervention: Family Health Coaches	Tender	£217,500	TBC	01/04/2018	ITQ/OJEU Tender	TBC	N
203	Early Intervention: Perinatal Coaching	Tender	£217,500	TBC	01/04/2018	ITQ/OJEU Tender	TBC	N
204	Early Intervention: Raising standards in child care provision	Tender	£205,273	TBC	01/04/2018	ITQ/OJEU Tender	TBC	N
205	Early Intervention: Women support group and play therapy	Quote	£108,384	TBC	01/04/2018	ITQ/OJEU Tender	TBC	N

No.	Contract Name / description	procurement activity required	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Contract Term including extensions number of years of contract plus extension and/or fixed period for defined single requirement	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2018]	Procurement Type	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
206	Family Group Conferences	Tender	£225,000	1+1+1		Extension / re-procurement	TBC	
207	Appropriate adults	Quote	£60,000	3 + 1	01/07/2018	ITQ	TBC	N
208	Resilient Futures Provisions	Tender	£1,000,000	1+1+1	01/04/2018	ITQ/OJEU Tender	TBC	N
209	Return Home Interview Service	Tender	£700,000	2+1+1	01/04/2018	OJEU Tender	TBC	N
210	Independent Visitor Scheme	Quote	£130,140	2+1	01/04/2018	Extension / re-procurement	TBC	
211	Specialist 1:1 Mentoring Framework	Tender	£420,000	1+1+1	01/04/2018	Extension / re-procurement	TBC	N
212	Short Breaks (respite for disabled children)	Tender	£1,200,000	2+1+1	01/04/2018	OJEU Tender	TBC	N
213	Home and Community Support (Homecare service)	Tender	£600,000		01/04/2018	OJEU Tender	TBC	Y
214	Secure Transport	Tender	£100,000	2+1+1	01/04/2018	Extension / re-procurement	TBC	N
215	Children's Social Care placements including	Tender	£60,000,000	3+1+1+1	01/01/2018	OJEU Tender	TBC	
216	Supported Accommodation for Young People in Barnet (Housing management and wraparound support for Youth Homelessness)	Tender	£1,000,000		01/04/2018	Extension / re-procurement	TBC	Y
217	Family Placements	Quote	£150,000	1+1+1	01/04/2018	OJEU Tender	TBC	Y
218	Workforce Development	Tender	£1,500,000	TBC	01/04/2018	ITQ/OJEU Tender	TBC	Y
219	Workforce Development: Systemic Training	Quote	£150,000	TBC	01/04/2018	ITQ/OJEU Tender	TBC	Y
220	Workforce Development: Signs of Safety	Quote	£150,000	TBC	01/04/2018	ITQ/OJEU Tender	TBC	Y
221	Workforce Development: Practice Academy	Quote	£150,000	TBC	01/04/2018	ITQ/OJEU Tender	TBC	Y
222	Workforce Development: Social Worker Recruitment	Tender	£400,000		01/04/2018	ITQ/OJEU Tender	TBC	Y
223	Independent Reviewing Officers	Tender	£400,000	1+1+1+1	01/04/2018	OJEU Tender	TBC	N
224	Independent Social Worker	Tender	£420,000	2+1+1	01/04/2018	Extension	TBC	
225	Parenting Assessments	Quote	£87,500	1+1+1+1	01/04/2018	ITQ/OJEU Tender	TBC	Y
226	Forensic Assessments	Quote	£87,500	1+1+1+1	01/04/2018	ITQ/OJEU Tender	TBC	N
227	Transformation	Tender	£1,000,000	1+1	01/04/2018	OJEU Tender	TBC	N
228	Specialist Advice Services	Tender	£600,000	1+1	01/04/2018	OJEU Tender	TBC	N
229	Family Services Procedure Manual	Quote	£45,000	3	01/07/2018	OJEU Tender	TBC	N
230	Hearing the Voices for Young People	Quote	£140,000	1+1+1	01/04/2018	extension/OJEU Tender	TBC	N
231	Pre-paid cards	Quote	£40,000	TBC	01/04/2018	extension / ITQ	TBC	N
232	NRPF Access Licence	Quote	£10,000	TBC	01/04/2018	ITQ/OJEU Tender	TBC	N
233	Youth Services	Tender	£3,437,220	TBC	01/04/2018	ITQ/OJEU Tender	TBC	N
234	Libraries	Tender	£2,000,000	TBC	01/04/2018	ITQ/OJEU Tender	TBC	N
235	NHSE Health Visiting Contract (NHSE)	Tender	£4,022,04	TBC	01/04/2018	Tender/Extension	TBC	Y
236	MASH HV Post or Health Care Assistant	Tender	£1,030,009	TBC	01/04/2018	Tender/Extension	TBC	Y
237	NHSE Health Visiting Contract (NHSE)	Tender	£350,000	TBC	01/04/2018	Tender/Extension	TBC	Y
238	Obesity (L2) PH	Quote	£59,000	TBC	01/04/2018	Tender/Extension	TBC	Y
239	Smoking (Adults and Childrens) PH	Tender	£2,053,635	TBC	01/04/2018	Tender/Extension	TBC	N
240	School Nursing (including NCMP)	Tender	£211,000	TBC	01/04/2018	Tender/Extension	TBC	N
241	Family Nurse Planning	Quote	£150,000	TBC	01/04/2018	Tender/Extension	TBC	N
242	Childrens Oral Health Promotion	TBC	TBC	TBC	01/04/2018	Tender/Extension	TBC	
243	Therapies (SALT Speech and Language)	TBC	TBC	TBC	01/04/2018	Tender/Extension	TBC	
244	Obesity	TBC	TBC	TBC	01/04/2018	Tender/Extension	TBC	
245	Smoking	TBC	TBC	TBC	01/04/2018	Tender/Extension	TBC	

**Procurement Activity 2019-20**

No.	Contract Name / description	procurement activity required	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Contract Term including extensions number of years of contract plus extension and/or fixed period for defined single requirement	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2018]	Procurement Type	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
<b>Corporate/Commissioning</b>								
1	Electricity Meter Operator Agreement	Tender / Framework	£30,000	5	01/10/2018	Tender / Framework	01/04/2019	N
2	Diesel Transport Fuel - Liquid Fuels Contract	Tender / Framework	£2,400,000	2	01/02/2019	Tender / Framework	01/10/2019	N
3	Heating Oil (Red Diesel)	Tender / Framework	£190,000	2	01/02/2019	Tender / Framework	01/10/2019	N
4	DVA Advocacy Services	Tender / Framework	up to £1,100,000	up to 4 years	TBC	Tender / Framework	TBC	
5	DVA Refuge services	Tender / Framework	up to £1,073,000	up to 4 years	TBC	Tender / Framework	TBC	
6	DVA perpetrator services	Tender / Framework	up to £430,000	up to 4 years	TBC	Tender / Framework	TBC	
7	DV MARAC	Tender / Framework	up to £150,000	up to 4 years	TBC	Tender / Framework	TBC	
<b>Adults</b>								
8	Day Opportunities Approved list (re-open)	Tender	£1,815,000	3+1	01/09/2018	OJEU	01/11/2018	Y
9	Accommodation & Support for Adults 18+ Approved li	Approved list (re-open)	£52,000,000	3+2	01/09/2018	OJEU	01/11/2018	Y
10	Homecare Services	Extensions/OJEU	TBC	2+1+1	01/05/2018	Extensions/OJEU	01/09/2018	
11	PA Assisstant Services (YCB)	Extensions/OJEU	TBC	TBC	01/01/2018	Extensions/OJEU	01/04/2018	
12	DOLS	Extensions/OJEU	£460,000	2+1	TBC	Extensions/OJEU	TBC	
13	CAB	Extensions/OJEU	TBC	TBC	01/01/2018	Extensions/OJEU	TBC	
<b>Childrens &amp; Family Services</b>								
14	Stock, digital - eBooks	Extensions / ITQ	TBC	TBC	TBC	Extensions/OJEU	TBC	

**Procurement Activity 2020-21**

No.	Contract Name / description	procurement activity required	Total Contract Value including extensions i.e. annual cost of contract x period of contract + extension period	Contract Term including extensions number of years of contract plus extension and/or fixed period for defined single requirement	Procurement Start Date [to be clearly identified if procurement activity will commence prior to April 2018]	Procurement Type	Start date of new contract or extension	Extension available in contract and not already exercised Y/N
<b>Corporate/Commissioning</b>								
1	Corporate Electricity Supply Contract	Tender / Framework	£18,000,000	4	01/04/2019	Tender / Framework	01/10/2020	N
2	Corporate Gas Supply Contract	Tender / Framework	£10,000,000	4	01/04/2019	Tender / Framework	01/10/2020	N
<b>Adults</b>								
3	Prevention Support for people with visual impairment	ITQ	TBC	TBC	TBC	TBC	TBC	
<b>Childrens &amp; Family Services</b>								
4	Interpretation and Translation service	Tender / Framework		TBC	TBC	TBC	TBC	
5	Stock, digital - eAudiobooks	extension / ITQ		TBC	TBC	TBC	TBC	
6	Photocopiers	extension / ITQ	£120,000	TBC	TBC	TBC	TBC	
7	Coin boxes	extension / ITQ	£48,840	TBC	TBC	TBC	TBC	

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**London Borough of Barnet  
Policy & Resources Committee  
Work Programme  
December 2017 - May 2018**

Contact: Kirstin Lambert; 02083592177 [kirstin.lambert@barnet.gov.uk](mailto:kirstin.lambert@barnet.gov.uk)

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
5 December 2017			
Business Planning	To approve the Business Planning priorities for the period 2017/18 to 2020/21.	Director of Resources (Deputy Section 151 Officer)	<b>Key</b>
Procurement Forward Plan 2018-19	For approval.	Interim Commercial Director	<b>Key</b>
Business rates discretionary rate relief scheme - progress report	To receive a progress report following implementation in July 2017.	Director of Resources (Section 151 Officer and Chief Finance Officer)	<b>Non-key</b>
Authorisation to procure works at Hendon Cemetery and Crematorium	Authorisation for procurement not listed on the procurement forward plan.	Strategic Director of Environment	<b>Key</b>
Implementation of new enforcement powers as alternatives to prosecutions under the Housing Act 2004	To approve changes to the council's policy regarding Implementation of new enforcement powers as alternatives to prosecutions under the Housing Act 2004.	Deputy Chief Executive	<b>Key</b>
Indemnities for Councillors and Officers	Makes recommendations of the terms of indemnities and insurance for members, officers and other members.	Monitoring Officer	<b>Non-key</b>



Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
13 February 2018			
The future provision of health visiting and school nursing	Committee to consider options.	Strategic Director of Children and Young People	<b>Non-key</b>
Full business case - Corporate roll out of SharePoint	For approval.	Assistant Chief Executive	<b>Non-key</b>
North Finchley Town Centre Development Framework SPD (adoption)	Adoption of the SPD following consultation.	Deputy Chief Executive	<b>Key</b>
Business Planning	The report revises the Medium Term Financial Strategy (MTFS) in line with the publication, sets out the corporate plan indicators, savings proposals, capital programme for the period 2018-21 and council tax for 2018/19.	Director of Resources (Deputy Section 151 Officer)	<b>Key</b>
Policy and Resources Committee - Draft Corporate Plan 2018/19 Addendum	For approval.	Assistant Chief Executive	<b>Non-key</b>
Monitoring the Impact of Brexit on Barnet	For noting.	Assistant Chief Executive	<b>Key</b>

Title of Report	Overview of decision	Report Of ( <i>officer</i> )	Issue Type (Non key/Key/Urgent)
GIS Shared Service	For approval.	Director of Resources (Section 151 Officer and Chief Finance Officer)	<b>Non-key</b>
20 March 2018			
15 May 2018			
Items to be allocated			
Update - Funding for fire safety work			<b>Key</b>
The Local Plan	To approve Barnet's Local Plan for consultation.	Deputy Chief Executive	<b>Key</b>
Draft Affordable Housing Supplementary Planning Document	To approve the draft Supplementary Planning Document for Affordable Housing for consultation.	Deputy Chief Executive	<b>Non-key</b>
North London Waste Plan (Reg 19 stage)	To approve the North London Waste Plan (NLWP) for public consultation.	Deputy Chief Executive	<b>Non-key</b>
Affordable Housing Supplementary Planning Document - Adoption	To adopt the Supplementary Planning Document for Affordable Housing.	Deputy Chief Executive	<b>Key</b>