

MEETING

POLICY AND RESOURCES COMMITTEE

DATE AND TIME

TUESDAY 13TH FEBRUARY, 2018

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

Substitute Members

Melvin Cohen	Geof Cooke	Arjun Mittra
Alan Schneiderman	Mark Shooter	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 8 February at 10AM. Requests must be submitted to Kirstin Lambert; 02083592177 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

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 - 10
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)	
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14.	Request referred from Health Overview and Scrutiny Committee following consideration of Member's Item in the name of Cllr Phil Cohen	859 - 866
15.	Any other item(s) the Chairman decides are urgent	
16.	Motion to Exclude the Press and Public	
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Decisions of the Policy and Resources Committee

5 December 2017

Members Present:-

AGENDA ITEM 1

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

Councillor Dean Cohen
Councillor Tom Davey
Councillor Paul Edwards
Councillor Anthony Finn
Councillor Ross Houston

Councillor Alison Moore
Councillor Alon Or-Bach
Councillor Sachin Rajput
Councillor Barry Rawlings
Councillor David Longstaff

1. MINUTES OF LAST MEETING

RESOLVED that the minutes of the meeting held on 10 October 2017 be agreed as a correct record.

2. ABSENCE OF MEMBERS

None.

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

Councillor Ross Houston declared a non-pecuniary interest in agenda item 7: Implementation of new enforcement powers as alternatives to prosecutions under the Housing Act 2004, as he is a Member of the Barnet Group Board.

The Leader noted that those members of the committee who are school governors had a non-pecuniary interest in agenda item 10: Business Planning. It was also noted that all Members of the Committee had a non-pecuniary interest in agenda item 12: Indemnities for Councillors, Officers and Other Independent Committee Members.

4. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

5. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

6. MEMBERS' ITEMS (IF ANY)

None.

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

The Committee considered the report.

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

RESOLVED – 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. Authorise The Service Director – Regulatory Services to delegate the discharge of powers above to other Council officers.**
- 8. AUTHORISATION TO COMMENCE PROCUREMENT OF IMPROVEMENT WORKS AT HENDON CEMETERY AND CREMATORIUM**

The Committee considered the report.

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

RESOLVED –

- 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.

9. BUSINESS RATES - REVALUATION SUPPORT, A NEW DISCRETIONARY RATE RELIEF SCHEME - IMPLEMENTATION PROGRESS REPORT

The Committee considered the report.

Officers noted that recommendation 2 of the report required the insertion of the words 'where eligible' after the word 'relief' for clarity. This proposed amendment was duly 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 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 where eligible, without the need for an application.

10. BUSINESS PLANNING - MEDIUM TERM FINANCIAL STRATEGY 2018/20 AND DRAFT BUDGET FOR 2018/19

The Committee considered the report and amended Appendix A as published.

Officers sought agreement of the Committee for a new recommendation to be added following recommendation 4 as follows:

'Agrees to consult on allocating additional savings targets to Theme Committees in 2019/20 as per paragraph 1.7.6'.

This was duly agreed by the Committee.

A separate vote was taken on recommendation 5 in the report: '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'.

On recommendation 5 being put to the vote, the votes were declared as follows:

For	7
Against	5
Abstain	0
Absent	0

A separate vote was taken on recommendation 6 in the report: 'Agrees the changes to the existing Capital Programme as set out in section 1.9 and appendix C and D'.

On recommendation 6 being put to the vote, the votes were declared as follows:

For	7
Against	0
Abstain	5
Absent	0

The remaining recommendations in the report, including the additional recommendation following recommendation 4, were then put to the vote and were unanimously agreed.

RESOLVED - That the Committee:

- 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 to consult on allocating additional savings targets to Theme Committees in 2019/20 as per paragraph 1.7.6;**
- 6. 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;**
- 7. Agrees the changes to the existing Capital Programme as set out in section 1.9 and appendix C and D;**
- 8. Delegates in year capital financing substitution decisions to the Section 151 officer as set out in paragraph 1.9.11;**
- 9. Recommends to Full Council joining the London wide Business Rates Pool as set out in paragraphs 1.3.1 to 1.3.9.**
- 10. 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;**

11. 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;

12. Agrees the process for consultation as set out in section 5.7;

13. Agrees the movements in budget in 2017/18 as set out in section 1.11; and

14. Agrees the revised bad debt policy and bad debt write offs as set out in section 1.14 and appendix E.

11. ANNUAL PROCUREMENT FORWARD PLAN [APFP] 2018/2019

The Committee considered the report and Appendix 1A - Addition to the Annual Procurement Forward Plan as published.

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

RESOLVED – 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.

12. INDEMNITIES FOR COUNCILLORS, OFFICERS AND OTHER INDEPENDENT COMMITTEE MEMBERS.

The Committee considered the report.

Following discussion the Committee agreed to amend recommendation 2 in the report to delete the word 'senior'. The Committee also unanimously agreed to amend recommendation 6 to delete all text after the first sentence.

The Committee discussed the process for dealing with an application for an indemnity as outlined in section 4.1 of the report. It was agreed that the initial part of the process be that any application for an indemnity received from a Member or officer should be made to the Head of Governance who will liaise with the Head of Insurance and other relevant officers. However, the Committee disagreed with the proposed decision authority as set out in the second part of section 4.1, that 'The Head of Governance will report his/her findings and recommendations to the Assistant Chief Executive, s151 officer and Leader of the Council'. Following consideration the Committee unanimously agreed to add a new recommendation to replace this decision authority, as follows:

'Any decision on an application for an indemnity will be delegated to the Chief Executive in consultation with the Leader, with the exception of if either of the above are the subject of the application in which case the decision will be delegated to the Monitoring Officer in consultation with the Deputy Leader, and the decision reported to the Policy and Resources Committee'.

On the recommendations in the report as amended, including the additional recommendation being put to the vote the recommendations were unanimously agreed.

RESOLVED – That

The Committee agrees that the Council should provide indemnities in respect of financial liabilities arising for Councillors and other co-opted members, independent panel and board members (Other Members) as follows:

- 1. Councillors acting in good faith and as a Member of the Council in respect of acts or defaults covered by the Local Authorities (Indemnities form Members and Officers) Order 2004 ('the Order').**
- 2. Councillors and officers acting in good faith, working outside the Council as an authorised representative of the Council for acts or defaults covered by the Order.**
- 3. Officers' liabilities and legal costs in defending a claim against them for acting in good faith but outside the powers of the Council will be indemnified in appropriate circumstances which will be considered on a case by case basis should the liability arise.**
- 4. Other members acting in good faith outside the powers of the Council for all acts or defaults covered by the Order.**

The Committee agrees that all indemnities are subject to the following provisions:

- 5. The indemnity will apply retrospectively to any act or failure to act which may have occurred before the date the indemnity was approved and shall continue to apply after the councillor, officer or other member has ceased to be a councillor, officer or other member of the Council as well as during his/her membership of or employment by the Council.**
- 6. The indemnity shall only extend to actual loss and expense incurred.**
- 7. An application for an indemnity received from a Member or officer should be processed in accordance with paragraph 4 of this report.**

Any decision on an application for an indemnity will be delegated to the Chief Executive in consultation with the Leader, with the exception of if either of the above are the subject of the application in which case the decision will be delegated to the Monitoring Officer in consultation with the Deputy Leader, and the decision reported to the Policy and Resources Committee.

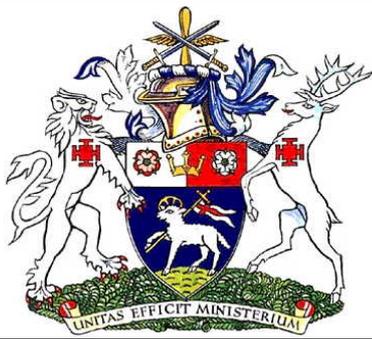
13. COMMITTEE FORWARD WORK PROGRAMME

The Committee noted the Forward Work Programme.

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

None.

The meeting finished at 7.40 pm



Policy and Resources Committee

13th February 2018

Title	North Finchley Town Centre Framework Supplementary Planning Document (SPD)
Report of	Councillor Richard Cornelius
Wards	West Finchley, Woodhouse
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix A – North Finchley Town Centre Framework SPD Appendix B – Consultation Representation Report Appendix C – North Finchley High Level Transport Review Appendix D - Equalities Impact Assessment
Officer Contact Details	Nick Lynch – Planning Policy Manager (0208 359 4211) Nick.lynch@barnet.gov.uk Emma Watson – Head of Strategic Planning (020 8359 3190) Emma.watson@barnet.gov.uk

Summary

The North Finchley Town Centre Framework Supplementary Planning Document (SPD) sets out an approach for revitalising one of the largest town centres in Barnet. The SPD seeks a greater focus on an appropriate mix of uses, where retailing remains important but residential makes a greater contribution to the town centre’s diversification and overall ‘offer’. Investment in residential led mixed use development will help to fund public realm and infrastructure improvements making North Finchley a more attractive centre to live, visit and enjoy.

In late 2017 the Draft SPD was subject to extensive publicity to encourage engagement as part of 6 weeks of formal public consultation. This generated nearly 500 responses including

a petition on behalf of the Finchley United Services Club. Feedback was generally supportive of the SPDs spatial approach for three core activity areas whilst more specific concerns were expressed about individual sites, tall buildings, traffic and social infrastructure.

In further support of the SPD's transport proposals a High Level Transport Review has been produced to explore how the implementation of the SPD would affect movement in North Finchley.

Following adoption the SPD will guide future masterplanning in North Finchley, supporting further technical work on traffic management, bus service networks and car parking strategy as well as other infrastructure delivery including provision for health and education. The SPD will be a material consideration in determining planning applications.

Recommendations

That the Committee:

- 1. Notes the consultation response to the draft Supplementary Planning Document (SPD) and agrees the consequential proposed changes to the SPD outlined and explained in the Consultation Representation Report at Appendix B.**
- 2. Notes the contents of the North Finchley High Level Transport Review (Appendix C) which has been produced as an additional supporting document for the SPD.**
- 3. Agrees the adoption of the North Finchley Town Centre Framework SPD (Appendix A) and delegates authority to the Deputy Chief Executive to make any necessary changes of a minor nature to the final wording of the SPD in consultation with the Leader before the final version of the SPD is published.**

1. WHY THIS REPORT IS NEEDED

- 1.1 A SPD should be prepared where it can help applicants make successful applications or aid infrastructure delivery (National Planning Policy Framework (NPPF), March 2012 – paragraph 153 refers). In so doing, it should build upon and provide more detailed advice or guidance on the policies in the Local Plan without adding unnecessarily to the financial burdens on development. (National Planning Practice Guidance - Local Plans – paragraph 28 refers).
- 1.2 Policy & Resources Committee (10th October 2017 Agenda item 7) approved the draft North Finchley Town Centre Framework SPD for public consultation. As part of the approval the Committee requested that a High Level Transport Review for North Finchley be produced in support of the SPD. The Review

document has been prepared to more fully describe the concept proposals and further examining their technical feasibility. This early stage work has been progressed in liaison with Transport for London.

- 1.3 A formal 6 week period of public consultation was undertaken between 16th October and 27th November 2017. This involved extensive publicity with nearly 12,000 leaflets being distributed to households within the N12 postal district and letters to local businesses on the High Road publicising the SPD and three drop-in events at North Finchley Library. This was in addition to email notifications sent to contacts on the Council's Local Plan database.
- 1.4 The drop-in sessions were well attended attracting nearly 300 visitors. Attendees had the opportunity to discuss the proposals and the methods for responding to them with the Council and its consultant team. Exhibition boards that outlined the proposals were displayed at North Finchley Library for the duration of the public consultation. Officers representing the Council together with their consultant team also attended meetings organised for local businesses (arranged by Café Buzz) and local residents (arranged by the Finchley Society/ Friern Barnet and Whetstone Residents Association). Further details on the consultation arrangements are set out in the Consultation Representation Report (Appendix B).
- 1.5 Feedback on the SPD was encouraged by questionnaire which was available on-line and in hard copy. This generated nearly 200 responses. Over 70 responses were also received by e-mail and letter, the majority of which were from local residents. Artsdepot, Transport for London and Historic England provided specific comments as did the Finchley Society, three local residents associations, Northside School, Homebase and the War Memorials Trust as well as local businesses on Ballards Lane. Feedback included a petition of 228 persons with regard to the retention of Finchley United Services Club.
- 1.6 All comments, whether they are completed questionnaires or written responses sent direct to the council, have been considered with equal weight as set out in the Consultation Representation Report.
- 1.7 The GLA were unable to respond specifically on the SPD but stated support in principal for it's promotion of growth. The proposals in the SPD were also discussed with Barnet Clinical Commissioning Group (CCG) who were encouraged to submit a formal response to the SPD.
- 1.8 Supporting comments were received from the artsdepot in terms of the SPD's recognition of a North Finchley cultural zone and that this would act as a gateway into the greater offer of the High Street. Artsdepot highlighted that they have the skills and technically ability to develop the culture offer of North Finchley beyond their venue and support the opportunity to develop the

outside spaces and curate a programme of engaging and participative outdoor arts and culture activity. They have also highlighted the restrictive covenant on showing films at artsdepot and requested Council support to lift the restriction so that arthouse films could be screened in future.

- 1.9 Transport for London (TfL) expressed concerns about North Finchley bus station highlighting that this was a safeguarded facility and that it would only consider moving part or all of the bus station from its current location if there was a clear operational and passenger benefit.

The SPD has been changed to reflect this. A joint working group has been established with TfL to explore the use of the bus station and wider transport proposals in more detail. This group will continue to work on making sure if changes to the operation of the road network within the town centre and on adjacent parts of the road network especially for the buses can be re-modelled to improve bus reliabilities. Further and more comprehensive study, design and road network performance will be needed for North Finchley as set out in the supporting High Level Transport Review.

- 1.10 Historic England raised concerns about the allocation of sites in the SPD, highlighted the lack of heritage assessment and specifically referred to the retention of buildings such as the Grand Arcade and Kidz Escape at 713 High Road. It also expressed concerns about the impact of tall buildings on character.

In response the Council has added a new section to the SPD which states that :

“In locations where the adjacent context is of a lower scale and is not anticipated to change the SPD will expect proposals for tall buildings to provide a transition in the base building height down to the lower-scale neighbours and set back from the base. This will help to retain the streetscape character.”

The SPD has identified buildings contributing to local character. The Kidz Escape building was not identified through this assessment and local respondents to the SPD consultation have not highlighted the building as of historic value. With regard to the Grand Arcade this has not been a success and retention would restrict the necessary comprehensive development of the Tally Ho Triangle site and associated benefits in delivering a new leisure hub, public realm and residential units. Whilst the SPD identifies opportunity sites, it does not make formal site allocations. Allocating sites is a matter for the Local Plan, the first draft of which is expected to be published for formal public consultation in Autumn 2018.

- 1.11 The Finchley Society and Friern Barnet and Whetstone Residents Association expressed concerns about the future of North Finchley market and requested further studies on transport around the town centre including traffic management study and work on cycling infrastructure as well as car parking

supply. The impact of tall buildings in particular their effect on the micro climate was raised and further information was requested on residential unit numbers, affordable housing, car parking provision at Lodge Lane, social infrastructure and phasing in terms of next steps after SPD adoption. Similar issues were raised by Torrington Park and Ravensdale Residents Associations.

The SPD now states that a new strategy and location for the North Finchley Market will be required prior to the redevelopment of the site. The Market is expected to move to the new public realm space at Ballards Lane.

As highlighted above there is a new section on the design of tall buildings mitigating their impact on character and clearly requiring new buildings to improve the microclimate. At present planning guidance requires new buildings not to make it worse.

The High Level Transport Review provides further detail on next steps and the SPD sets out a proposed phasing strategy.

The SPD identifies opportunity areas rather than allocate sites. As a high level strategy it is unable to set out densities or housing numbers.

The approach to affordable housing will be in accordance with Local Plan and London Plan policy.

In terms of the proposed re-provision of car park spaces at Lodge Lane the SPD highlights sensitivities in terms of adjacent properties including Northside School and seeks an appropriate solution. A decked car park is an option if it can respond to such sensitivities.

Further detail has been provided in the SPD on the use of Community Infrastructure Levy for supporting social infrastructure.

- 1.12 The future of the Finchley United Services Club building on Ballards Lane (included as part of Key Opportunity Site (KOS) 2) has generated a large number of responses to the SPD including a 228 person petition and a representation from the War Memorials Trust.

The SPD has been revised to remove the Club from KOS 2. Further text has been added to highlight the need for redevelopment to respond sensitively to the Club building.

- 1.13 In their response to the SPD Northside Primary School expressed concerns about the impact of the Lodge Lane proposals on school expansion. They also highlighted concerns about safety, pollution and overlooking.

The SPD has been revised to highlight that community space proposed as part of the Lodge Lane redevelopment should consider co-location opportunities with Northside Primary School. Reference is also made to a new pedestrian crossing at Lodge Lane ensuring safe pedestrian movements including those in relation to Northside Primary School. Changes outlined in the SPD and the supporting High Level Transport Review will act as a step towards a longer term strategy in North Finchley to address more challenging issues including traffic congestion and air quality. A transport assessment will be required as part of any application to ensure a safe pattern of vehicle and pedestrian movement and air quality effects, taking into account the proximity of the primary school. The issue of overlooking can be considered when more detailed proposals come forward.

- 1.14 In terms of the response of local businesses Homebase considered that their store should be regarded as a town centre asset similar to Waitrose. Camani Oscar were concerned about the pedestrianisation of Ballards Lane and wanted further consultation with landlords. Businesses also expressed concerns about car parking provision. Businesses in the Key Opportunity Sites objected to redevelopment and the impact on small to medium enterprises.

The SPD acknowledges the contribution of Homebase as well as Waitrose to the town centre. However they are both in out of town centre locations which Local Plan town centre policies do not support. As a Town Centre Framework it is right that the SPD which focuses on revitalising the town centre.

The Council will work with partners, to support businesses in North Finchley to relocate where required where it enables and secures the regeneration objectives set out in the SPD. The SPD provides more details on the scope of a dedicated development related parking strategy for North Finchley. This would review the existing pricing, timing, availability and management of spaces.

- 1.15 The High Level Transport Review examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes. A full appraisal was made of the existing situation, identified issues and opportunities drawing on traffic engineering expertise, professional judgement, local insight and through benchmarking the town centre with similar locations elsewhere. Such investigations are more typical of actions related to the early stages of schemes for planned implementation. With the North Finchley SPD the Review is intended to provide assurance regarding the feasibility of the proposals given the nature and scale of change implied. The Review looks at :

- Conversion of the High Road south of the Tally Ho pub to 2-way flow

- Limiting of Ballards Lane northbound movement to Access Only (i.e. buses, servicing and local residents) to the benefit of pedestrians, cyclist and public realm enhancement
 - Improved access flexibility of the two-way system to relocate bus facilities on-street to encourage bus use
 - Likely traffic flow effects for motorists resulting from the one-way to two-way flow conversion
 - Merits of changes to bus facilities and services, including the closure of the present bus station for possible re-use (subject to TfL agreement).
- 1.16 The Transport Review highlights next steps for implementing the SPD's transport proposals. This includes a comprehensive feasibility study for North Finchley which covers traffic modelling and assessment and provides prioritised, costed concept designs. Recognising the complexity and potential costs to implement change in North Finchley schemes and projects should be prioritised and costed, and where possible, funding identified to ensure projects continue to come forward to support the SPD.
- 1.17 The North Finchley Town Centre Framework SPD (see Appendix A) recognises that the necessary comprehensive and coordinated regeneration of the town centre is also in part dependent upon ensuring that the right type of development takes place on areas of land close to the town centre. Accordingly the SPD area not only covers the town centre as designated in the Local Plan but also extends beyond the formal boundaries to include adjacent areas which are considered important to the town centre's future, most notably at the southern and northern "gateways".
- 1.18 The Town Centre Framework SPD sets out a vision for a vital and vibrant North Finchley :
- where the supply of housing will be boosted to deliver a wide choice of homes, creating sustainable, mixed and inclusive communities;
 - where the shopping experience will be improved with a range of shops that include independent and national retailers;
 - where the daytime and evening economy will become more attractive with a range of cultural, leisure, food and drink choices;
 - where the environment will be improved with local character enhanced;
 - where new public spaces will be created to encourage people to stay for longer in the town centre; and
 - where pedestrians will be given greater priority whilst maintaining ease of access for all users.

1.19 This vision is underpinned by a suite of 19 objectives that fall into four central themes on places, people, economy and movement. The SPD sets out the approach for delivering the vision and objectives. This includes:

- an **overarching strategy** for the town centre and surrounding area which consists of four core activity areas -
 - **Northern zone** – this area to the north of Sainsbury’s sits outside of the town centre and is changing from commercial uses to a more residential focused environment;
 - **Central zone** – this area runs from Sainsbury’s to the Ballards Lane / High Road gyratory at Tally Ho. Consisting of traditional parades with a mix of shops, cafes and restaurants as well as the 232 space car park at Lodge Lane (including the weekly market) this is the retail core of North Finchley;
 - **Southern zone** – this area extends from the Ballards Lane / High Road gyratory to the south side of Kingsway. The area consists of a number of parades of mixed character and uses as well as the Arts Depot hub and Tally Ho; and
 - **Mixed use hub** – to the south of Kingsway a mix of uses will be encouraged that intensifies the residential offer whilst retaining commercial activities.
- A spatial approach for different parts of the town centre covering six key opportunity sites, parade enhancement areas, other opportunity areas and an area where application of Local Plan Policy is re-emphasised.
 - **Key Opportunity Sites** comprise :
 - **Tally Ho Triangle and Arts Depot** – (1.15 ha) as main arrival point in North Finchley this site can complement the Arts Depot as a mixed use leisure led destination with new public realm, residential development and improved connectivity to parades on Ballards Lane and High Road. Through joint working with Transport for London, and subject to clear operational and passenger benefits, there may be potential for the relocation of buses out of the Arts Depot bus station to clearly marked locations within North Finchley. Space released by the bus station could be converted for retail, community and leisure uses;
 - **Ballards Lane / Nether Street** – (0.52 ha) in order to create new high quality frontage and gateway to North Finchley comprehensive redevelopment is proposed from Premier House northwards. Re-provision of office at lower levels as well as the existing community use is expected as is active ground floor commercial uses with residential above. Public realm improvements will enhance the setting of Finchley War Memorial and Finchley United Services Club which are both located outside of this opportunity site;
 - **Finchley House** – (0.28 ha) located on corner of Kingsway and High Road, re-development can provide an improved employment offer at lower floors with residential above;

- **East Wing** – (0.56 ha) comprises buildings on eastern side of High Road between Castle Road (Argos) and Woodhouse Road where enhancement with retail / café / restaurant at ground floor with residential above can work with Arts Depot and Tally Ho as retail, leisure and cultural anchor of North Finchley;
 - **Friern Park / High Road** – (0.61 ha) comprises buildings on eastern side of High Road between Friern Park and Stanhope Road where development will introduce high quality frontage with new modern retail units with residential above; and
 - **Lodge Lane** – (0.81 ha) comprises car park and YVA House where redevelopment should ensure more efficient use of land while continuing to provide an important car parking function. The SPD supports active retail frontage on the High Road with residential and other town centre uses above with community uses fronting Lodge Lane. The SPD highlights the need for development to sensitively respond to the Victorian terraced housing on Lodge Lane, the adjacent Northside Primary School and the back gardens of houses on Percy Road. A new strategy and location for the North Finchley Market will be required prior to the redevelopment of the site.
- The **Parade Enhancement Areas** primarily focused on High Road between Friern Watch Avenue and Tally Ho Corner, are identified in the SPD as having key functions as retail and active units where their contribution to North Finchley’s vitality and viability should be improved. There is potential for new residential uses above.
 - The **Other Opportunity Areas** including land on the southeastern corner of High Road / Woodhouse Road and Ballards Lane south of Kingsway are highlighted in the SPD as places that will benefit from more efficient use of land as well as redevelopment that helps improve their aesthetic contribution to North Finchley.
 - **Local Plan Policy Areas** cover the remainder of the SPD area. Although no specific sites are identified in these areas the Council will work with stakeholders in line with Local Plan policies to improve the local environment, increase housing supply and choice to meet local needs and to help underpin the overall vitality and viability of the town centre and local economy.

Development Principles

- 1.20 In order to ensure delivery of a vital and vibrant North Finchley a series of development principles have been prioritised in the SPD. A key principle for the town centre is responding to local character. Buildings have been assessed in terms of their contribution to local character. Buildings that positively contribute to character should be protected where appropriate. The SPD divides the town centre into three character areas each with different levels of townscape sensitivity. The area north of Avenue Road / Ravensdale Road has potential for

more innovative, high quality contemporary design while the central area (between Avenue Road / Ravensdale Road and Hall Street / Stanhope Road) is considered to be the most sensitive area where new development must respond to context and emulate historic examples and traditional building typologies. Within the southern area new development should enhance the townscape and sensitive contemporary architecture is supported.

- 1.21 Another key development principle in the SPD is transport and movement. The Baseline Report highlighted difficulties for pedestrians in crossing the extensive High Road / Ballard's Lane corridor which is generally arranged in favour of vehicles rather than other users and uses. Bus services within North Finchley are convoluted in terms of movement around the Ballards Lane / High Road gyratory and with the Arts Depot bus station somewhat hidden from general view. Cyclists are also poorly served with a lack of facilities throughout North Finchley.
- 1.22 In response to these issues the SPD proposes reallocating roadspace to other movement and public realm improvements such as footway widening and narrower road crossings, bus waiting facilities and cycle lanes. At Ballards Lane there is potential for substantial public realm improvement. This may be achieved by limiting through movement to access traffic, retail and business servicing and buses. Associated with this is the re-routing of the present Ballards Lane northbound through traffic onto Kingsway and onto the High Road, itself converted to 2-way operation. Achieving such a substantial traffic management amendment would require a detailed technical study requiring data on traffic flows, junction operation and highway geometry, along with local and wider area road network modelling. In addition, there would be related public and technical stakeholder consultation to discuss, amend and sign off scheme development. The Council together with Transport for London would be involved in modelling traffic impacts and ensuring smooth road network operation. The potential gains for North Finchley from such an intervention would be considerable especially for development sites fronting Ballards Lane, adjacent occupiers and local people.
- 1.23 Although North Finchley has good bus services, the presence of buses can sometimes be negative with, as a result of the gyratory, buses on the road network longer than desirable. The bus station at the Arts Depot is unwelcoming and hidden from view with bus access arrangements that create awkward conditions for pedestrians and contribute to an unattractive streetscape. Although bus operations are complex, and making such changes will require detailed service planning, moving buses out of the bus station to clearly marked locations within the town centre will raise the profile of this travel mode and encourage use.
- 1.24 Improving conditions for pedestrians and cyclists should be a central focus to the future of North Finchley and should be aligned with public realm improvements arising from re-allocation of carriageway. Greater wayfinding between the town centre and Northern Line services at Woodside Park and West Finchley will improve the connectivity of North Finchley as well as specific on-road facilities including cycle parking to encourage cycling.

- 1.25 Further and more extensive technical work will be required to fully test the transport and movement proposals, such as the conversion of the High Road to two-way operation. To this end a supporting High Level Transport Review document was prepared to more fully describe the concept proposals and further examining the technical feasibility. This early stage work has been progressed in liaison with Transport for London.
- 1.26 Car parking is highlighted as a development principle reflecting the importance for the town centre of providing a convenient and good quality parking supply to maintain a competitive position with other centres. A car parking survey of on-street (kerbside) and off-street car parks) usage informed the development of the SPD and indicates that supply offers scope for better use such as public realm improvements, footway widening, narrower road crossings or servicing. Improved utilisation could be achieved through increased tariffs for long stay parking and greater partnership working with private car park providers in North Finchley. Subject to a development related parking strategy for the town centre the present supply of car parking, suitably optimised, together with physical changes to parking locations and types, as well as future planning requirements for car-free development, should provide for any additional related parking demand.
- 1.27 The fourth development principle highlighted in the SPD covers frontages and shopping parades. Given the range, quality and contribution of the existing parades the approach to parade enhancement focuses on existing shop frontages making a better contribution to the overall street scene and providing units that are more attractive to national and local retailers. In some instances it may be appropriate for a number of units within parades to come forward as a comprehensive development to create a revitalised offer that supports other opportunities identified in the SPD, in particular new homes above the retail provision. The purpose of combining units should be to create larger units internally, whilst retaining the overall appearance of single units where they contribute to the townscape quality.
- 1.28 An overall public realm strategy to direct potential improvements to North Finchley is the final development principle. Key objectives for public realm improvements include :
- Narrowing carriageways and increasing pavements to include planting zones;
 - Integrating cycle parking facilities and improved cycling infrastructure;
 - Prioritising provision of cycle lanes within carriageway when reallocating road space;
 - Improving signage and provision of public art;
 - Activating the streets and spaces by providing 'spill-out zones' for cafes/restaurants/shops;
 - Creating flexible event spaces;
 - Greening the streets; and
 - Identifying a new location for North Finchley Market which enables it to be more prominent in the town centre.

Further refinement and details are expected to be established through future planning applications.

- 1.29 The final section of the SPD focuses on delivery and implementation. A coordinated and comprehensive approach is required to North Finchley's regeneration to ensure piecemeal proposals are not prejudicial to the overall vision. This will ensure that the appropriate quantum and mix of development is delivered and that this is phased, enabling the required social and physical infrastructure to be in place at the right time. It will also ensure that public realm improvements throughout the SPD area are made, the town's car parking management strategy meets local needs and that there is a coordinated approach to funding infrastructure. Where proposals are for significant developments in the SPD area the Council will want to see these brought forward accompanied by an overall masterplan with associated planning application(s), to demonstrate they are part of and/or contribute to the comprehensive regeneration approach. The coordinated and comprehensive approach may facilitate an element of cross subsidisation from one area or site to another.
- 1.30 A phasing strategy has been added to the SPD. The preferred sequencing for the SPD Key Opportunity Sites is as follows :
- KOS2 Tally Ho has the largest regeneration benefits for the town centre and is a priority to be brought forward in an early phase, as it could take a number of years to deliver due to its scale and complexity.
 - KOS1 Ballards Lane and KOS4 East Wing are complimentary to KOS2 and should come forward as an early part of the regeneration of the area, including changes to the function of the gyratory, potentially as early wins in development terms.
 - KOS6 Lodge Lane is owned largely by the Council however this requires a new location for the North Finchley Market before its delivery, anticipated to be Ballards Lane, and therefore may come later in the process. A clear strategy will be required to ensure minimum disruption to town centre parking during the redevelopment of the car park.
 - KOS5 Friern Park / High Road may rely on wider remodeling of the parking strategy for the town centre to ensure that any loss of parking spaces does not lead to a net loss in the centre as a whole, and may therefore be later in the process.
 - KOS3 Finchley Houses is less reliant on other development activity and can progress as the market dictates.

The Council as Land Owner

- 1.31 The Council is one of the largest landowners within North Finchley, principally with regard to the surface car parks, the Arts Depot and strips of land related to highways. However there are a wide range of ownerships throughout the town centre and the Council will expect to see site assembly carried out via negotiations and private treaty wherever possible. Where there is a compelling case in the public interest, the Council will consider the use of its compulsory

purchase powers to assemble sites within the SPD area, especially but not exclusively in the Key Opportunity Sites.

- 1.32 A SPD should be prepared where it can help applicants make successful applications or aid infrastructure delivery (National Planning Policy Framework (NPPF), March 2012 – paragraph 153 refers). In so doing, it should build upon and provide more detailed advice or guidance on the policies in the Local Plan without adding unnecessarily to the financial burdens on development. (National Planning Practice Guidance - Local Plans – paragraph 28 refers).

2. REASONS FOR RECOMMENDATIONS

- 2.1 Adoption of the Town Centre Framework SPD will help maintain and enhance the vitality and viability of North Finchley by promoting sustainable mixed use development, with associated physical and social infrastructure, as well as public realm and environmental improvements.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option is to not produce a Town Centre Framework for North Finchley. This would mean an opportunity missed to revitalise the town centre, deliver new homes and help implement Local Plan and Entrepreneurial Barnet objectives on main town centres.

4. POST DECISION IMPLEMENTATION

- 4.1 Once adopted the final SPD will be capable of being used as a material consideration in the determination of future planning applications in North Finchley.

4.2 IMPLICATIONS OF DECISION

4.2 Corporate Priorities and Performance

- 5.1.1 The proposals in Entrepreneurial Barnet relating to town centres directly support delivery of the Corporate Plan 2015-2020, particularly the following stated corporate priority:

☐ Promote responsible growth within the Borough, encouraging development and success, revitalising communities whilst protecting what residents love about the Borough.

- 5.1.2 Entrepreneurial Barnet 2015 – 2020 outlines Barnet’s approach to supporting the local economy to grow, and developing a successful, growing suburb in a successful, growing world city. It identifies North Finchley as a main town centre.

- 5.1.3 Within Entrepreneurial Barnet, the Town Centre offer framework specifically

outlines the Council's commitment to provide additional support to actively market and promote opportunities to developers, when dealing with main Town Centres. The new SPD for North Finchley will provide clarity around the town centre proposition for development in the face of growing challenges for high streets.

- 5.1.2 The Housing Strategy 2015 – 2025 highlights the role of purpose-built private rented sector housing when located within or around town centres in addressing distinct housing needs as well as supporting labour mobility.

5.1 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- 5.2.1 The cost of preparing this SPD has been at no additional cost to the Council. The costs of producing the SPD are covered through the Planning Performance Agreement (PPA) with Joseph Partners whilst statutory planning functions are delivered through the business as usual Re contract. Under the terms of the PPA the Council is obliged to devote sufficient officer resources to ensure compliance with the purposes of the PPA.

- 5.2.2 The production of this SPD required the Council to seek resource support. In April 2017 Re on behalf of the Council commissioned a consortium of BDP, Urban Flow and GL Hearn to produce the SPD. The costs of delivering the SPD by the Council and its consultant team have been met by the Developer in full.

- 5.2.3 In December 2016 the Policy and Resources Committee authorised the drafting of a Preliminary Agreement to make Council land available for development in North Finchley following the putting in place of a Town Centre Framework SPD. Under the Preliminary Agreement the Council is under no obligation to sell any property.

- 5.2.4 There are no anticipated implications in IT or sustainability in relation to the SPD.

5.3 Social Value

- 5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to consider how they can also secure wider social, economic and environmental benefits.

- 5.3.2 The SPD has been subject to a Sustainability Appraisal which assesses the social, economic and environmental implications of the document

- 5.3.3 Social benefits will principally be secured through opportunities to increase housing delivery (including affordable housing), widen the range of leisure and cultural activities as well as food and drink choices and improvements to the

public realm making North Finchley a more attractive destination town centre that reflects its historic character.

5.3.4 Economic benefits will be delivered through inward investment in the development opportunities highlighted in the SPD widening the daytime and evening economy making the town centre more attractive to independent and national retailers as well as new residents.

5.3.5 Environmental benefits will be delivered through the re-allocation of roadspace, giving pedestrians and cyclists more priority, sensitive development that complements buildings of positive character, and an enhanced public realm with greater planting that softens the existing hard landscape and improves air quality.

5.4 Legal and Constitutional References

5.4.1 Under the Council's Constitution, Document Article 7, under 7.5 Responsibility for Functions the Policy and Resources Committee is responsible for the overall strategic direction of the Council including responsibility for Local Plans.

5.4.2 Regulations 11 to 16 of the Town and Country Planning (Local Planning) (England) Regulations 2012 set out requirements for SPD production.

5.5 Risk Management

5.5.1 The management of risk is undertaken on a continual basis and reported as part of the Council's Quarterly Performance regime and considered as part of the Performance and Contract Management Committee quarterly monitoring report. Risks are managed through the project boards and are reviewed and revised at board meetings.

5.5.2 A key risk to the North Finchley SPD is that it is challenged in the High Court following adoption by the Council. The challenge must take place within 6 weeks of adoption. This has been mitigated by ensuring that the SPD is fully compliant with Regulations 11 to 16 of the Town and Country Planning (Local Planning) (England) Regulations 2012, a comprehensive six weeks of consultation and ensuring that all the consultation responses have been carefully considered and taken into account.

5.5.3 Another risk is that redevelopment proposals for the Town Centre come forward outside of the robust planning framework of the SPD to guide its consideration and determination. This can be mitigated by the Council, working pro-actively with relevant stakeholders to achieve the objectives set out in this SPD.

5.6 Equalities and Diversity

5.6.1 The Equalities and Diversity Act, 2010 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 of different groups; and
- Foster good relations between people from different groups.

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

5.6.2 The SPD implements policy set out in the Local Plan Core Strategy which has been subject to an Equalities Impact Assessment (EqIA). Furthermore, the SPD itself is accompanied by an EqIA which is attached at Appendix C.

5.6.3 The EqIA has considered the SPDs impact on the groups identified above. It has highlighted how the SPD helps to address issues such as the relocation of the weekly market from Lodge Lane market to a more prominent town centre location. The EqIA has been updated following the public consultation to make more specific reference to the impact of the SPD on groups with the relevant protected characteristics with regard to housing and access to services in North Finchley.

5.7 Crime and Disorder

5.7.1 Production of the SPD has taken the terms of the Crime and Impact Disorder Act 1998 into consideration and that Metropolitan Police are key stakeholder in the consultation process. It is intended that the SPD will contribute to the prevention of crime and disorder. The SPD highlights Local Plan policies on Development Standards which cover designing out crime as well as our strategic planning policy on making Barnet a safer place.

5.8 Consultation and Engagement

5.8.1 In accordance with the Statement of Community Involvement (SCI) a period of formal consultation on the draft North Finchley SPD was undertaken over a 6 week period from October 16th until November 27th 2017. Consultation went beyond the benchmarks set out in the SCI most notably in terms of the 12,000 leaflets distributed to households in the N12 postal district.

5.8.2 All comments, whether they are completed questionnaires or written responses sent direct to the council, have been considered with equal weight as set out in the Consultation Representation Report. Multiple choice question responses have been presented in pie chart form to provide a snapshot of the results, however it is important to note that these pie charts do not include the 72 letter and email responses. However the specific comments in the letters and emails have been analysed and considered within the responses to the various issues raised by the public consultation.

6 BACKGROUND PAPERS

- 6.1 Barnet Local Plan Core Strategy DPD₁, September 2012
<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/local-plan---core-strategy-dpd.html>
- 6.2 Barnet Development Management Policies DPD, September 2012
<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/development-management-policies.html>
- 6.3 Barnet's Statement of Community Involvement, July 2015
<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/statement-of-community-involvement.html>
- 6.4 North Finchley Town Centre Framework SPD Sustainability Appraisal, February 2017
- 6.5 North Finchley Town Centre Framework SPD Baseline Report, October 2017
<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/town-centre-frameworks/emerging-town-centre-frameworks.html>

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North Finchley Town Centre Framework Supplementary Planning Document

FEBRUARY 2018

This is a Supplementary Planning Document (SPD) for North Finchley Town Centre. It provides specific guidance on interpreting and

implementing Barnet’s Local Plan policies together with the environmental, social, design and economic objectives for the town centre. New development within the boundary of this SPD should be in accordance to the vision, strategy and development principles contained within the guidance in this document.

In Spring/Summer 2017 we asked the residents, businesses and users of the town centre their initial view with regards to the issues and opportunities for North Finchley town centre through a series of workshops. The initial engagement comprised stakeholder surgeries, a stakeholder workshop which focused on the desired vision for North Finchley town centre, and a follow up stakeholder workshop to review the emerging ideas.

The key issues and opportunities identified in the initial stages of consultation in addition to the Evidence Base work, have shaped the vision for North Finchley town centre and the resultant development principles.

A Draft SPD was subject to a public consultation period of six weeks from October 2017. This included a number of engagement activities in the town centre and a range of community feedback via questionnaire, emails and letters. Revisions were made to the SPD in response to the representations.

Details of how this engagement process has informed the SPD is provided in the Consultation Statement.

For further information, please visit:

<https://www.barnet.gov.uk/citizen-home/planning-conservation-and-building-control/planning-policies-and-further-information/supplementary-planning-documents>



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1. Introduction

a. Preface

- 1.1 Barnet’s suburban town centres are the economic, civic, retail, leisure and transport hubs of the Borough. They are a good indicator of the economic, environmental and social health of Barnet . The network of 20 town centres in Barnet, as shown on Figure 1, plus Brent Cross shopping centre, contributes significantly to the economic prosperity of Outer London as a whole.
- 1.2 North Finchley is one of 14 district centres in the Borough, which together with the one major town centre at Edgware and 5 local centres make up the Borough’s 20 town centres.
- 1.3 In order to focus housing and commercial investment and promote Barnet as a place of economic growth and prosperity the Council aims to support the continued vitality and viability of its town centres.

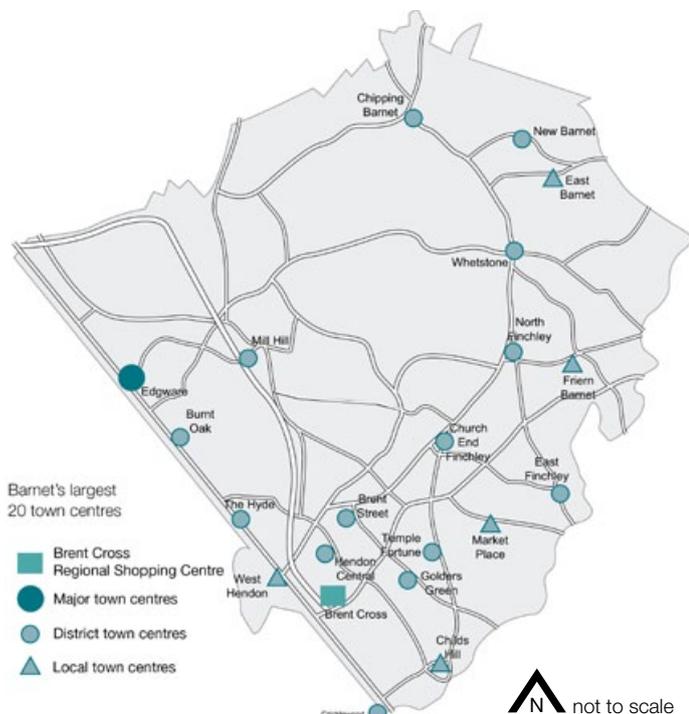


Figure 1: District Centres in London Borough of Barnet

b. The purpose of this SPD

- 1.4 As one of the Borough’s largest district centres, the growth potential of North Finchley is highlighted in the Local Plan and a Town Centre Framework is identified as the mechanism for enabling such growth.
- 1.5 Traditional functional shopping roles are changing. The more successful towns are adopting a much greater focus on a genuine mix of uses, where retailing remains important, but leisure, cultural, business, and residential uses all add to a town centre’s diversification and overall “offer”.
- 1.6 In responding to a combination of tough economic conditions and changing consumer habits the Council has developed a new approach. Entrepreneurial Barnet¹ 2015-2020 entails a focus on building and sustaining the confidence of the business community in Barnet; confidence to start a business, confidence to invest in and take on more employees, and confidence in the local public sector to work together to create the long-term circumstances that allow people with ideas, energy and ambition to succeed.
- 1.7 A key part of Entrepreneurial Barnet is an ambitious programme of town centre investment to create thriving town centres that people want to live, work and spend time in. With investment in main town centres such as North Finchley the outcomes can be diverse, distinctive and attractive places which are well connected and where the public realm is well maintained and there is a sustainable mix of retail, leisure, business and residential uses.
- 1.8 The benefits of increasing the number of homes located either in or close to town centre locations are highlighted within Entrepreneurial Barnet. Town centre living enables residents to have access to quality local services and amenities. With more residents living close to a local centre, using the businesses there, supporting the local economy and employment there is a boost to the sense of vitality and vibrancy in the area.

1. Entrepreneurial Barnet introduces a new category of “Main” town centre, to sit alongside the existing network of District and Local centres in planning terms. The town centres that are designated as “Main” in Entrepreneurial Barnet are Burnt Oak, Chipping Barnet, Cricklewood, Edgware, Finchley Church End, Golders Green and North Finchley. These town centres have a larger scale and economic gravity than other town and local centres and could also be considered employment hubs especially for small and medium businesses.

- 1.9 North Finchley suffers from a traffic dominated environment with often poor quality public realm, acting as deterrents to increased footfall and dwell time. There is significant potential to enhance the physical environment as part of an overall spatial and land use strategy which maximises existing and emerging assets in the retail, leisure, culture and evening economy to create a destination within the North London economy.
- 1.10 In order proactively respond to these changes the Council has decided to create a Town Centre Framework for North Finchley which will maintain and enhance its roles in order that it remains a vital, viable and sustainable centre.
- 1.11 The SPD is intended to be a high-level strategy for North Finchley that sits within Barnet's overall development plan (the Local Plan and London Plan). The SPD provides more specific guidance on the implementation of Local Plan and London Plan policies within North Finchley together with the environmental, social, design and economic objectives for the town centre.
- 1.12 This SPD has been prepared in accordance with the provisions of the Town and Country Planning (Local Planning) (England Regulations) 2012.
- 1.13 The Regulations set out that a SPD must contain a reasoned justification of the policies contained in it, at Reg. 8(3) that any policies contained within an SPD must not conflict with the adopted development plan, and at Reg 12 that the SPD must be subject to public participation.

c. Document Status

- 1.14 Core Strategy Policy CS3 highlights that through a programme of town centre strategies, frameworks for the town centres of Chipping Barnet, Edgware, Finchley Church End and North Finchley will be delivered. These locations will provide the main focus for enhancement and infill housing development and will provide for residential uses above ground floor level.
- 1.15 The challenges and opportunities facing North Finchley are reflected in the evidence base (see Section 3, Appendix A and Baseline Report) and feedback from the stakeholder consultations (see Consultation Statement). Accordingly, the Council considers that the North Finchley Town Centre Framework should take the form of a SPD as part of the Local Plan. This reflects NPPF guidance, which at Para 153 states that:
- “Supplementary planning documents should be used where they can help applicants make successful applications or aid infrastructure delivery, and should not be used to add unnecessarily to the financial burdens on development”.
- 1.16 The SPD provides supplementary detail to and should be read in conjunction with adopted policies in the Local Plan and London Plan and other relevant material considerations. As such the SPD is a material consideration for determination of planning applications. The SPD will also be used to inform planning discussions with developers including negotiations over infrastructure and planning contributions.
- 1.17 The SPD is supported by the following documents:
- Sustainability Appraisal
 - Equalities Impact Assessment
 - Statement of Consultation
 - Baseline Report
 - High Level Transport Review
 - Adoption Statement
 - SPD Consultation Representation Report – February 2018

d. Draft SPD Engagement

1.18 In order to create a town centre framework which reflects local concerns, issues and aspirations, a draft SPD was produced through a collaborative process with the local community and stakeholders.

1.19 The first phase of engagement commenced in May 2017 and sought to capture views from key stakeholders in the North Finchley area. The initial stages of community engagement consisted of the following:

- Stakeholder Surgeries - one-to-one interviews with local stakeholder groups were held on 22nd and 23rd May 2017.
- Vision Workshop - Group discussions focused on the desired vision for North Finchley took place on 13th June 2017.
- Development Options Workshop - Group discussions to review key future development sites took place on 25th July 2017.

1.20 Based on the first phase of engagement, a draft SPD was published for public consultation for a period of six weeks from October 2017.

1.21 During the six week consultation period, the public were invited to comment on the proposed document with hard copies of the Draft SPD made available at Barnet House Planning Reception, North Finchley Library and online. A number of consultation activities were undertaken, including:

- distribution of a leaflet publicising the consultation to 11,500 residents
- 270 letters delivered to local businesses.
- Three drop-in exhibition events at North Finchley Library
- A North Finchley traders briefing meeting; and
- An online questionnaire to capture consultation responses,

1.22 A wide range of responses were received. The details of these and the corresponding amendments to the SPD are set out in the separate Consultation Representations Report. The Consultation Statement contains further details of engagement activities undertaken throughout the production of the SPD.

e. The SPD Area

1.23 North Finchley is located in the east of the London Borough of Barnet (see Figure 2). It is the third largest town centre in terms of commercial floorspace across the Borough. The district centre of Whetstone is located directly to the north, with Finchley Church End to the south west. The Great North Leisure Park is also located to the south of the town centre. The boundaries of two wards, namely West Finchley and Woodhouse, cross the SPD Area.

1.24 The surrounding suburbs grew largely between the 1870s and 1930s, which saw the rapid development of new housing estates fanning out from the stations in the area (Woodside Park and West Finchley).

1.25 Whilst North Finchley is still a popular centre with many, the evidence base and stakeholder public consultation, has highlighted the need for and potential of more substantial change in North Finchley.

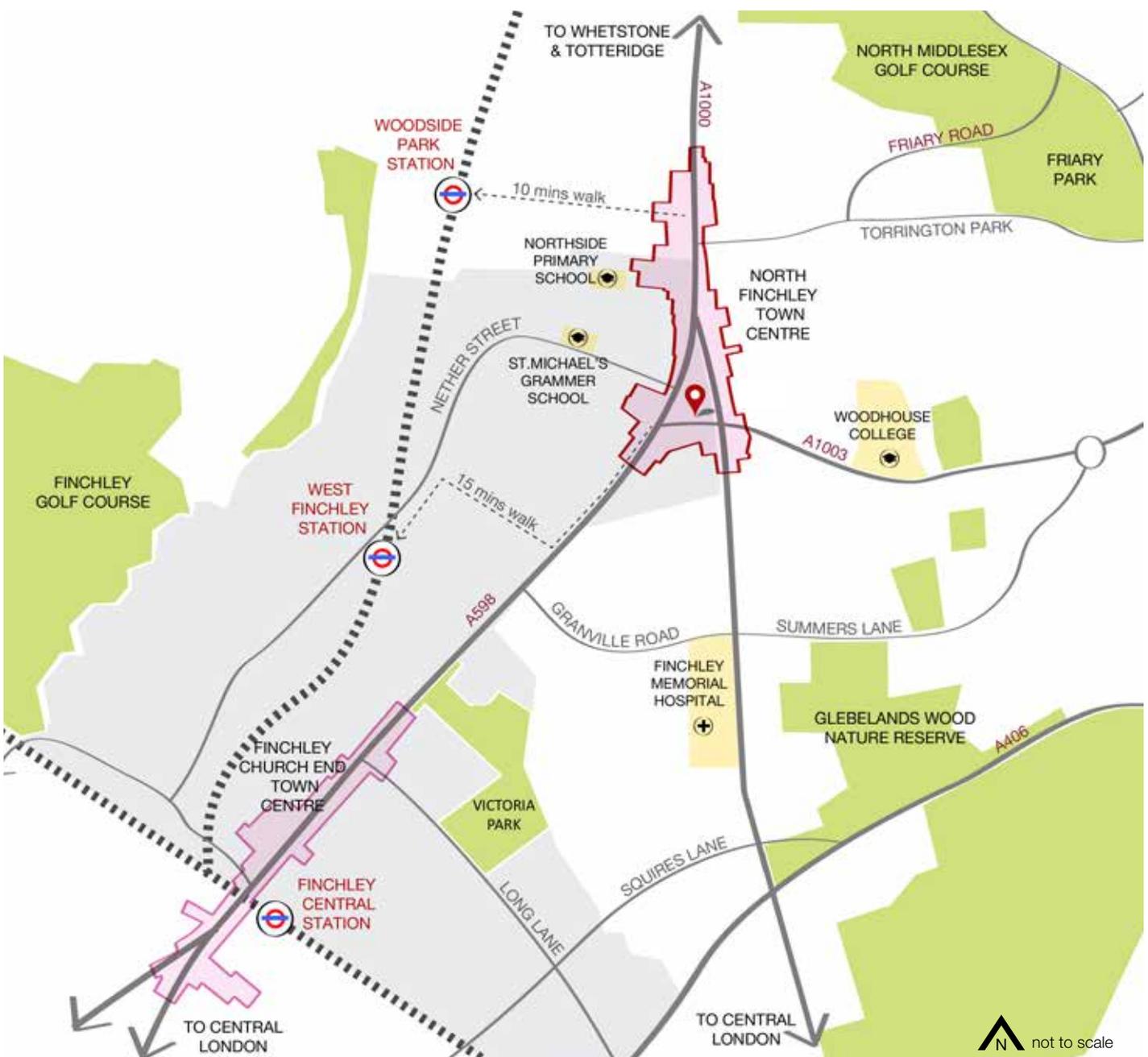


Figure 2: North Finchley Town Centre Context

- 1.26 North Finchley town centre is designated a “District Centre” in the London Plan. It is focused along the High Road (A1000) and is essentially linear in form. The centre stretches from south of the “island site” (encompassing the Arts Depot and Tally Ho), to beyond the Sainsbury’s food store in the north. This represents a distance of 0.5 miles or approximately a 10 minute walk.
- 1.27 The centre encompasses a number of retail parades, many with residential properties above, hosting national and independent shops, as well as a variety of coffee shops and independents. A number of office frontages and properties are also contained.
- 1.28 Bounded by residential areas, green spaces and a range of schools, the current context of the SPD Area is one of an outer London town centre based around a “traditional” high street.
- 1.29 The area is served by two underground stations on the Northern Line, both within travel zone 4. Woodside Park station is within 10 minutes’ walk and the West Finchley station is within 15 minutes’ walk. Some seven bus routes run through the centre (focused on the bus station below the Art’s Depot). The overall public transport accessibility level (PTAL) averages 3 (Good).
- 1.30 The SPD area extends to some areas beyond and adjacent to the town centre boundary covering an area of approximately 23 ha. It is estimated that the immediate residential population of North Finchley Town Centre is around 4,800 people (Census 2011). The SPD does not make any changes to the North Finchley town centre boundary (see Figure 4). The inclusion of land beyond the town centre boundary in the SPD Area is necessary in order to facilitate and support the regeneration of the town centre. Accordingly, these areas of land, most notably at the southern and northern gateways, are considered important elements in securing the town centre’s future improvement.
- 1.31 Over 200 businesses are currently located within the SPD area with 80% falling within the retail planning use class. In addition to the town centre businesses the SPD area (as shown on Figure 3) includes the retail stores of Homebase and Waitrose in the south. This southern area has potential for public realm and “gateway” improvements as well as for future intensification to make a greater contribution to town centre vitality and viability.

- 1.32 North of Sainsbury’s and the Finchley Industrial Centre, the High Road is typified by older office buildings (some of which have been converted to residential under Permitted Development Rights), new residential developments, car dealerships, service uses and low rise retail parades which diffuse the town centre frontages and activities. This area continues to undergo change and it is considered that the SPD should contain these areas to provide more detailed planning guidance in order to ensure that future development assists in promoting the improvement of the town centre.

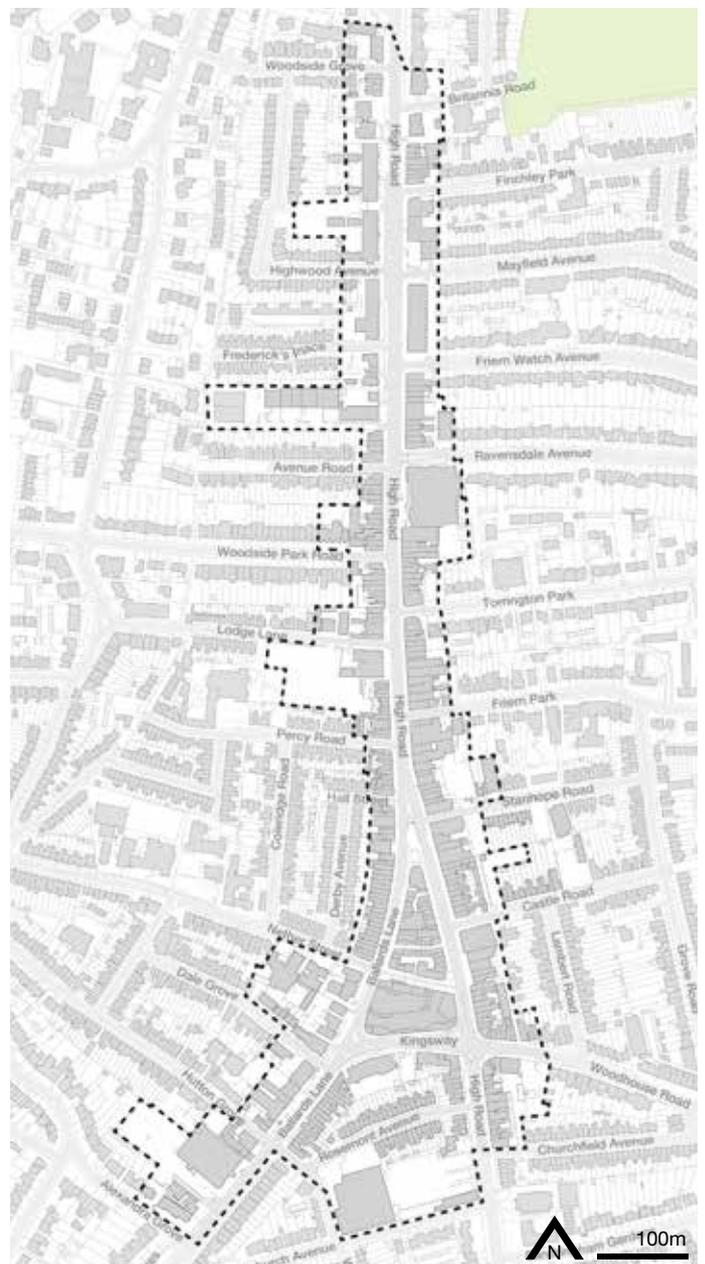


Figure 3: North Finchley Town Centre SPD Area

2. Planning Policy Context

- 2.1 This section sets out relevant Development Plan policies to which this SPD provides further detail and guidance.
- 2.2 Barnet's Local Plan is undergoing a review. A new single Local Plan document is expected to be adopted in 2020. This will look ahead to 2036 and integrate strategic policies, development management policies and site proposals in alignment with the new Mayor's London Plan as well as being consistent with national planning reforms.
- 2.3 The adopted development plan for the North Finchley area consists of:
- London Plan (with further alterations) (2016)
 - LB Barnet Local Plan (Core Strategy) (2012)
 - LB Barnet Local Plan (Development Management Policies) (2012)
- 2.4 National planning policies are set out in the National Planning Policy Framework (NPPF) (2012).
- 2.5 Other material considerations include:
- GLA - Town Centres SPG (2014)
 - GLA – Accessible London SPG (2014)
 - GLA - Housing SPG (2016)
 - GLA - Affordable Housing and Viability SPG (2017)
 - LB Barnet Supplementary Planning Documents (SPDs), including:
 - Affordable Housing SPD (2007)
 - Planning Obligations SPD (2013)
 - Delivering, Skills Employment, Enterprise and Training (SEET) from development through S106 (2014)
 - Sustainable Design and Construction SPD (2016)
 - Residential Design Guidance (2016)
 - Green Infrastructure SPD (2017).
 - GLA Culture and the Night Time Economy SPG (2017)
- 2.6 In addition LB Barnet adopted its Community Infrastructure Levy (CIL) Schedule in May 2013.

The London Plan (2016)

- 2.7 The London Plan defines (Annex 2) North Finchley as a District centre.
- 2.8 London Plan Policy 2.6 encourages boroughs to realise the potential of Outer London, recognising and building upon its great diversity and varied strengths, including the contribution to quality of life, by providing locally sensitive approaches to enhance and promote local economic opportunities and transport requirements.
- 2.9 London Plan Policy 2.7 seeks to promote outer London's economic potential, including 'identifying and bringing forward capacity in and around town centres with good public transport accessibility to accommodate leisure, retail and civic needs and especially higher density housing.
- 2.10 At Policy 2.15 D (c), boroughs are encouraged "proactively [to] manage the changing roles of centres, especially those with surplus retail and office floorspace, considering the scope for consolidating and strengthening them by encouraging a wider range of services; promoting diversification, particularly through high density, residential led, mixed use re-development; improving environmental quality; facilitating site assembly, including through the Compulsory Purchase process and revising the extent and/or flexibility for non-A1 retail uses in secondary shopping frontage policies."
- 2.11 Policy 3.3 emphasises increasing housing supply, identifying that boroughs should exceed their housing targets, in particular through realising brownfield housing capacity via intensification, town centre renewal, and mixed use redevelopment, especially of surplus commercial capacity and surplus public land particularly with good transport accessibility.

Draft London Plan (2017)

- 2.12 The Draft London Plan sets out the Mayor's overarching strategic planning framework from 2019 up to 2041. With London's population projected to increase by 70,000 per annum, reaching 10.8 million by 2041 the Draft London Plan aims to increase housing supply from 42,000 to 65,000 new homes per annum. The Draft London Plan sets out a new housing target of 3,134 new homes per annum for Barnet. This is a 33% increase on the existing London Plan target of 2,349 new homes per annum.
- 2.13 The Draft London Plan is subject to a 3 month period of public consultation from December 2017 until March 2018. It will be subject to a public examination in Autumn 2018 followed by submission to the Secretary of State in Summer 2019. Publication of the London Plan is not expected before Autumn 2019.

The Local Plan – Core Strategy (2012)

- 2.14 Barnet's Core Strategy and Development Management Policies DPD's were both adopted in September 2012, and are consistent with the NPPF's (March 2012) principles of sustainable development.
- 2.15 Core Strategy Policy CS 1 – Barnet's Place Shaping Strategy sets out a three strand place shaping strategy of 'protection, enhancement and consolidated growth' that will 'concentrate and consolidate housing and economic growth in well located areas'. Major growth will be managed to ensure 'we deliver sustainable development, while continuing to conserve and enhance the distinctiveness of Barnet as a place to live, work and visit'. A target of around 28,000 homes is established over the 15 year Plan period of 2011/12 to 2025/26. North Finchley is identified as a priority town centre for enhancement where the Council will promote mixed use development in accordance with the plan-making policies in the Core Strategy.
- 2.16 Policy CS 3 addresses the distribution of housing growth (in terms of the target of 28,000 new homes) to meet housing aspirations. It identifies that a town centre framework will be prepared for North Finchley where 'the main focus for enhancement and infill

housing development: and will provide for residential uses above ground floor level.' It highlights that we will 'seek to optimise rather than maximise density to reflect local context, public transport accessibility and provision of social infrastructure.'

- 2.17 Policy CS 4 deals with providing quality homes and housing choice and sets out how we plan to create successful communities. This includes 'seeking to ensure a mix of housing products in the affordable and market sectors to provide choice.' Policy CS4 highlights that we will seek a range of dwelling sizes and types that meets identified housing priorities and does not undermine suburban character or local distinctiveness. In addition, it seeks a variety of housing related support options that maximise the independence of vulnerable residents. It seeks to have a borough-wide target of 40% affordable homes (on sites of more than 10 dwellings), with a mix of 60% social rent and 40% intermediate tenures. It highlights that in 'seeking to maintain the housing supply we will adjust the type and mix of housing sought, having regard to the financial viability of development, the housing market and the needs of different groups.'
- 2.18 Policy CS 5 deals with creating high quality places. It requires that development in Barnet 'respects local context and distinctive local character enabling places and buildings of high quality and design.' It highlights that developments should address the principles, aims and objectives of national design guidance as well as being 'safe, attractive and fully accessible. Developments should 'provide vibrant, attractive and accessible public spaces.' It states that all development 'should maximise the opportunity for community diversity, inclusion and cohesion and should contribute to people's sense of place, safety and security.' With respect to tall buildings it highlights that tall buildings (8 storeys (or 26 metres) or more) may be appropriate in strategic locations, including the Priority Town Centres which includes North Finchley.

2.19 Core Strategy Policy CS 6 – Promoting Barnet's Town Centres sets out that 'in order to promote competitive town centre environments and provide consumer choice, we will realise development opportunities for the town centres of (inter alia)...North Finchley.' It highlights that 'we will promote successful and vibrant centres throughout Barnet to serve the needs of residents, workers and visitors and ensure that new development is of an appropriate scale and character for the centre in which it is located. Other key matters established in the policy include:

- That additional comparison floorspace will be supported in North Finchley on the basis of expenditure growth;
- That food, drink, entertainment uses as part of a healthy evening economy in our town centres do not have a harmful effect on residents and the local area;
- That the 'efficient use of land and buildings in all town centres will be ensured, encouraging a mix of compatible uses including retail, managed affordable and flexible workspace, leisure and residential that add to the vibrancy of the area whilst respecting character.';
- In order for town centres to compete with other centres and particularly out of centre retail parks and shops retail uses in town centres will be supported by improvements to the public realm, the public transport network, short-trip parking and accessibility by cyclists and pedestrians.
- Existing markets will be protected as part of the retail offer including in North Finchley.

2.20 Policy CS 7 deals with enhancing and protecting Barnet's open spaces. It states that we will create a greener Barnet by meeting increased demand for access to open space by tackling deficiencies and under provision. CS7 identifies that improved access to open spaces is required in North Finchley which is an area of open space deficiency.

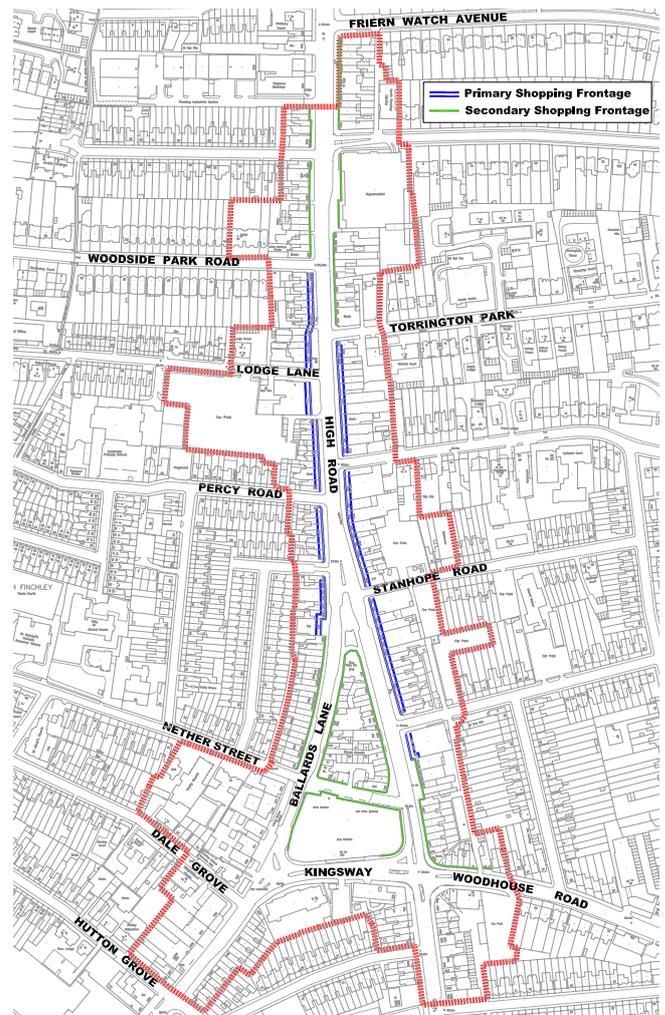


Figure 4: North Finchley Town Centre Boundary (Local Plan)

2.21 Policy CS 8 deals with promoting a strong and prosperous Barnet. It highlights that through attracting business growth to Brent Cross Cricklewood, other growth areas and town centres we will help Barnet residents in accessing work. 'New mixed use commercial floorspace in our priority town centres... (inter alia)... North Finchley' is supported. In supporting businesses it encourages 'development that improves the quality of existing employment provision'. It also highlights that in order to support SMEs new employment provision should include a range of units sizes and types including affordable and flexible workspaces and home working hubs.

- 2.22 Policy CS 9 focuses on providing safe, effective and efficient travel and aims to ensure that the appropriate level of transport infrastructure will be delivered and that any new development will fund infrastructure through CIL, S106 and other funding mechanisms. It states that we will continue to make travel safer and more attractive by improving street lighting, security coverage and accessibility at transport interchanges and around bus stops. With regard to Town Centre Frameworks it highlights that these planned approaches will be used to improve the public realm, public transport services, and interchange, short-trip making by walking, parking and servicing controls and accessibility improvements. Mixed use development is encouraged to help to reduce the distances people need to travel to access everyday goods and services. It also highlights that we will make cycling and walking more attractive for leisure, health and short trips.
- 2.23 Policy CS 10 sets out that the Council will work with partners to ensure community facilities are provided for Barnet's communities. It sets out that we will 'expect development that increases the demand for community facilities and services to make appropriate contributions towards new and accessible facilities... or improving existing provision, particularly within town centres.'
- 2.24 Policy CS12 focuses on making Barnet a safer place ensuring through the management of growth that 'Barnet is a place where people from different communities get on together.' It highlights that through the 'town centre strategy programme we promote safer and more secure town centre environments.'
- 2.25 Policy CS13 seeks to ensure the efficient use of natural resources and highlights that within areas of major mixed use growth including town centres we will maximise opportunities for district wide networks supplied by decentralised energy (including renewable generation).

The Local Plan – Development Management Policies (2012)

- 2.26 Barnet's Development Management Policies sets out borough wide planning policies for delivering the long term spatial vision and strategic place shaping objectives of the Local Plan.
- 2.27 Policy DM01 aims to protect Barnet's character by ensuring that development proposals are based on the local context enhancing the vitality of streets and safety of their surroundings. In addition the policy lists design requirements to enhance the landscape and the outdoor amenity space of each development. Using this policy combined with Policy DM02 on Development Standards, DM03 Accessibility and Inclusive Design, and DM04 Environmental Considerations for Development will ensure development makes a positive contribution to the Borough.
- 2.28 Policy DM05 lists the requirements that tall building developments in strategic locations such as North Finchley should demonstrate. It also sets out that any proposals for redevelopment or refurbishment of existing tall buildings will be required to make a positive contribution to the townscape. Policies DM07, DM08, DM09 and DM10 amplify Policy CS4 and ensure protecting the housing in Barnet by providing the appropriate variety of home sizes and tenures to contribute towards Barnet's housing need including need for specific groups such as elderly population and affordable housing.
- 2.29 Policy DM 11 provides development principles for Barnet town centres, setting out that the Council will expect a suitable mix of appropriate uses as part of development within the town centres to support continued vitality and viability. Protecting retail vitality and viability in the frontages is the priority for town centres to maintain their main retail function.
- 2.30 At DM 11(b), proposals which reduce class A1 uses below 75% in the primary and 65% in the secondary frontages will not be permitted.

2.31 DM11(c) deals with mixed use development and states that employment uses will be protected (in line with Policy DM14) unless indicated otherwise in a Town Centre Frameworks (such as this document).. DM11 highlights that ‘appropriate mixed use re-development will be expected to provide re-provision of employment use, residential and community use.’ It states further that the ‘Council will consider the location of new and the relocation of existing community, leisure and cultural uses (including arts) to the town centres, only where they maintain active frontages’.

2.32 Policy DM11 signposts that town centre boundaries as well as primary and secondary frontages are in Appendix 5. The Local Plan town centre boundary for North Finchley is set out as part of the Development Management Policies DPD at Map 9 (Appendix 5).

2.33 Map 5 (appendix 7) of the DM DPD identifies that Finchley Industrial Estate is designated as a locally significant industrial site. Policy DM 14 notes that proposals which result in redevelopment or change of use of such sites to a non B class use would not be permitted, unless otherwise set out in a planning document such as this Town Centre Framework as per DM 11(c).

2.34 Policy DM15 addresses open space provision. North Finchley is an area of public open space deficiency. In such locations, the Council will expect contributions from development in order to overcome that deficiency.

2.35 Finally Policy DM17 deals with travel impacts and car parking standards. In respect of parking standards the Policy states:

“g: Parking management

1. The council will expect development to provide parking in accordance with the London Plan standards, except in the case of residential development, where the maximum standards will be:
 - i. 2 to 1.5 spaces per unit for detached and semi detached houses and flats (4 or more bedrooms);

- ii. 1.5 to 1 spaces per unit for terraced houses and flats (2 to 3 bedrooms); and

- iii. 1 to less than 1 space per unit for development consisting mainly of flats (1 bedroom).

2. Residential development may be acceptable:

- i. with limited or no parking outside a Controlled Parking Zone (CPZ) but only where it can be demonstrated through a survey that there is sufficient on street parking capacity.

- ii. with limited or no parking within a CPZ, where it can be demonstrated that there is insufficient capacity on street the applicant will be required to enter into a legal agreement to restrict future occupiers from obtaining on street parking permits. For proposals in close proximity to the edge of a CPZ a survey will also be required to demonstrate that there is sufficient on street parking capacity on streets outside the CPZ.”

SPDs particularly relevant to North Finchley

2.36 The following Barnet SPDs are of particular relevance to North Finchley Town Centre include:

- **Affordable Housing SPD 2007** – although this predates the adoption of the Local Plan in 2012 and the Mayor’s SPGs it sets out a Barnet approach to securing affordable housing;
- **Planning Obligations SPD 2013** - focuses on when Planning Obligations will be required and the relationship with CIL. It sets the requirements for different scales of development as well as the procedural process for delivering a legal agreement;
- **Delivering, Skills Employment, Enterprise and Training (SEET) from development through S106 2014** - applies to development that generates new jobs through construction and / or end use as well as developments that involve the loss of employment space and require planning permission. The SPD sets out the mechanisms and benchmarks for ensuring that development positively contributes to Barnet’s economy;

- **Sustainable Design and Construction SPD 2016** - sets out Barnet's technical requirements for environmental design and construction management. It sets out requirements on air, noise, water, energy, water, waste and habitat quality in order to achieve protection and enhancement of the environment;
- **Residential Design Guidance SPD 2016** - provides a clear and consistent message on how we manage change within Barnet's suburbs. The SPD provides more detailed and locally relevant residential design guidance on issues such as local character, density, built form, car parking and amenity space standards connected with new build development;
- **Green Infrastructure SPD (October 2017)** - provides a clear vision for delivering a range of benefits including enhancing the physical and mental health of residents, making Barnet a better place to live, work, invest, learn and play, joining communities together by creating new green links between different parts of the borough, preparing for the impacts of climate change by controlling flooding, reducing pollution and moderating temperatures, as well as protecting and enhancing the borough's trees and their contribution to cultural and natural heritage.

Community Infrastructure Levy

- 2.37 Barnet adopted its Community Infrastructure Levy (CIL) Charging Schedule in May 2013. For new development above 100 sqm (gross internal floorspace) the CIL charging rates are:
- £135/sqm for residential uses (C1-C4 and HMOs excluding ancillary car parking)
 - £135/sqm for Retail Uses within A1-A5 Use class.
- 2.38 In addition all residential and commercial developments should provide £35/sqm for the Mayoral charges (Mayor current Community Infrastructure Levy – MCIL 1). This category excludes Health and Education Uses. Further details of the Mayor's proposals can be found on the Mayor's website.
- 2.39 In June 2017 the Mayor published for public consultation the Preliminary Draft Charging Schedule (PDCS) for a new Mayoral CIL (MCIL2). It is intended that this will be levied from April 2019, and will superseded MCIL 1. MCIL2 will contribute to the funding of Crossrail 2.

The NPPF

- 2.40 Barnet's Core Strategy and Development Management Policies DPD's were adopted in 2012 in accord with the NPPF. The Core Strategy contains Policy CS NPPF - National Planning Policy Framework - Presumption in Favour of Sustainable Development. It sets out that LB Barnet will when considering development proposals will take a positive approach that reflects the presumption in favour of sustainable development contained in the National Planning Policy Framework (NPPF).
- 2.41 Preparation of the North Finchley SPD is in accordance with the NPPF and the adopted Local Plan and London Plan policies.

3. SPATIAL CONTEXT

- 3.1 The SPD Area (see Figure 5) is focused on the designated town centre boundary as identified by the Local Plan. The SPD does not make any changes to the North Finchley town centre boundary. However, land around the town centre can play an important part in its regeneration and the SPD Area does include some edge of town centre areas beyond the town centre boundary. These edge of town centre areas are considered important to the town centre's future, most notably those at and around the southern and northern "gateways" to the town centre.
- 3.2 In line with Barnet's overall place shaping strategy for the enhancement of North Finchley, the Council considers that there is potential for significant high quality development in the designated town centre. In order for this potential to be achieved it will be necessary to develop land adjacent to the town centre. The enhancement of the town centre will involve bringing forward a mix of uses including residential, retail, leisure and affordable and flexible workspace. Development proposals in the SPD area outside the town centre which assist in the improvement of the town centre will be encouraged.
- 3.3 As identified at paragraph 3.1 above the SPD includes areas adjacent to the town centre boundary (Figure 5) which are important to the town centre's future, most notably at the southern and northern gateways. These areas are generally considered to be suitable for redevelopment, in particular, for residential led intensification in order to contribute to improvements in its vitality and viability of the town centre by:
- (i) optimising highly sustainable locations for residential development adjacent to town centre services and functions
 - (ii) increasing footfall and expenditure in the town centre
 - (iii) improving the gateway functions through enhanced public realm and built form
 - (iv) reducing retail parades and other sub optimal retail and office uses currently outside of the town centre in order to concentrate economic activity in the core
 - (v) offering opportunities for the improvement of traffic and the road network in and around the town centre.

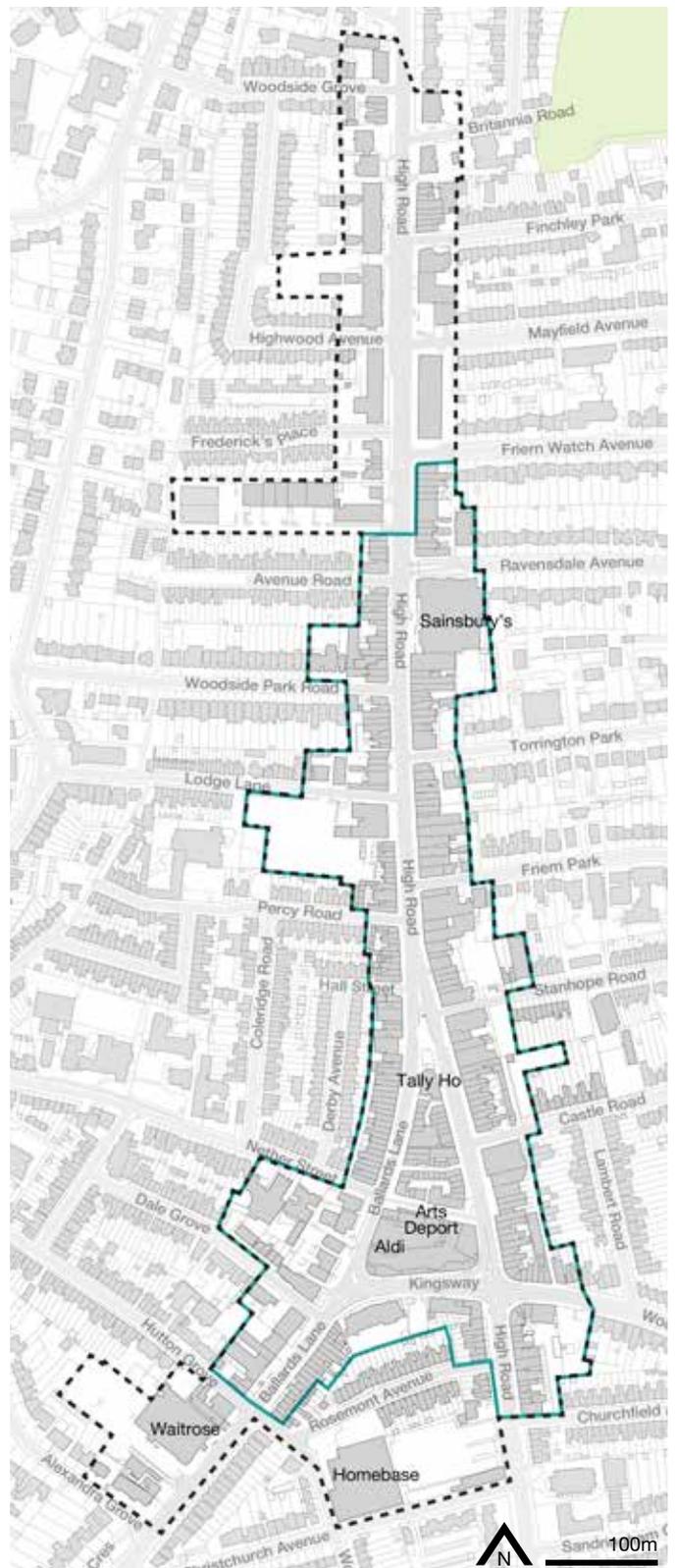


Figure 5: SPD Area boundary

3.4 The SPD identifies Key Opportunity Sites within the town centre boundary. The specific approach to these sites is set out in a suite of Planning Briefs at Section 6. Across the SPD area subject to all other plan policies, encouragement is given, to residential led mixed use development, as well as public realm and highways improvement, especially on sub optimally used sites, in areas adjacent to the town centre boundary.

3.5 The High Road (A1000) acts as the spine with retail units on the primary and secondary frontages, and residential streets branching off from this. The SPD Area boundary follows the two key approach roads from the south, Ballards Lane and High Road. It reaches beyond Kingsway in the south to include parts of Alexandra Grove and Christchurch Avenue, and then extends north along the High Road to Woodside Grove.

3.6 A summary of the analysis of North Finchley town centre's current situation (Strengths and Weaknesses) as well as the opportunities and threats rising from the wider socioeconomic context and dynamics is set out below. Further information is provided in Appendix A.

- **Character:** the SPD Area includes a mixed townscape with significant proportion of traditional frontage that contributes to local character. There is a distinctive division between the wider Tally Ho gyratory area of mixed quality and form and the area to the north, which is broadly of more traditional character.
- There are no designated heritage assets within the SPD area and only one locally listed building – the Tally Ho public house.
- The overall length of the linear high street restricts the ability to establish an integrated identity together with retail circuits across the town centre. North Finchley's linear nature dilutes the concentration of activity.
- There are a lack of distinctive and quality gateways (particularly at the northern and southern edges).
- Poor public realm across the majority of the area with a very different feel to the surrounding residential streets.
- The design of shop fronts is inconsistent and poor in some instances.
- **Retail and leisure offer:** North Finchley reflects many of the issues which are faced by town centres across the UK. The High Road has grown

too long and the physical extent of the shopping offer has expanded beyond the area's historic core. As a result, the offer is at risk of becoming unwieldy, characterised by weak retail pitches on the fringes. This is a key weakness as there is a risk that the overall impact and attractiveness of the town centre will be diluted.

- There is a good range of food stores in the area, with the major brands represented at the discount (Aldi) and premium (Waitrose) ends of the spectrum.
- Comparison retailing is more mixed with a range but greater emphasis on independents and discount retailing and less multiples. The Arts Depot provides the core leisure and cultural offer alongside an emerging evening economy.
- There is a relatively high concentration of betting shops, payday loan lenders and charity shops
- The vacancy rate at 7% is below the London wide equivalent.
- **Resident profile:** The town centre is located in the heart of a relatively wealthy multi-cultural suburban residential area, although there is representation and patronage from the mixed local community.
- Recent increase in residential development: Indicating desirability as a place to live for all ages. This includes a number of conversions undertaken via Permitted Development Rights
- **Good London wide accessibility:** The area is accessible from the majority of North London an Central locations within 30 minutes. The overall public transport accessibility ranges between 2 and 4 PTAL. This accessibility increases the potential of footfall growth; however it also increases the potential of retail leakage. This competition reinforces the need to strengthen the local offer.
- Good parking provision but disaggregated in a range of car parks, High Road and residential street parking with opportunities for an increase in parking efficiencies.
- There is a dominance of the road network which reduces the walkability across the town centre. There are particular points where identifiable safe crossings for the pedestrians are lacking at desire points.
- No cycling facilities are present including lanes and parking spaces.

4. Vision

a. Vision

4.1 A vision statement has been established for North Finchley as:

North Finchley will be a vital and vibrant town centre playing an enhanced role in serving North London. The supply of housing will be significantly boosted to deliver a wide choice of high quality homes and create sustainable, inclusive and mixed communities that are supported by improved community provision including health and education. The shopping experience will be improved, with a range of shops that include independent and national retailers. Both the day time and evening economy will become more attractive offering a range of cultural and leisure activities and greater food and drink choices for all age groups including for families. The environment will be improved with the local character enhanced, new public spaces created that encourage people to stay for longer and pedestrians given greater priority whilst maintaining ease of access for all users.



b. Objectives

Theme 1 - Town Centre Places

1. Improvement of streets and spaces will occur through local street furniture, new public space creating a heart to the centre and reduced pedestrian, cycle and traffic conflicts.
2. Proposals will contribute to the overall greening of the town centre through, strengthening links to existing open spaces, planting trees and landscaping reflecting the suburban character.
3. Proposals must be of high quality in terms of urban design and architecture, with a specific focus on creating a town centre environment that is welcoming, safe, durable and stimulating whilst responding to the local character of North Finchley and its history.
4. The entrances - gateways - into the town centre will be examples of outstanding and distinctive architecture supported by high quality public realm, in particular landscaping, lighting and local public art as appropriate.
5. In areas identified as appropriate for tall buildings there will be specific development requirements, such as that new development shall be of exceptional high quality design and that such buildings shall be suited to the local context.

Theme 2 - Town Centre Economy

6. The primary shopping area will be protected and enhanced. In order to achieve a better balance of independent and mainstream shops in the town centre across the value range the retail character will be actively curated.
7. Additional new high quality housing offering a choice of tenures and sizes will be promoted to meet housing need, and boost local economy.
8. The evening economy will be enhanced with a stronger offer in terms of restaurants occupying new modern units, notably around the Tally Ho southern area.
9. The market should be retained and improved. A new location with a higher profile and better quality environment is proposed.
10. Opportunity will be sought to introduce visitor accommodation within the town centre, to enhance further the area's visitors and footfall.
11. Employment/office accommodation will be supported and promoted, particularly to the southern end of the town centre. Flexible and co-working office space will be encouraged to support new patterns of working.

Theme 3 - Town Centre People

12. Development will be expected to make a significant contribution to a sustainable mix of housing, including homes for younger people to balance the predominantly family housing.
13. An increased footfall and number of users will enhance the vitality of the town centre, including younger people expected to support the evening economy.
14. Proposals for improved community facilities will be supported within the town centre. Ongoing assessments will be made for the requirements for additional community facilities, particularly health and education, to cater for any increased population.

Theme 4 - Town Centre Movement

15. Encourage local people to stay local for shopping, leisure and amenity purposes to minimise car use and parking demand on North Finchley's streets.
16. Improving the public realm is of key importance to supporting walking, cycling and bus use by providing an environment that supports those travel modes whether through footway improvement, welcoming bus facilities, benches for walkers and attractive and convenient facilities for cyclists.
17. Addressing the impacts of present vehicle domination of the town centre will do much to improve movement conditions for all, reduce real and perceived severance effects, and improve ambience and quality. Where possible, roadspace should be reallocated to the benefit of local people, whilst recognising the A1000 as an important traffic carrying corridor.
18. Sufficient and well-located town centre parking is important in supporting the town centre's retail, business and leisure activities for those whom travel on foot, cycle, bus or rail is not a viable option.
19. Buses should represent a positive presence in the town centre and an attractive movement choice for local people, with high quality waiting facilities, a high profile and good quality route information.

5. Spatial Strategy

5.1 This section of the SPD sets out the strategy for achieving the vision and objectives for North Finchley by providing a series of interlinked proposals and approaches.

a. The Overarching Strategy

5.2 The character review of North Finchley town centre has identified a number of emerging activity areas as shown in Figure 6. Whilst as part of a healthy and viable town centre, it is necessary to ensure a mix of uses across and throughout, four core activity areas have been identified to support concentrations of similar uses. These areas are indicative and planning restrictions will not be put in place to enforce the activities described:

- **North Residential focus:** This area sits outside of the town centre boundary and has seen a number of sites redeveloped for residential uses in the last five years. A continued refocusing of this area towards good quality residential activity will reduce dilution of the town centre frontage and increase expenditure in the town centre.
- **Retail core:** The area running from Sainsburys to Tally Ho has a number of parades offering a range of shops, cafes and restaurants. It also contains the main town centre car park at Lodge Lane. This area should continue to play a core retailing role as the traditional primary shopping area.
- **Leisure/cultural hub:** The area south of Tally Ho and around the Tally Ho pub gyratory has a number of parades of mixed character and uses, as well as the Arts Depot hub. Significant change is envisaged to improve the evening offer and introduce new leisure, retail and cultural activities, creating a more pedestrian friendly destination to compliment the Arts Depot.
- **Mixed use hub:** To the south of Kingsway a mix of uses will be encouraged that intensifies the residential offer whilst retaining commercial activities. Redevelopment opportunities that enhance the built environment and improve land use efficiency will be encouraged.

	Culture / Leisure Hub		Mixed Use Hub
	Retail Hub		SPD Area Boundary
	Residential Hub		Town Centre Boundary (Local Plan)

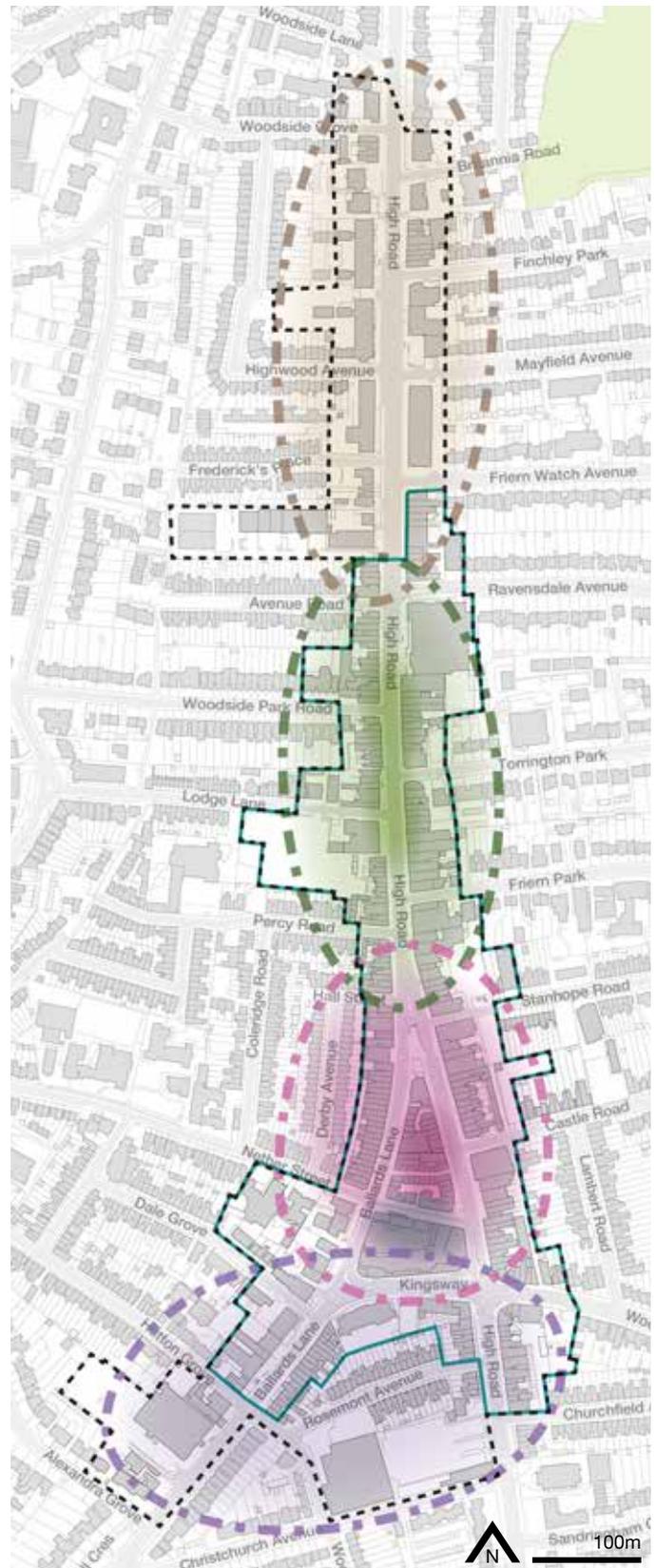


Figure 6: Overarching Strategy

b. North Finchley Spatial Approach

5.3 Figure 7 illustrates the spatial strategy approach for different parts of the town centre area setting out Key Opportunity Sites, Parade Enhancement Areas and Other Opportunity Areas as well as Local Plan Policy Areas. Together they contribute to delivering the overall vision for North Finchley.

i. Key Opportunity Sites

5.4 Six Key Opportunity Sites (KOS) are identified with potential for comprehensive mixed use development, which will drive the town centre’s regeneration. For these areas, specific design guidelines has been produced in section 6 to provide clarity on the preferred development and design approach.

- KOS 1: Tally Ho Triangle & Arts Depot
- KOS 2: Ballards Lane/Nether St
- KOS 3: Finchley House
- KOS 4: East Wing
- KOS 5: Friern Park/High Rd
- KOS 6: Lodge Lane

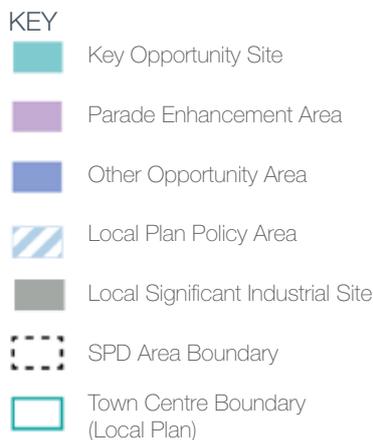


Figure 7: Spatial Approach

ii. Parade Enhancement Areas

- 5.5 Areas identified for “parade enhancement” should be enhanced to maintain the overall character of North Finchley, but also to improve their contribution to the centre’s vitality and viability. The key functions of the parades are primarily to provide retail and active units which are easily accessible from the High Road, but there is also significant potential for improved and new residential uses at upper levels (including additional storeys where appropriate).

iii. Other Opportunity Areas

- 5.6 There are a number of Other Opportunity Areas (OOA) which would benefit from redevelopment to improve their visual and aesthetic contribution to the town centre’s character and setting as well as economic function. These may include an individual or a number of buildings which detract from the appearance of the town centre and / or are an under utilisation of land. Redevelopment will be supported in line with policies in the Local Plan.

iv. Local Plan Policy Area

- 5.7 New housing development will be supported in the town centre and its surrounding areas within the SPD area in line with Local Plan and London Plan policies.
- 5.8 Residential proposals will be expected to accommodate a sustainable mix and choice of housing which is likely to include a range of apartments complementing the terraced housing stock which typically surround the town centre. An increase in the local population alongside an enhanced town centre offer provides the opportunity to increase local footfall, patronage and ensure a sustainable local economy.
- 5.9 Outside the designated town centre, the SPD boundary contains, a mix of uses, including tertiary retail parades, old office buildings, and sub optimally used sites. The area to the north of the town centre is already seeing a transition to residential development through piecemeal residential development and conversions from permitted development rights.

- 5.10 Whilst no specific sites are identified in these areas in the SPD, the Council will work with stakeholders in line with Local Plan policies, to achieve sustainable development via residential and residential led mixed use redevelopment proposals, by improving the local environment, to increase housing supply and choice to meet local needs and to help underpin the overall vitality and viability of the centre and local economy.

- 5.11 Finchley Industrial Estate is highlighted in Figure 7 as it is designated in the Local Plan as a Locally Significant Industrial site and will be protected in accordance with Local Plan policies.

6. Key Opportunity Sites - Planning Briefs

Key Opportunity Sites:

- KOS 1: Tally Ho Triangle & Arts Depot
- KOS 2: Ballards Lane/Nether St
- KOS 3: Finchley House
- KOS 4: East Wing
- KOS 5: Friern Park/High Rd
- KOS 6: Lodge Lane

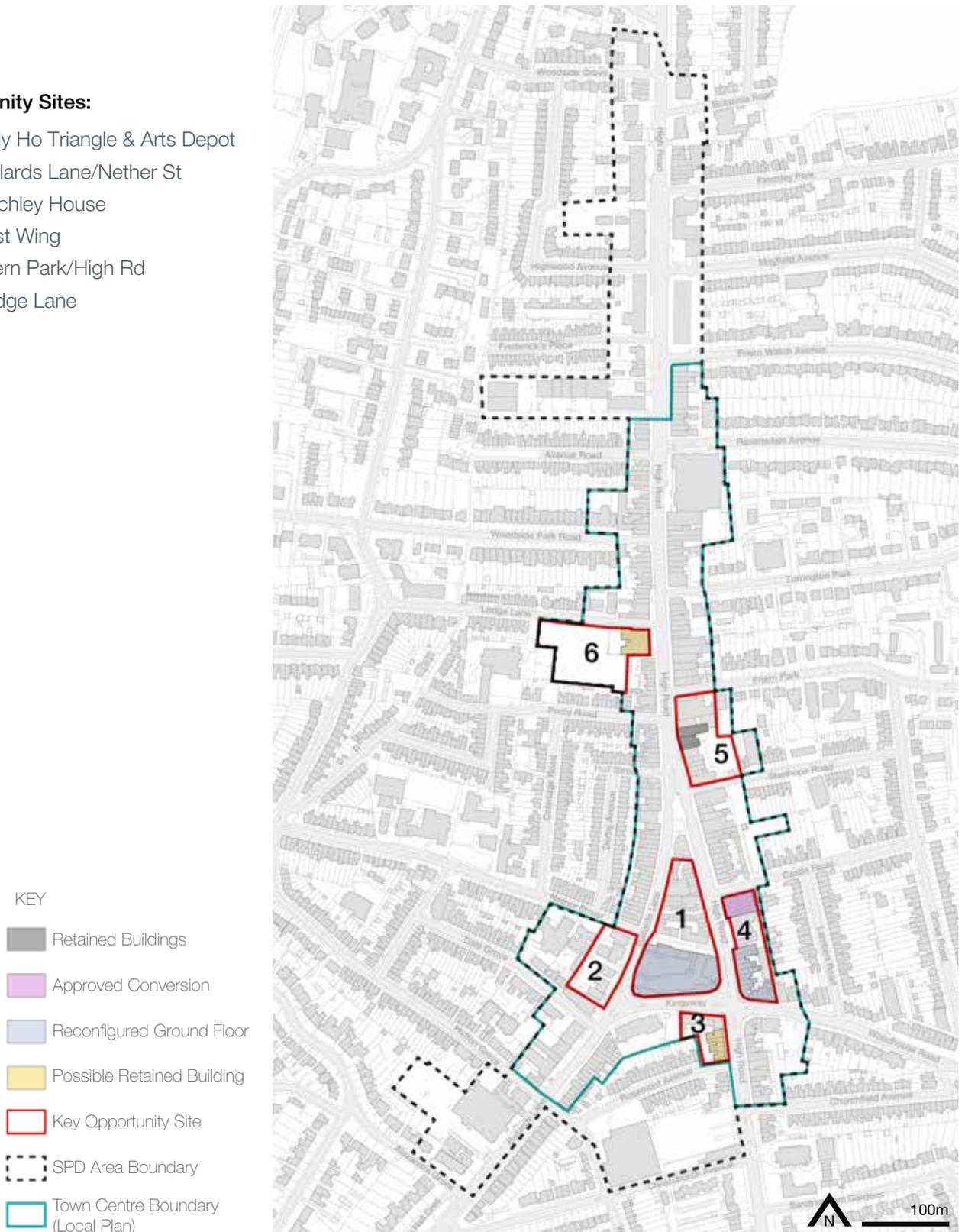


Figure 8: Key Opportunity Sites

Site 1: Tally Ho Triangle & Arts Depot

Existing site

- 6.1 Site area: 1.15 ha
- 6.2 The site sits on a gyratory, with the northern part hosting ground floor retail with upper level office space, whilst the Grand Arcade and Rex House located in the centre of the site host retail and community uses. The northern buildings vary from 2 to 4.5 storeys in height, they are generally in poor condition and the office and Grand Arcade typically exhibit high vacancy rates. The Arts Depot, bus station and residential tower, located in the southern part of the site rise to 16 storeys. An Aldi, additional retail units, and a basement car park are located within the same block. The Arts Depot building is of a contemporary design, however, the height, frontages and materials used relate little to the character of the surrounding area. The arts depot as a professional arts centre provides a broad array of arts and cultural events to the population of North London. It is also home to the London Studio Centre where over 300 dance students study. The public realm between the Arts Depot and Rex house is of poor quality and suffers from the uncomfortable wind conditions as a result of the adjacent tower. The Tally Ho pub to the north of the site is locally listed and provides a gateway function to this part of the town centre.



Image 1: existing aerial view of Tally Ho Triangle & Arts Depot



Image 2: street view towards Grand Arcade



Image 3: Arts Depot



Image 4: Tally Ho Pub



Figure 9: existing plan of Tally Ho Triangle & Arts Depot site

- KEY
- Key Opportunity Site
 - SPD Area Boundary
 - Town Centre Boundary (Local Plan)

- KEY
- Up To 12 Storeys
 - 4-6 Storeys
 - Up To 4 Storeys
 - Potential Landmark Building
 - New/Improved Retail Frontage
 - New Active Frontage
 - Existing Active Frontage
 - Conversion To Active Use
 - Servicing
 - Main Vehicle Access To The Site
 - Servicing Access
 - On-Way Shared Street With Improved Public Spaces
 - New/Improved Public Space
 - Improved Pedestrian Pavement
 - Retained Bus Stop
 - New Bus Stop
 - Townscape View
 - Key Opportunity Site Boundary



Figure 10: Design Guidelines for Tally Ho Triangle & Arts Depot site

Development Strategy Overview

6.3 As a main arrival point into North Finchley from the south, the site is of key significance in delivering a significant step change in the overall town centre offer. It has the potential to complement the Arts Depot as a mixed use leisure led destination with new activated public realm, residential development and improved connectivity to the shopping parades on either side of Ballards Lane and the High Road. This will involve the removal of the Grand Arcade.

Movement and Parking

6.4 As identified in the transport strategy within this SPD, there is potential for the buses presently within the bus station to be relocated onto local streets, releasing the ground floor of the Arts Depot block whilst retaining access for servicing. The entrance to the servicing should be remodelled to respond to the adjacent public realm and create a safer pedestrian environment.

6.5 TfL has not agreed to close down North Finchley bus station and would only consider moving part or all of the bus station from its current location if there was a clear operational and passenger benefit.

6.6 As existing transport land, the bus station is safeguarded by TfL and any changes will need to ensure that operational transport uses are retained within or adjacent to the town centre in order to support the bus network and meet bus demand, as explored in more detail in the transport strategy of the SPD.

Land use

6.7 The north of the site has potential to become an area of increased leisure led activities with uses such as cafes, restaurants and retail at ground level, potentially including a small in town cinema and residential or office uses on the upper floors. A new courtyard space should be provided to the west of the site associated with the entrance to the Arts Depot.

6.8 With buses relocated from the Arts Depot building, additional retail, community and leisure uses could be provided at ground floor and activate the Kingsway and Ballards Lane frontage of the building.



Image 5: Pavement activity



Image 6: Residential above retail



Image 7: Leisure courtyard



Image 8: Shared street

Scale and Massing

6.9 Buildings to the south-east of the site have the potential to reach up to 12 storeys in height, with development gradually sloping down to 3 storeys in the more sensitive northern part of the site. Development in the north should respond to the surrounding townscape and locally listed Tally Ho pub. Residential development should follow the density specifications set out in Barnet’s Residential Design Guidance SPD (October 2016).

Design Quality and Character

6.10 Tall buildings to the south of the site should be set back at podium level in order to retain the human scale of the street and create a more attractive and safer shopping experience. Any potential wind tunnel impacts should be mitigated through design and orientation, providing a positive local micro climate which supports enhanced local public realm space and mitigates, as far as possible the, adverse effects of the height of the Arts Depot.

6.11 The northern part of the site should respond to the local townscape, with particular reference to the neighbouring Tally Ho as a landmark building. The central part of the site at Nether Street would be suitable for contemporary buildings of exceptionally high quality design. Development should consider solar orientation, sunlight and daylight, separation distances and public amenity spaces outlined in Barnet’s Residential Design Guidance SPD.

Public realm and Streetscape

6.12 All ground floor frontages should accommodate active uses and be designed to create a safe and friendly pedestrian environment. The new courtyard space should be a high quality welcoming public space of a size and proportion to be able to accommodate occasional speciality outdoor market stalls and outdoor seating. The design of the space should be considered together with the transformation of Ballards Lane into a one-way shared street which encourages pedestrian and cycle movement to Nether Street and Castle Road.

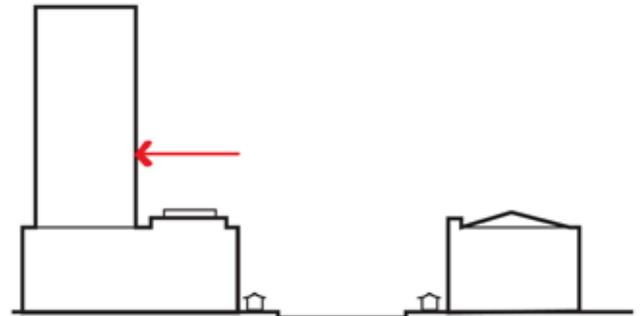


Figure 13: Set back tall buildings from streets with extensive historic fabric

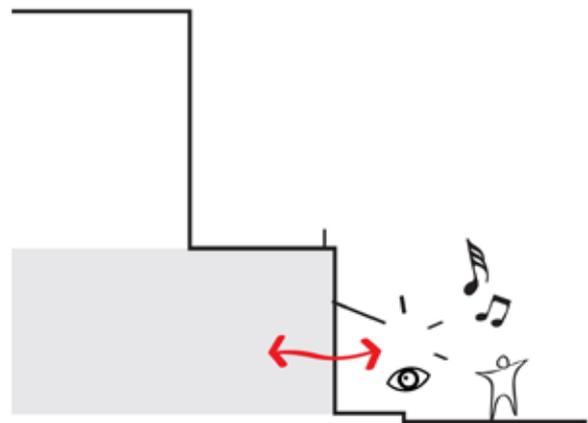


Figure 12: Provide active frontages at ground level with generous floor heights in order to give prominence to street level

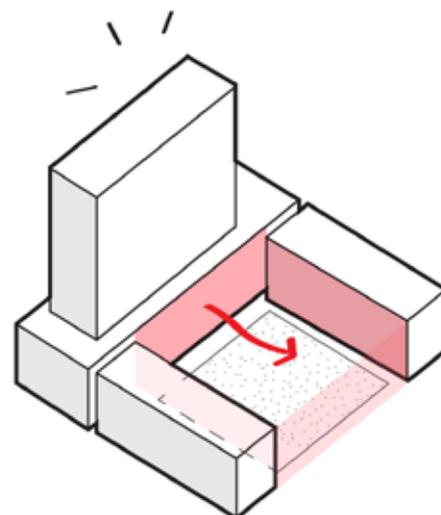


Figure 11: Buildings location and design to frame and address open spaces.

Site 2: Ballards Lane/Nether Street



Image 9: existing aerial view of Ballards Lane/Nether Street site

Existing site

6.13 Site area: 0.43 ha

6.14 The site currently comprises buildings ranging from four storeys in height in the southern part of the site (Premier House) to five in the northern part of the site. The Finchley War Memorial is located to the front of the Finchley United Services Club. Buildings on this site are predominantly offices of mixed quality design with inactive and set back ground floor frontages. A number of the offices have been converted to residential units through Permitted Development Rights and generally make a poor quality contribution to the residential offer. Private car parking and servicing areas, accessed from Nether Street and Ballards Lane are located to the west side of the buildings. All buildings within the site are set back from the Ballards Lane pavement.

6.15 The site is significant for the overall spatial strategy for the North Finchley as it is located at the southern gateway for the town centre.



Image 11: street view 2 towards Tally Ho pub



Figure 14: existing plan of Ballards Lane/Nether Street site

- KEY
- Key Opportunity Site
 - SPD Area Boundary
 - Town Centre Boundary (Local Plan)

- KEY
- Up To 8 Storeys
 - 4-6 Storeys
 - Up To 4 Storeys
 - Residential Above
 - New Employment Frontage
 - Existing Active Frontage
 - Sensitive Edge
 - Surface Car Park
 - Main Vehicle Access To The Site
 - On-Way Shared Street With Improved Public Spaces
 - New Public Space
 - Retained War Memorial Garden
 - Townscape View
 - Key Opportunity Site Boundary



Figure 15: Design Guidelines for Ballards Lane/Nether Street site

Development Strategy Overview

6.16 A comprehensive redevelopment of the site is proposed to create a new high quality frontage and gateway to the town centre. This should reprovide office at lower floors potentially including some active ground floor retail/leisure uses. Enhanced residential should be provided above. Development should be sensitive to the adjacent United Services Club and Finchley War Memorial.

Movement and Parking

6.17 Car parking for the new development is to be provided at the western part of the site with access from Nether Street or Dale Grove only.

Land use

6.18 The Ballards Lane frontage should comprise new office development with potential provision of a co-working/shared workspace that suits SMEs and start ups as well as traditional office. Active ground floor retail/leisure uses will be supported. Upper floors can include residential uses. Car parking for office users and residents is to be provided also on site. The Finchley War memorial will be enhanced within an improved public realm.

Scale and Massing

6.19 The southern part of the site is adjacent to the United Services Club and partly terminates views on arrival from the south east. A landmark building of up to 8 storeys would be appropriate for the site however this will need to appropriate decrease down to respond to the United Services Club and towards the traditional shopping parades on Ballards Lane.

Design Quality and Character

6.20 The site lies within the southern, less sensitive character area. It thus has potential to accommodate new buildings incorporating a more contemporary architectural approach with use of high quality materials, design and roofscape. As a gateway site the development should achieve outstanding architecture of exceptionally high quality.

6.21 Building lines should be brought forward to ensure consistency with the neighbouring shopping parades and active frontages should be incorporated on Ballards Lane which will therefore require parking to be relocated to the rear (west) of the site. Any changes in building frontages and heights should contribute to an improved local microclimate mitigating any effects from tall buildings. . Any changes to the building frontage will need to be carefully designed with the design of the public realm and streetscape as part of the Transport and Movement Development Principles of this SPD.

Public Realm and Streetscape

6.22 The creation of a limited access, one-way shared street on Ballards Lane will provide a safe and friendly pedestrian environment, with access for residents, business servicing and buses. Public realm improvements will enhance the area surrounding the adjacent Finchley War Memorial.



Image 12: Contemporary Employment

Site 3: Finchley House



Image 13: existing aerial view of Finchley House site

Existing site

6.23 Site area: 0.28 ha

6.24 The site, located on the corner of Kingsway and the High Road, currently comprises a nine storey office block and six terraced houses with converted ground floor uses. The office block has an inactive ground frontage, and the upper floors are mostly vacant due to the inefficient layout. The design, colours and materials used have little relationship to the surrounding context.

6.25 The site is significant for the overall spatial strategy for North Finchley in that it is located on a highly prominent site at the southern gateway to the town centre.



Image 14: street view of existing office building



Image 15: street view along High Road



Image 16: street view along Kingsway

- KEY
-  Key Opportunity Site
 -  SPD Area Boundary
 -  Town Centre Boundary (Local Plan)



Figure 16: existing plan of Finchley House site

- KEY
-  Up To 10 Storeys
 -  4-6 Storeys
 -  Up to 3 Storeys
 -  Residential Above
 -  Potential Landmark Building
 -  New Employment Frontage
 -  Existing Active Frontage
 -  Sensitive Edge
 -  Main Vehicle Access to the Site
 -  Improved Pedestrian Pavement
 -  Streetscape View
 -  Key Opportunity Site Boundary



Figure 17: Design Guidelines for Finchley House site

Development Strategy Overview

6.26 The redevelopment of the site will enhance this gateway to the town centre, providing an improved employment offer at lower floors with residential above.

Movement and Parking

6.27 Although the site fronts onto the main road, vehicular access is from Rosemont Avenue in the south. Car parking spaces can be provided as undercroft or surface car parking to the western part of the site enabling continuous active frontages along Kingsway.

Land use

6.28 The site can come forward for development either in two phases, being the office block and the terraced houses to the south, or as a whole, creating a more efficient proposal. Ground and first floor are expected to reprovide employment uses with new residential uses above. Car parking is to be provided in the western part of the site.

Scale and Massing

6.29 The site lies within the southern character area which is less sensitive to height and is opposite the 16 storey Arts Depot building. Development therefore has potential to rise to up to 10 storeys at the north-east corner of the site. Development could create a tiered building decreasing in height towards south and west where there is existing residential.

Design Quality and Character

6.30 New development must be sensitive to the surrounding context of roofscapes, active frontages, details and proportions and must use high quality building materials throughout its design. As a gateway building to the town centre it should deliver exceptionally high quality architecture.

6.31 All ground floor frontages should create a safe and friendly pedestrian environment. Any potential wind tunnel impacts should be mitigated through design and orientation.

Public realm and Streetscape

6.32 Improved pavements and crossings should be an integral part of the redevelopment.



Image 17: Residential above employment



Image 18: Roof top terrace

Site 4: East Wing



Image 19: existing aerial view of East Wing site

Existing site

6.33 Site area: 0.56 ha

6.34 The site currently comprises a mix of building styles including a traditional shopping parade frontage in the southern section with protruding, reconfigured retail units on the ground floor and residential uses above. The building parade adjacent to the north includes a later development of ground floor retail and restaurants with residential above. This central building at 3 storeys is lower in scale than the others and is of significantly poorer quality. The former Owen Owen department store building at the northern end of the site is a large building from early 20th, displaying Art Deco character features, century and is currently occupied by Argos.

6.35 The site is significant for the overall spatial strategy for North Finchley as it fronts onto the High Road at the southern gateway to the town centre and in part is significantly underutilised.



Image 20: street view along High Road



Image 21: street view towards Argos



Figure 18: existing plan of East Wing site

- KEY
- Key Opportunity Site
 - SPD Area Boundary
 - Town Centre Boundary (Local Plan)

- KEY
- 4-6 Storeys
 - Up to 4 Storeys
 - Residential Above
 - New/Improved Retail Frontage
 - Existing Active Frontage
 - Sensitive Edge
 - Retained Facade with Local Character
 - ▲ Main Vehicle Access To The Site
 - ↕ Improved Pedestrian Pavement
 - Townscape View
 - Key Opportunity Site Boundary



Figure 19: Design Guidelines for East Wing site

Development Strategy Overview

6.36 The emphasis is to enhance the quality and efficiency of the site to make an improved contribution to the regenerated town centre, maintaining retail and café / restaurants at ground with residential above. Together with the Arts Depot, and a regenerated Tally Ho on the other side of the High Road, the objective is for the area as a whole to become a strong retail, leisure and cultural anchor to the town centre.

Movement and Parking

6.37 The existing access to the eastern edge of the site should be retained with potentially a one-way system running from south to north. This will allow for servicing some of the larger retail units from the rear, others can be serviced from the High Road at restricted times. Some car parking for the residential units at upper level should also be provided within the site.

Land use

6.38 The residential frontages at the south of the site contribute positively to the local character and should be retained. The building occupied by Argos has presence on the High Road and contributes to its character. It should be retained, with better use of the currently under-occupied upper floors as residential. Planning permission has been granted to this effect, but remains unimplemented at the current time. The middle part of the site is to be redeveloped with retail at ground floor and residential uses at upper level.



Image 22: Residential above retail

Scale and Massing

6.39 Development should be sensitive to and consistent with the existing and retained buildings, with height on the High Road matching the height of the retained buildings as a guide. Where floors above this level are added, these need to be set back from the building line. Heights of up to six storeys may be appropriate in the south-eastern corner of the site, if set back from the existing High Road building line.

Design Quality and Character

6.40 The new High Road façades must be sensitive to the local townscape and consider the colour, details and materials used in existing properties. Where retail units are reconfigured to provide larger floorspace, original frontage sizes and definition should remain. As one of the southern gateways to the town centre, the site should retain the character of the traditional shopping parade, with new development utilising high quality materials, design and roofscape. All ground floor frontages on the south and west of the site should be active in order to create a safe and friendly pedestrian environment.

Public realm and streetscape

6.41 The development should include improvements to the public realm along the High Road, in line with the overall public realm strategy for the town centre.



Image 23: Incorporating historic and contemporary design

Site 5: Friern Park/High Road



Image 24: existing aerial view of Friern Park/High Road site

Existing site

6.42 Site area: 0.61 ha

6.43 The site currently comprises ground floor retail units with residential above. Buildings on this block are up to three storeys in height and are of mixed quality. Two buildings in the centre which house the Bohemia pub and Santander bank are of notable early 20th century character and add to the townscape character of the area. The site is within the core retail part of the town centre and includes a MacDonalD's, Subway and WHSmith alongside other local retailers. The upper level residential units are in general in poor condition, particularly to the north of the Bohemia. To the south-eastern part of the site is occupied by a public car park (52 spaces) accessed from Stanhope Road.

6.44 The site is significant for the overall spatial strategy for North Finchley as it is located on the High Road and is within the central retail core area.



Image 25: street view along High Road



Image 26: street view of the Bohemia and Santander



Figure 20: existing plan of Friem Park/High Road site



Figure 21: Design Guidelines for Friem Park/High Road site

Development Strategy Overview

6.45 The site lies at the heart of the town centre. Development will introduce a high quality frontage, with new modern retail and related units and an attractive revitalised and comprehensive residential offer above.

Movement and Parking

6.46 Car parking provision at Stanhope Road which is outside the SPD area will be retained or reprovided elsewhere in the town centre subject to a car parking strategy for North Finchley which maintains overall public parking levels in the town centre. If retained, access will remain from the south of the site.

Land use

6.47 The Bohemia and Santander building should be retained as they contribute positively to the character of the area. The redeveloped part of the site should include retail, cafes, and restaurants at ground floor along the High Road, with upper level residential. The existing car parking should be retained or reprovided subject to a car parking strategy for North Finchley.

Scale and Massing

6.48 The redeveloped buildings should match the height of those retained along the High Road, with the potential for upper level residential development to be stepped back from the frontage with total building height not exceeding six storeys. Development should respond to the sensitive edges on the eastern part of the site, where heights should not exceed three storeys .

Design Quality and Character

6.49 5.305.29 Development should respond to the sensitive townscape and character of the area, with use of high quality materials, design and roofscape. The retention of existing residential frontages to the south of the Bohemia / Santander is encouraged if it does not prejudice the wider enhancement of the site. New frontages should make reference to the details and proportion of the retained buildings within the site. New buildings on the High Road should have active frontages in order to create a safe and friendly pedestrian environment. Residential development should consider solar orientation, sunlight and daylight, separation distances and public amenity spaces outlined in Barnet's Residential Design Guidance SPD.

Public Realm and Streetscape

6.50 The development should include improvements to the public realm along the High Road, in line with the overall public realm strategy for the town centre.



Image 27: Residential above retail



Image 28: Modern retail units

Site 6: Lodge Lane

Existing site

6.51 Site area: 0.81 ha

6.52 The site currently comprises the Lodge Lane pay and display car park with 232 parking spaces, and YVA House which occupies the north-eastern part of the site. YVA House currently hosts a number of retail and office uses including Starbucks, Foxtons and Tiger on the High Road, and a barbers, dance school and lawyers office on Lodge Lane. YVA House is set back from the traditional building line of the shopping parade, and is therefore inconsistent with the surrounding townscape. To the west of the site lies Northside Primary School, to the south are two storey residential townhouses, and to the north-west are locally listed terraces at 45-53 Lodge Lane.

6.53 This area is significant due to its role as an arrival point into the town centre from Woodside Park Station and also because the YVA House occupies a large frontage building within the central retail core.

6.54 It is proposed that the existing weekly market which on market days occupies land in the south eastern corner of the car park, is to be relocated to a more prominent location on the High Road, potentially in the new public space near the Tally Ho pub and along the improved Ballards Lane.



Image 30: street view of YVA House site



Image 31: street view of Lodge Lane car park



Image 29: existing aerial view of Lodge Lane site

- KEY
- Key Opportunity Site
 - SPD Area Boundary
 - Town Centre Boundary (Local Plan)



Figure 22: Existing plan of Lodge Lane site

- KEY
- 5-6 Storeys
 - 3-5 Storeys
 - Up to 2 Storeys
 - Car Park (Indicative Location)
 - New / Improved Retail Frontage
 - New Community Frontage
 - New Residential Frontage
 - Existing Active Frontage
 - Existing Pedestrian Route
 - Sensitive Edge
 - ▲ Main Vehicle Access To The Site
 - ▲ Servicing Access
 - ↔ Improved Pedestrian Pavement
 - Key Opportunity Site Boundary



Figure 23: Design Guidelines for Lodge Lane site

Development Strategy Overview

- 6.55 Redevelopment should seek to improve the sense of arrival to the town centre with improved frontage onto Lodge Lane, encourage a more efficient use of land whilst continuing to provide an important town centre parking function. The High Street should continue to provide active frontage with retailing and similar uses at ground floor as a key part of the primary town centre frontage, with residential and other suitable town centre uses above.
- 6.56 Development will need to appropriately respond to immediate sensitivities including the Victorian terraces directly to the north on Lodge Lane, the adjacent Northside Primary School and back gardens of Percy Road. Given the public parking that the site provides and its proximity to the school, early engagement with the school and local community will be required prior to the development of detailed proposals and any planning application.
- 6.57 A new strategy and location for the North Finchley Market will be required prior to the redevelopment of the site. The Market is expected to move to the new public realm space at Ballards Lane.

Movement and Parking

- 6.58 The new development should reprovide the number of existing public car parking spaces at Lodge Lane, recognising the importance of this car park to the town centre function whilst minimising related vehicle movements. A decked car park up to two levels or another car parking solution which responds to the sensitivities of the site, should be explored. A clear strategy will be required to ensure minimum disruption to town centre parking during the redevelopment of the car park.
- 6.59 Vehicular access into the site should be retained off Lodge Lane, retaining pedestrian access from Winifred Place and Percy Road.
- 6.60 A new pedestrian crossing at Lodge Lane should be introduced, ensuring safe pedestrian movements including those in relation to Northside Primary School.
- 6.61 The existing pedestrian access along the western boundary of the site must be maintained to provide a connection between Lodge Lane and Percy Road.
- 6.62 As with other planning applications, a transport assessment will be required to ensure a safe pattern of vehicle and pedestrian movement and air quality effects, taking into account the proximity of the primary school

Land use

- 6.63 Development should retain or reprovide existing retail frontages and residential units or other town centre uses above. Existing public car parking levels should be maintained. Sensitively developed residential units along Lodge Lane and in the western part of the site are anticipated to be deliverable through a more efficient use of decked parking. Other potential uses fronting Lodge Lane include community space, suitable for example for health or similar uses subject to local requirements, activating the frontage. Development of community space should consider co-location opportunities with Northside Primary School.

Scale and Massing

- 6.64 Building heights should be sensitive to existing residential development on and around the site, with new development responding to the surrounding building typology. At the western part of the site on Lodge Lane heights should not exceed 2 to 3 storeys, responding to the historic character. There is potential for taller buildings at the north-eastern part of the site of up to 6 storeys. Any residential development should follow the density specifications set out in Barnet's Residential Design Guidance SPD (October 2016).

Design Quality and Character

- 6.65 All development should be of a high quality design, utilising quality materials and being sensitive to the character of the nearby listed terraces at 45-53 Lodge Lane. Any new development must consider sensitive views from existing private residential gardens. Mature existing trees that contribute to local character should be retained.
- 6.66 Active frontages should be created on Lodge Lane and the High Road in order to create a safe and friendly pedestrian environment. Matters of safety, overlooking, surveillance and secure design will be of high importance in relation to the primary school. Residential development should consider solar orientation,
- 6.67 sunlight and daylight, separation distances and public amenity spaces, as outlined in Barnet's Residential Design Guidance SPD.

Public Realm and Streetscape

- 6.68 There is an opportunity to provide high quality public realm improvements at the junction with the High Road. Public realm improvements must consider the role of Lodge Lane as one of the arrival gateways to the town centre from Woodside Park Station.

7. Development Principles

a. Responding to local character

- 7.1 North Finchley town centre can be divided into three character zones as shown in Figure 24, each with different levels of townscape sensitivity. The northern zone is characterised as a largely residential area with ground floor employment uses and building heights of up to seven storeys. More innovative, high quality, contemporary design approaches are considered acceptable in this zone due to the area’s departure from the traditional shopping parades and the less sensitive nature of the townscape.
- 7.2 The central zone is the most sensitive area, with a larger number of historic, lower scale buildings which contribute positively to the character of the area. For this reason, new development within the central area must respond to context and emulate historic examples and traditional building typologies, while not producing direct copies of historic buildings. Development must consider and be sensitive to; existing roofscape, details, proportions and use of high quality building materials in its design.
- 7.3 Within the southern zone, recent developments have resulted in a loss of townscape character with buildings of varying height, mass and scale. New development should demonstrate how the townscape can be enhanced with new development of high quality materials, roofscape and design. The incorporation of sensitive contemporary architecture will be most appropriate in this area.
- 7.4 Buildings currently identified to positively contribute to the character of North Finchley (see Figure 24) should be protected where appropriate, and refurbishment works or changes to ground floor units on the High Road should be encouraged where they improve the long term viability of the building.



Image 34: Buildings contributing to local character



Image 35: Buildings contributing to local character

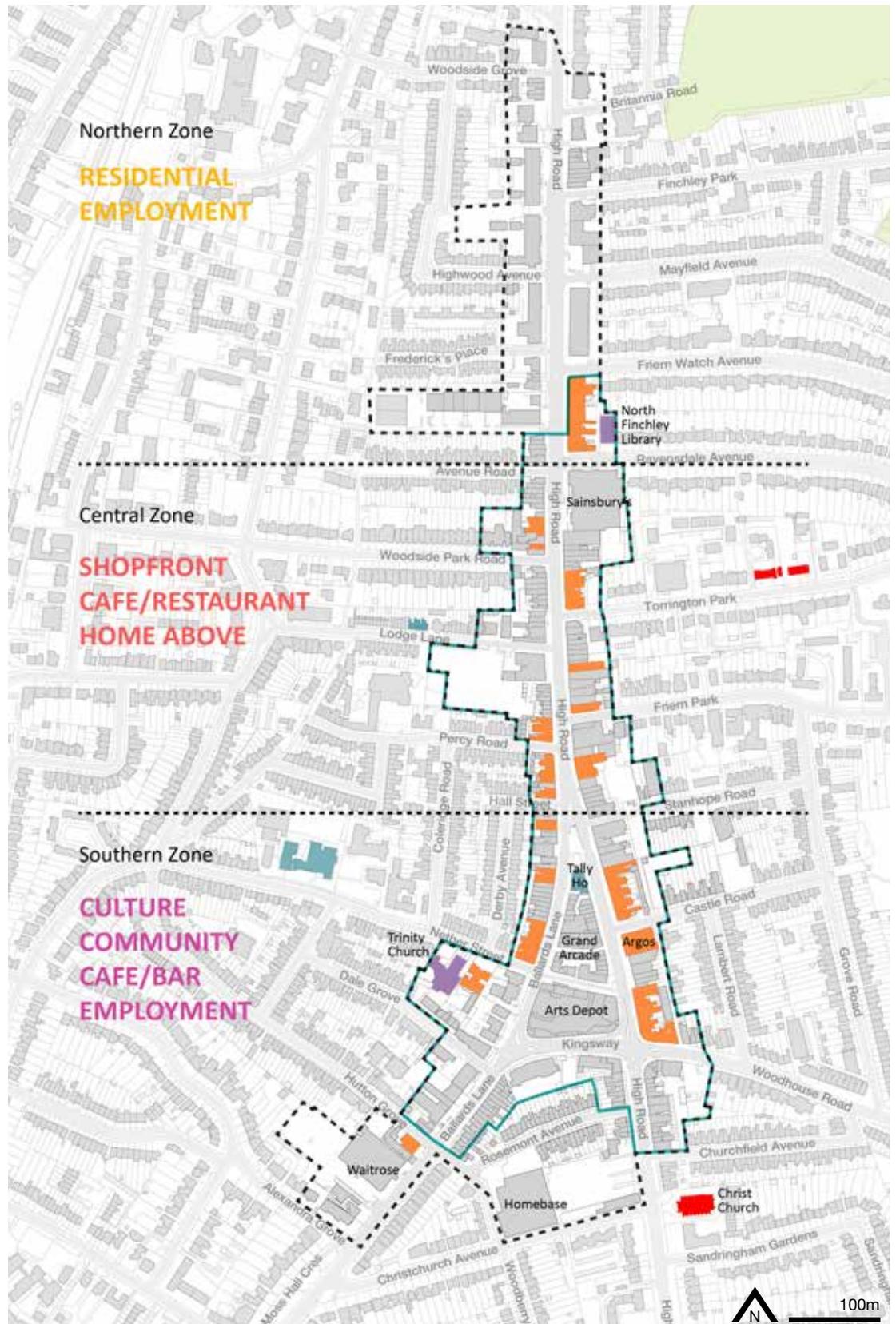


Figure 24: Character of the Area

b. Tall building guidance

- 7.5 North Finchley is identified in the LB Barnet Core Strategy as an appropriate location for tall buildings (policy CS5). A tall building is defined in the Local Plan as a building of 8 storeys (or 26 metres) or more. The SPD has identified KOS 1, 2 & 3 as potentially being suitable for sensitively designed tall buildings.
- 7.6 The height, form and proportions of any tall building and the base of the building should respect and respond to the height, scale and built character of the existing surrounding context.
- 7.7 In locations where the adjacent context is of a lower scale and is not anticipated to change we will expect proposals to provide a transition in the base building height down to the lower-scale neighbours and set back from the base, This will help to retain the streetscape character.
- 7.8 Locate and articulate any tall building to make a positive contribution to the local townscape and to create architectural interest when the building is viewed from a distance.
- 7.9 Wind, daylight and sunlight penetration and temperature conditions around tall buildings must be carefully considered. Existing areas around the Arts Depot including KOS 1: Tally Ho and KOS 2: Ballards Lane/Nether Street are recognised as having an unacceptable windy micro-climate which impacts on pedestrians in terms of their movement and use and enjoyment of the public realm. The future design of new buildings and public spaces in this area must therefore seek to address these existing adverse micro-climate conditions. New development and public realm areas should provide appropriate mitigation to ensure that the public spaces and streetscapes envisaged within the SPD are comfortable for their intended pedestrian use (this includes the Lawson Comfort Criteria for leisure walking, sitting/standing conditions and building entrances).
- 7.10 Adverse wind conditions can be mitigated through the siting, massing, orientation and articulation of the base of buildings and the taller elements above. The use of stepbacks at the building base is a particularly useful strategy to dissipate down drafts. Architectural devices, such as projecting cornices, screens, terraces, overhangs, and permanent canopies can be applied to reduce the effects of high speed wind at street level around buildings. The placement of permanent landscaping features can also help mitigate wind impacts by reducing wind speed or creating sheltered areas for seating or standing.
- 7.11 The cumulative visual and environmental impacts of the proposed and planned tall buildings in the area must be considered and assessed when developing plans for North Finchley.

c. Transport and movement

7.12 The principal town centre movement points emerging from the related Baseline Study are:

- The High Road/Ballard's Lane is presently arranged generally in favour of vehicular traffic rather than other users and uses.
- Difficulties for pedestrians in crossing the extensive carriageway width along the High Road/Ballard's Lane corridor.
- Bus services are convoluted in terms of movement around the gyratory and somewhat hidden from general view in the bus station.
- A general lack of cycling facilities throughout the area, notably on carriageway lane provision.
- The town centre's parking supply is presently working sub-optimally, with the privately operated retail car parks in particular offering spare parking capacity during weekdays and weekends.

7.13 The Vision (4.0, Theme 4) sets out town centre movement objectives relating to those issues identified above, being:

- Encouraging people to stay local to minimise car use and parking demand
- Reallocating roadspace to the benefit of local people whilst providing for the A1000s traffic carrying function
- Providing high quality public realm to support walking, cycling and bus use
- Reducing the vehicle domination of town centre streets, reduce severance and improve quality
- Providing sufficient and well-located parking
- Supporting bus use as an attractive movement choice.

7.14 The concept proposals presented by this draft SPD respond to these objectives along with other wider TfL objectives including Healthy Streets and Vision Zero. Further and more extensive technical work will be required to fully test the proposals, such as the conversion of the High Road to two-way operation. To this end a supporting High Level Transport Review document has been prepared to more fully describe the concept proposals and further examining the technical feasibility. This early stage work has been progressed in liaison with Transport for London as part of the North Finchley joint Working Group.

Reallocating Town Centre Roadspace

7.15 North Finchley is subject to the effects of through traffic on the A1000 (High Road), an important radial road corridor. Along with that function, others vie for road use for local access, buses and goods delivery. This vehicle dominance leads to perceived and real road severance effects with road crossings being lengthy and sometimes requiring several 'hops' from refuge to refuge.

7.16 The kerbside is occupied by parked vehicles with frequent servicing activity and manoeuvring vehicles adding to through delays on the High Road and Ballards Lane. The Tally Ho gyratory arrangement places a clear priority on that traffic carrying function with its broad carriageways given over to traffic flow.

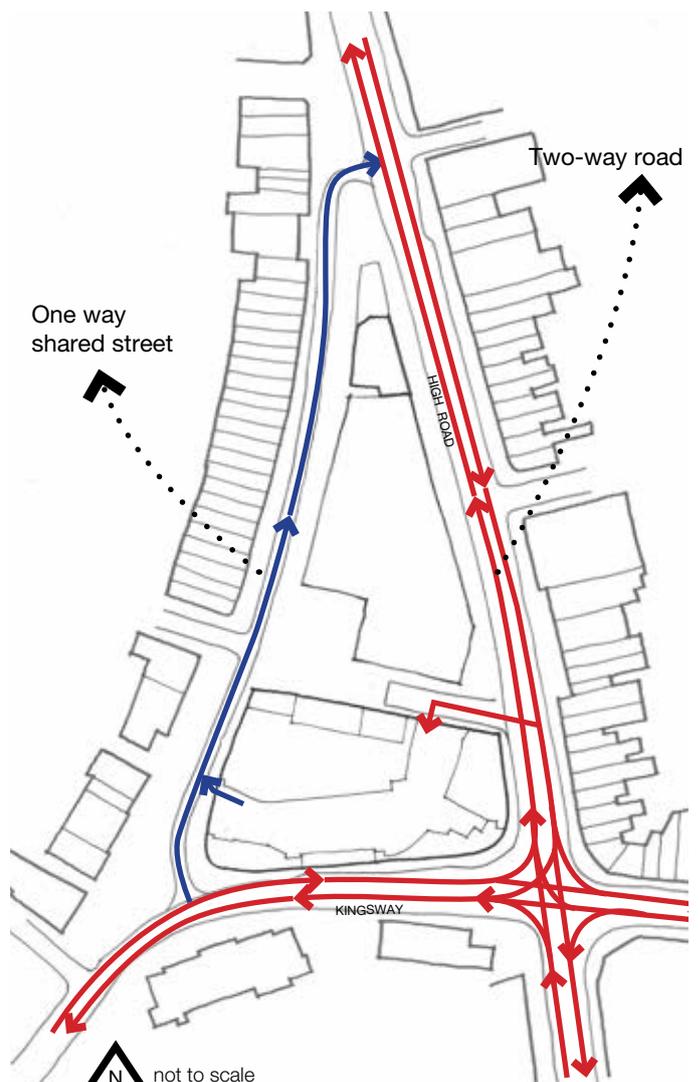


Figure 25: Re-routing of Ballard's Lane through traffic

- 7.17 In comparison to other town centres on the A1000 at Whetstone to the north and East Finchley and Finchley Church End to the south, North Finchley appears to be offering considerably greater roadspace to traffic in comparison. This indicates that some of the roadspace could be beneficially reallocated away from carrying traffic and given over to other movement and public realm improvements, such as footway widening and narrower road crossings, street planting, bus waiting facilities and cycle lanes.
- 7.18 A substantial public realm improvement on Ballards Lane can be achieved by limiting through movement to access traffic, retail and business servicing and buses. In this way, a greater degree of street sharing would be made possible. Associated with this is the re-routing of the present Ballards Lane northbound through traffic onto Kingsway and onto the High Road, itself converted to 2-way operation. Achieving such a substantial traffic management amendment would require a detailed technical study requiring data relating to traffic flows, junction operation and highway geometry, along with local and wider area road network modelling. In addition, there would be related public and technical stakeholder consultation to discuss, amend and sign off scheme development. The Council and Transport for London would be involved in modelling traffic impacts and ensuring smooth road network operation. The potential gains for North Finchley from such an intervention would be considerable especially for development sites fronting Ballards Lane, adjacent occupiers and local people.
- 7.19 Through the development of the SPD a working group has been established with TfL to progress the transport proposals in more detail.

Walking and Cycling – Staying Local

- 7.20 Improving conditions for both walkers and cyclists should be a central focus as part of future development and related initiatives. Close attention should be paid to providing specific on-road facilities to encourage cycling, as well as cycle parking and route signing. Allied to public realm improvement, such changes will benefit local people substantially, giving further encouragement to stay local, and walking or cycling to local shops and services.
- 7.21 Although much of the town centre offers good footway width for pedestrians, the carriageway width is often somewhat out of scale with it making the related traffic activity and road width imposing for those wishing to cross it. The footway quality is variable and generally of an acceptable rather than good quality in terms of materials. Seating areas for those wishing to break their journey are few and signing to key destinations such as West Finchley and Woodside Park stations largely absent.
- 7.22 There is very little offered in the way of facilities for cyclists such as cycle parking or route and destination signing. Notably, despite the generously proportioned carriageway and the directness of the A1000 (High Road) as a link between town centres and the related roads crossing it, there are no marked cycle lanes on the A1000 (High Road), highlighted as an increasingly important cycle corridor by TfL in 2017.
- 7.23 The route to both stations is perhaps somewhat lengthy for some, but otherwise of good quality with pleasant residential streets, adequate footways and good natural surveillance. Improving signage to these Northern Line stations should add greatly to North Finchley's connectivity.

Encouraging Bus Use

- 7.24 North Finchley presently offers a good bus service with seven services offering good coverage. However, the presence of buses in the town centre is also sometimes negative at present with the effects of operational bus layover at the kerbside creating a bus 'wall' and the additional travel caused by the gyratory diversion leading to buses being on the road network rather longer than is desirable.
- 7.25 The bus station, though offering shelter, is dark and unwelcoming to passengers and largely hidden from view, all discouraging to bus use despite the services available. The access arrangements also contribute to awkward conditions for pedestrians in the area including road crossings and a generally unattractive streetscape.
- 7.26 Moving buses from the bus station at the Arts Depot on to the immediate local streets to clearly marked and optimally designated locations with high-quality bus stop facilities will help to raise the profile of buses and encourage use and contribute to a calmer and more pedestrian and cycle friendly environment on Ballards Lane. Bus operations are complex, requiring service layover, turnarounds, termination and driver facilities. Making such changes will therefore require considerable service planning.. TfL has not agreed to close down North Finchley bus station and would only consider moving part or all of the bus station from its current location if there was a clear operational and passenger benefit. It is recognised that the bus station, off street and on street bus facilities are safeguarded land uses as identified in the London Plan (2016) and that any changes will need to retain the operational transport uses within or adjacent to the town centre to support the existing bus network and meet increased bus demand.,
- 7.27 Experience of bus movement in other limited access streets suggests that mixing bus, pedestrian and cycle uses , as proposed for Ballard's Lane, can work harmoniously and by so doing, bus operations may continue to operate satisfactorily though with an improved passenger environment and facilities.

d. Parking

Parking and Loading

7.28 The total town centre off-street car park capacity is approximately 327 publicly available spaces provided principally by the Lodge Lane car park at 232 spaces, with smaller sites at Stanhope Road and Woodhouse Road offer the balance of 95 spaces. As the Figure 25 shows, considerable shoppers customer parking capacity is also provided at Sainsbury's to the north, with 156 spaces, Aldi with 184 spaces at the Arts Depot and at Waitrose to the south, 170 spaces.

7.29 A considerable proportion of High Road kerbside space is given over to parking and loading, which while highly convenient for users means that roadspace is effectively prioritised away from other uses such as public realm, widening footways and providing for cyclists.

7.30 To understand parking supply and use better, the Council commissioned a survey of on-street (kerbside) and off-street (car parks) usage on a weekday (Thursday) and at the weekend (Saturday) during July 2017 to help inform the SPD's development.

7.31 Analysis of the High Road and Ballard's Lane spaces indicates that the on-street parking supply along the High Road could be refined to provide a better level of service for motorists without increasing supply. Actions to decrease the length of stay and increase space turnover could do much to provide more readily available parking spaces.

7.32 Residents' parking on the side streets is mostly well-used, but offers some capacity for further use at specific locations.

7.33 The privately-owned car parks generally have poor use made of the available space during weekdays, less so at the weekend. The key location for town centre public parking is at Lodge Lane where, for much of the weekday convenient parking can be found until a 'spike' in usage from midday to 3.30pm, variously attributed to the adjacent school use and effects of local resident parking restrictions. There is also evidence of lengthy stays of 4, 5 and 6 hours plus, likely to related to business and commuter use. On a Saturday, use is shorter stay in nature with parking readily available, giving an indication of how

the weekday supply may be better used to benefit shoppers and visitors, be they business or leisure users.

7.34 The parking survey indicates that the town centre's parking supply offers scope for better use, in effect, the opportunity to make that supply work harder. Evidence of available supply can be found at the kerbside and especially within the privately owned car parks. Discouraging long-stay parking through tariff changes would release capacity, to the benefit of the local community. A proportion of presently marked residents' parking is available too, though limited in availability and location.



Figure 26: Existing car parking

Parking – A Town Centre Asset

- 7.35 It is important that the town centre provides a convenient and good quality parking supply to maintain a competitive position with other centres. The proposals in the SPD, through efficiency and rationalisation, will maintain or increase the overall existing number of available public car parking spaces within the town centre and provide additional residential spaces for new development in accordance with Local Plan policy.
- 7.36 In terms of space within the town centre, car parking utilises valuable kerbside and site area that could be put to other positive uses, such as reallocation to benefit public realm, footway widening, narrower road crossings, or perhaps servicing. Each parking space also comes with two related car movements on the local road network which at times struggles with delays caused by turning movements at junctions and disturbance from parking manoeuvres at the kerbside.
- 7.37 Enabling greater parking system efficiency would provide a better level of service for local people, businesses and visitors, and provide some capacity for further demand. A dedicated development related parking strategy for North Finchley is required to review the existing pricing, timing, availability and management of spaces. This will enable enhanced matching of precise space availability in type and location to existing and anticipated future parking demand and assist in achieving the desirable parking system efficiencies.
- 7.38 A proportion of the parking supply needs to accommodate medium to longer stay parking, but given the length of stays it could be better located in the less well-used parking locations leaving parking space more convenient to the High Road/Ballards Lane for shorter stay use, e.g. 20 minutes – 2 hour use.
- 7.39 The principal means of rebalancing parking provision is through amending the parking tariff structure with higher prices for long stay in car parks and simplification of High Road parking to make better use in terms of turnover and stay duration. Convenient methods of payment such as that made by cash, card, phone and internet need to be fully considered.
- 7.40 With the cooperation of the operators of the private car parks there is potential that the longer stay users could fill those available weekday spaces. This will require a formal arrangement to the likely benefit of both parties, motorists and the town's street environment.
- 7.41 For future town centre development, including additional residential requirements, the present supply, suitably optimised should be expected to provide for additional related parking demand given the present parking patterns. Given the high PTAL of the town centre, car free development will be promoted where appropriate (while still providing for disabled people). However individual development sites will be expected to make on site provision for parking at ground, part basement or underground level which will be addressed at the planning application stage.
- 7.42 In addition to the July 2017 car parking survey there is a need for a specific town centre parking strategy. This will be informed by further interrogation of the 2017 survey data and would help with this rearrangement, tuning the supply and demand to work more harmoniously for the town centre and those visiting it.

e. Frontages and shopping parades

7.43 The shop front quality along the High Road is mixed, with a number of poor quality units. In some locations there is a lack of active frontages, with many shop windows covered internally with posters and signage. Vacant units also detract from the shop front quality along the High Road.

7.44 A number of shops have outdoor displays which, due to the lack of pavement space, create a cluttered street environment. This presents an issue for accessibility.

7.45 Given the range, quality and contribution of the existing parades, the Council considers that the approach to parade enhancement may take a number of forms including:

- Enhancing existing shop frontages to make a better contribution to the overall street scene.
- Providing units that are more attractive to a wider range of national and local retailers. This may include refurbishing existing units to improve their size and quality; merging adjacent units to increase floorspace; or undertaking redevelopment which provides deeper units and better access.
- In some instances it may be appropriate for a number of units within parades to come forward as a comprehensive development to create a revitalised offer that supports the other opportunities identified.

- There are opportunities to enhance the quality and quantity of units through; conversion, where low intensity back office storage occurs; refurbishment, to enhance the quality, or; redevelopment, to increase supply and choice including through additional storey height where this suitably responds to the local conditions.
- Improving the residential offer above retail units. Much of the town centre comprises of residential flats above shop units, however the quality and level of occupation varies considerably throughout the town centre.

7.46 Where redevelopments of existing historic shop fronts are proposed, these should seek to retain historic elements or emulate traditional typologies. Shop fronts should seek to confirm with the Borough’s Shopfront Summary Design Guidance No.10. Important considerations in the Guidance include retaining original features, providing fascias that are proportionate, align with stonework and respond to adjacent shopfronts, avoid window posters and avoid garish colour schemes and plastic fascias. Shutter security should utilise lattice or grid grills that enable light and display visibility, rather than solid roller shutters. Shop fronts are not expected to be uniform, individual and creative shop fronts are encouraged where they meet high quality design criteria. Outdoor seating with appropriate awnings and canopies can also add to the quality of the high street.

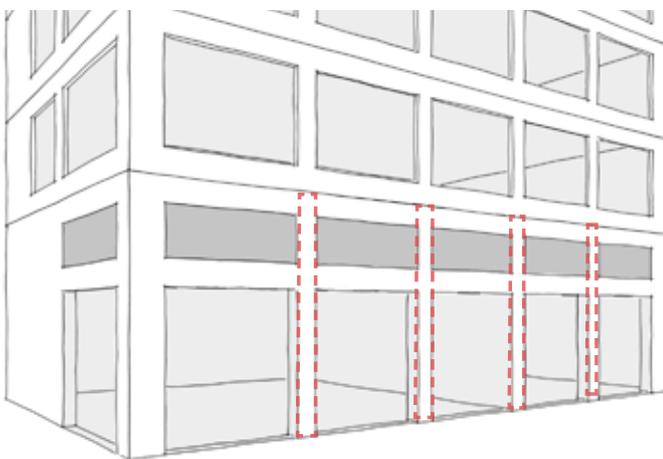


Figure 27: Modern retail frontage



Image 36: Traditional retail frontage

- 7.47 When combining retail units, development should seek to maintain the standard frontage size of the surrounding shopping parade. The purpose of combining units should be to create larger units internally, whilst retaining the overall appearance of single units where they contribute to the townscape quality. This will support the historic townscape by enhancing North Finchley's character as a local town centre of human scale and proportions.
- 7.48 The conversion of upper floors of buildings should take a comprehensive approach with the overall frontages as a key focus in design. Internal floor levels should remain in alignment with windows in order to maintain active frontages.
- 7.49 Any residential intensification on the upper levels of shopping parades should ensure that entrances are via main doors and lobbies adjacent to retail units, in order to promote active frontages and a safe town centre environment.
- 7.50 Residential development should follow policy set out in Barnet's Residential Design Guidance SPD (2016), with particular reference to section 7 on 'Safeguarding residential amenity' for details on proposed distances between buildings, solar orientation, ventilation and sunlight and daylight. Section 8 of the Residential Design Guide SPD should be considered when allowing for provision and design of outdoor amenity space.

f. Public Realm Strategy

7.51 When designed well, the outdoor spaces within the built environment can be made much more usable to people for a greater part of the year than natural weather patterns would normally permit. The SPD on Sustainable Design and Construction sets out design principles with regard to microclimate in particular wind and thermal conditions.

7.52 An overall public realm strategy has been developed to illustrate direction over the potential improvements to the area. Further refinement and details are expected to be established through future planning applications.

7.53 Historic England's advice 'Streets for All' contains useful information on public realm enhancement schemes and can be accessed on their website.

Existing Public Realm

7.54 The key issues with the current public realm of North Finchley include:

- Wide carriageways;
- Lack of pedestrian priority areas with seating to encourage visitors to stay and spend time;
- Lack of tree cover; and
- Patchwork of materials and lack of uniformity.

Key Sitewide Objectives

7.55 The key objectives for the public realm in North Finchley Town Centre consist of:

- Narrowing carriageways and increasing pavements to include planting zones;
- Integrate cycle parking facilities and improved cycling infrastructure to grow footfall;
- Prioritise the provision of cycle lanes within the carriageway when reallocating road space;
- Improving signage and the provision of public art;
- Activating the streets and spaces by providing 'spill-out zones' for cafes/restaurants/shops;
- Creating flexible event spaces;
- Greening the streets; and
- Identifying a new location for the North Finchley Market which enables it to be more prominent in the town centre.

North Finchley Market

7.56 North Finchley Market provides an important local service and is currently located on Lodge Lane

Car Park which is a Key Opportunity Site (KOS 6).. Redevelopment of KOS 6 will entail the relocations of the market to a more prominent position within North Finchley. The SPD development strategy will ensure that the market retains a functional operation and important contribution while North Finchley undergoes change. It is expected that the expanded and enhanced public realm of Ballards Lane represents the most appropriate new location for the market.

Streetscape and Spatial Strategy

7.57 The ambition is to create a series of character spaces with the following key interventions in each area.

High Road

7.58 Improvements along High Road should run from the Kingsway to Britannia Road. These improvements include:

- Narrowing the carriageway width;
- Widening the pavement to inset parking within it where necessary;
- Lining each side of the street with trees to improve the character of the street;
- Incorporating planting wherever the pavement width and pedestrian movement allows; and
- Creating resting and dwelling spaces at key points along High Road, particularly where the public realm widens at Lodge Lane.

Gateway Improvements / North and South of Ballards Lane

7.59 Gateway spaces have been identified at the north and south of Ballards Lane. These spaces will help to attract and draw visitors through Ballards Lane and the High Road. They will:

- Create focal spaces for art at either end of Ballards Lane;
- Enhanced location for North Finchley market stalls (including re-allocation of Lodge Lane market) near Tally Ho Pub new public space and along Ballards Lane;
- Creating space for outdoor seating; and
- Prioritise pedestrians with the provision of comprehensive public realm and traffic management measures to discourage vehicle through-movements, whilst providing access for local people, servicing and buses.

Courtyard Space / Nether St

7.60 There is an opportunity to provide a courtyard within the new development along Ballards Lane that connects with Nether Street. This inclusion:

- Provides a room for events and pop-up street markets;
- Becomes a hub of activity along Ballards Lane;
- Should provide a canopy for year round use;
- Providing space for events linking with the Arts Depot; and
- Rationalise car park and service yard entrance.

Ballards Lane

7.61 Limited one-way access only traffic (residents, servicing, buses), allows for the reduction in carriageway along Ballards Lane between the two gateway spaces. The could include the following improvements:

- Increasing pedestrian footways to improve the feeling of pedestrian priority;
- Using an increased width of footway for planting/outdoor seating/zones for selling;
- Lining the street with trees; and
- Incorporating street design and public realm features to improve pedestrian priority and slow vehicles.

KEY

- High Road Improvements
- Resting / Dwelling Spaces
- Ballards Lane Improvements
- Gateway / Street Market Opportunity
- Courtyard Nether St
- Improved Connection
- SPD Area Boundary
- Town Centre Boundary (Local Plan)

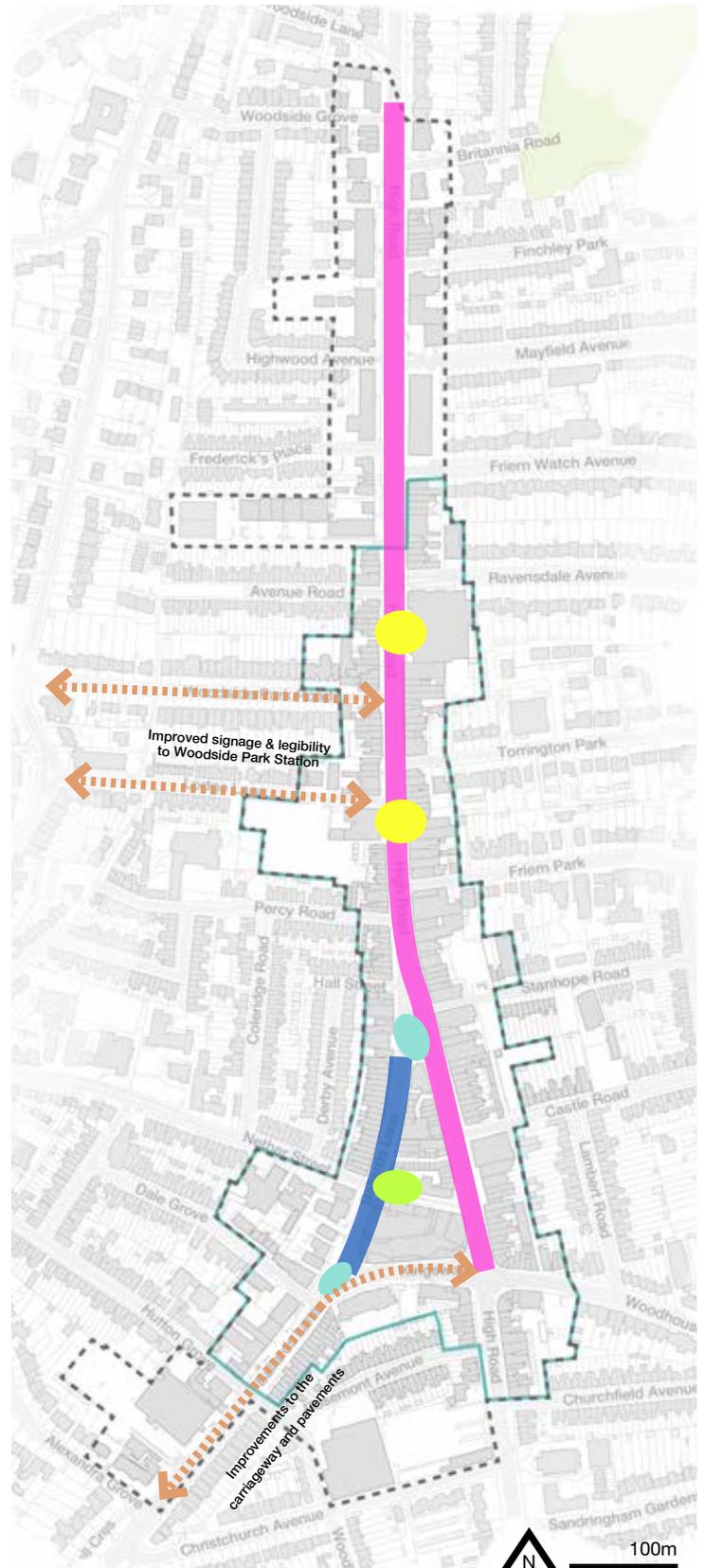


Figure 28: Public Realm Strategy

Tally Ho Triangle and Arts Depot Improvements

7.62 A significant location for public realm opportunities is within the Tally Ho Triangle and Arts Depot area. Within this part of the site five opportunity streets and spaces have been identified

1. High Road
2. Ballards Lane and High Road Gateway
3. Ballards Lane and Kingsway Gateway
4. Ballards Lane
5. Nether Street Courtyard

These improvements translate into the following proposed characters for each space.



Figure 29: Tally Ho Triangle and Ballards Lane improvements

1. High Road Improvements



Image 39: Space 1: High Road - Existing



Image 40: Space 1: High Road - Proposed

2. Gateway Improvements



Image 41: Space 2: Ballards Lane & High Road Junction - Existing



Image 42: Space 2: Ballards Lane & High Road Junction - Proposed

3. Gateway Improvements



Image 43: Space 3: Ballards Lane & Kingsway Junction - Existing



Image 44: Space 3: Ballards Lane & Kingsway Junction - Proposed

4. Active Frontages



Image 45: Space 4: Ballards Lane - Existing



Image 46: Space 4: Ballards Lane - Proposed

5. Courtyard Space



Image 47: Space 5: Nether Street - Existing



Image 48: Space 5: Nether Street - Proposed

Greening Strategy

7.63 An environment high in biodiversity can improve the amenity of local residents whilst providing further benefits including shading and reducing surface water run off. Green roofs, façades, trees and rainwater gardens can help to attenuate water run off, reduce the urban heat island effect, reduce solar heating of a building and provide habitat for wildlife. Further details on our approach to biodiversity and habitat quality are set out within the Sustainable Design and Construction as well as Green Infrastructure SPDs.

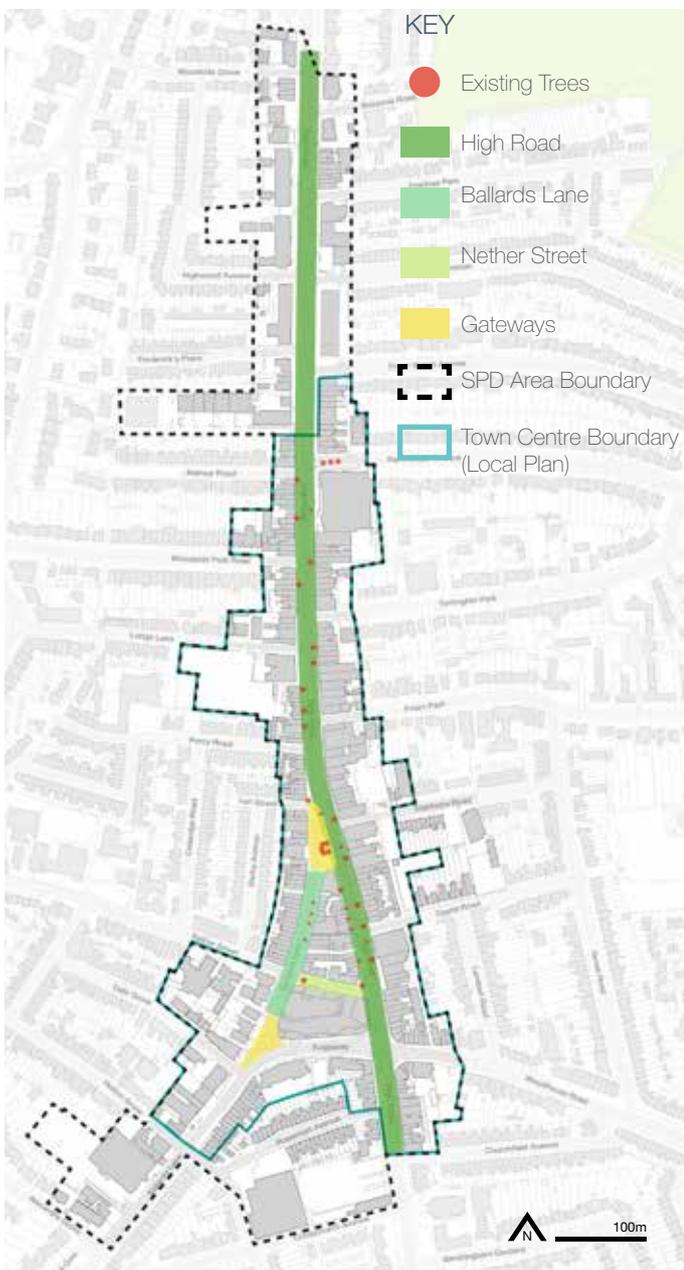


Figure 30: Greening Strategy

7.64 At present existing tree cover within the town centre is sparse and lacks continuity in species. Increasing tree planting throughout the streets and spaces of North Finchley will: enhance the character of the streets; soften the hard landscape; and help improve air quality.

7.65 Tree-lined boulevards are proposed for High Road and Ballards Lane, with planting where possible between the roadways and pavements to improve the pedestrian experience. The character of these two streets will be differentiated by the selection of species. Wayfinding signage will be included to enhance pedestrian movement and connections.

7.66 The area of Nether Street between High Road and Ballards Lane will be treated as a space with tree planting down its centre, again providing a different character.

7.67 Gateway spaces should incorporate large feature trees at their heart, that signify a change of environment and threshold crossing to visitors.



Image 49: High Road character



Image 50: Ballards Lane character



Image 51: Gateway character

Materials and street furniture

Materials strategy

7.68 The roads and footpaths shall be constructed of materials that are appropriate to their location and use, and be compatible with the landscape design principles, to ensure a long lasting, flexible and attractive public realm.

7.69 Paving design strategy:

- Hierarchy of pedestrian footpaths shall be expressed through surfacing
- Main transit roads in asphalt
- Natural materials shall be used in high profile areas, such as arrival spaces and community squares
- All kerbs to be granite
- The selection of materials shall express a range of warm tones to create a welcoming public realm
- Parking areas shall be in permeable paving (min. 50%)

Street furniture

7.70 A consistent street furniture palette will be used that ensures continuity between the different character areas. Comfort should also be considered, ensuring a sufficient amount of accessible seating with both back and armrests.

Public Art

7.71 There are opportunities for small and larger scale art interventions throughout the town centre.

7.72 Particular areas that art should be considered include the Gateway space junction between Ballards Lane and the Kingsway, and Nether Street.

Maintenance

7.73 Materials and street furniture will be easily maintainable. Maintenance teams should be consulted to ensure that all items can be maintained effectively. Consideration should also be given to the long term management of existing habitats, new landscaping and other biodiversity design features.



Image 54: High quality materials



Image 52: Consistent street furniture palette



Image 53: Integrated public art

8. Delivery & Implementation

a. Delivery Strategy for the SPD Area

A coordinated and comprehensive approach

- 8.1 The SPD seeks to maintain and enhance the vitality and viability of North Finchley by promoting sustainable mixed use development, with associated physical and social infrastructure, as well as public realm and environmental improvements. The SPD recognises that areas of land outside the town centre have an important role to play as part of the comprehensive and coordinated regeneration of the town centre and the area of the SPD has been drawn to reflect that recognition.
- 8.2 In accordance with Local Plan and London Plan policies and as informed by the Council's evidence base, capacity assessments, and stakeholder consultation, the Council considers that North Finchley has significant growth potential for additional residential development as well as retail, leisure, workspace and community uses.
- 8.3 In order to achieve the significant growth potential which will secure North Finchley's regeneration a coordinated and comprehensive approach is necessary.
- 8.4 A coordinated and comprehensive approach will ensure:
- the appropriate quantum and mix of development will be delivered
 - development is phased in an appropriate manner and timescale
 - required social and physical infrastructure to support development is in place at the required time
 - improvements to public realm throughout the SPD area are made
 - the town's car parking management strategy meets local needs
 - there is a coordinated approach to funding infrastructure needs.
- 8.5 The Council's approach to the regeneration of North Finchley will be to work closely with all local businesses, stakeholders, landowners and local communities. This will be required of applicants and developers of sites, supported and when necessary facilitated by the Council.

- 8.6 The Council's approach to delivery strategy and its implementation is as follows.

Town Centre Management

- 8.7 Given the proposed changes to the town centre, which include additional residential units and an enhanced retail and leisure offer, it is expected that an increased level of town centre management will be required. Town centre managers can provide an important point of contact between businesses and residents enabling dialogue over any arising conflicts or strategy for improvement and implementation.

Planning

- 8.8 The SPD details the Council's policies and requirements and provides a spatial framework for stakeholders, including landowners and developers, positively to respond to.
- 8.9 Whilst the Council recognises that development itself may come forward in a phased manner, it will require that proposals are part of a comprehensive approach in order to avoid piecemeal proposals that are prejudicial to the overall vision.
- 8.10 Where proposals are for significant developments in the SPD area, the Council will want to see these brought forward accompanied by an overall masterplan with associated planning application(s), to demonstrate they are part of and/or contribute to the comprehensive regeneration approach.
- 8.11 Potential applicants are advised to consult with the Council as early as possible to ensure that the form and nature of planning application(s) will facilitate and not prejudice the comprehensive approach. At this stage the Council does not prescribe a preferred planning applications strategy. However, the Council would welcome outline or hybrid applications setting the overall context for development in the town centre, to which detailed applications could be accommodated.
- 8.12 All planning applications will be considered against the adopted Local Plan and London Plan and any other relevant material considerations, including this SPD.

8.13 Planning applications will be required to meet all national and Barnet Council specific validation requirements.

8.14 These are set out at:

<https://www.barnet.gov.uk/dam/jcr...4f9f.../Local%20Requirements%202015.pdf>

Land ownership

8.15 As a large and linear centre, North Finchley is comprised of a wide range of freehold, leasehold and tenancy interests.

8.16 The six “Key Opportunity Sites” (KOS) key sites identified in the SPD are predominately privately owned, each area being within a number of different ownerships.

8.17 The Council is itself also one of the largest landowner within North Finchley. Its ownerships principally comprise the surface car parks, but also the Arts Depot, as well as strips of land related to highways.

8.18 In its capacity as landowner, the Council will seek to optimise the use of its land assets to assist in bringing forward the overall vision for North Finchley.

Site assembly and compulsory purchase

8.19 Given the wide range of ownerships throughout North Finchley delivering the vision will require site assembly. The Council will expect to see site assembly carried out via negotiations and private treaty where practical.

8.20 The Council will also work with partners, to support businesses in North Finchley to relocate where required where it enables and secures the regeneration objectives set out in the SPD.

8.21 However, where there is a compelling case in the public interest, the Council will consider the use of its compulsory purchase powers to assemble sites within the SPD area, especially but not exclusively in the Key Opportunity Sites.

8.22 For the Council to promote a Compulsory Purchase Order or series of CPO's, any CPO Scheme will (in accordance with current CLG guidance on CPO) need to fit with the planning policy framework and deliver economic, social or environmental well-being to the area.

8.23 The Council will also need to be satisfied that any CPO Scheme proposals would be viable, fundable and deliverable.

8.24 The coordinated and comprehensive approach is also likely to require an element of cross subsidisation from one area or site to another.

Phasing and delivery

8.25 The SPD identifies six “Key Opportunity Sites” (KOS) in the town centre, which are considered to be particularly important to North Finchley’s future vitality and viability because of their significant regeneration potential. The Council will therefore expect to see early progress to development in these sites and will work proactively with relevant stakeholders to achieve the objectives set out in this SPD for the areas. It is expected that market forces will influence how sites come forward for redevelopment. The preferred sequencing for the SPD Key Opportunity Sites is set out below.

- KOS2 Tally Ho has the largest regeneration benefits for the town centre and is a priority to be brought forward in an early phase, as it could take a number of years to deliver due to its scale and complexity.
- KOS1 Ballards Lane and KOS4 East Wing are complimentary to KOS2 and should come forward as an early part of the regeneration of the area, including changes to the function of the gyratory, potentially as early wins in development terms.
- KOS6 Lodge Lane is owned largely by the Council however this requires a new location for the North Finchley Market before its delivery, anticipated to be Ballards Lane, and therefore may come later in the process. A clear strategy will be required to ensure minimum disruption to town centre parking during the redevelopment of the car park.

- KOS5 Friern Park / High Road may rely on wider remodeling of the parking strategy for the town centre to ensure that any loss of parking spaces does not lead to a net loss in the centre as a whole, and may therefore be later in the process.
- KOS3 Finchley Houses is less reliant on other development activity and can progress as the market dictates.

8.26 The Council recognises that the delivery of major regeneration proposals is a complex process. As such, as well as the KOS's, the Council will work proactively with all relevant stakeholders throughout the SPD, especially where early delivery in meeting housing, retail, leisure, community, infrastructure needs as part of a comprehensive proposal will be achieved.

8.27 The construction process can give rise to disruption at the local level due to noise, dust and traffic effects. LB Barnet encourages construction and development partners to utilise the Considerate Constructors Scheme which monitors contractors against construction appearance, community, environment, safety and workforce. More details can be found on the Council's website.

Infrastructure and funding

8.28 The SPD requires the provision of a range of physical, social and environmental infrastructure. This includes maintaining adequate car parking provision, potential calming of existing highways, narrowing of carriage ways, public realm works and community uses including education and health which are a result of an increasing local population. The council also recognises the importance of engagement with utility providers at an early stage in the development of any proposals associated with any planning application/s.

8.29 Infrastructure provision to enable the regeneration of North Finchley will be developed and implemented by the Council, TfL, other relevant statutory bodies and developers as appropriate.

8.30 Funding will include the use of S106, S278 and Community Infrastructure Levy funds, as well as developer contributions to be pooled as appropriate to meet identified infrastructure requirements.

8.31 The Barnet Community Infrastructure Levy requires contributions towards new retail and residential development that provides additional floorspace. In the case of residential, this is £135 per metre square. With indexation from 2013 to 2018 the rate has increased to £188 per metre which achieves around £14,000 per new dwelling (excluding affordable housing). These contributions are pooled by the Borough and spent on a range of infrastructure priorities set out in the London Borough of Barnet's Infrastructure Delivery Plan. This includes local health and education requirements, where specific monitoring is undertaken by LB Barnet in a continuous approach as part of Local Plan monitoring including through the planned development pipeline to identify where needs and investment opportunities exist or are forecast. Section 106 contributions are made in addition to Community Infrastructure Levy contributions to mitigate the effects of development at the local level, for example of local transport or public realm investment.

Appendix A

A. Spatial Context

Existing Town Centre Uses

- A.1 The SPD area has a mix of ground floor uses, such as food stores, smaller retail, financial services, bars/restaurants, workspaces, and some community uses as shown on Figure 31.
- A.2 A number of new developments in the northern part of the SPD Area have ground floor residential uses, representing a significant change in recent years.
- A.3 There is a cluster of bars/restaurants at the Tally Ho triangle and opposite the bus station on the west side of the High Road which provide more of a focus for evening activities. Whilst the central section of the town centre offers a number of cafes and retail units which encourage daytime activity.
- A.4 Employment uses are clustered at the south end of the centre at Ballards Lane and Kingsway, which is primarily office space. Finchley Industrial Estate is located to the north set behind the High Road. Large floorplate retail uses include the Sainsbury's food store located at the northern end of the town centre, as well as Waitrose and Homebase to the south, both outside of the town centre boundary.
- A.5 There is a poor relationship of ground floor uses with the streetscape with limited outdoor seating areas across the town centre. This reflects the poor quality public realm and vehicle-dominated street environment.

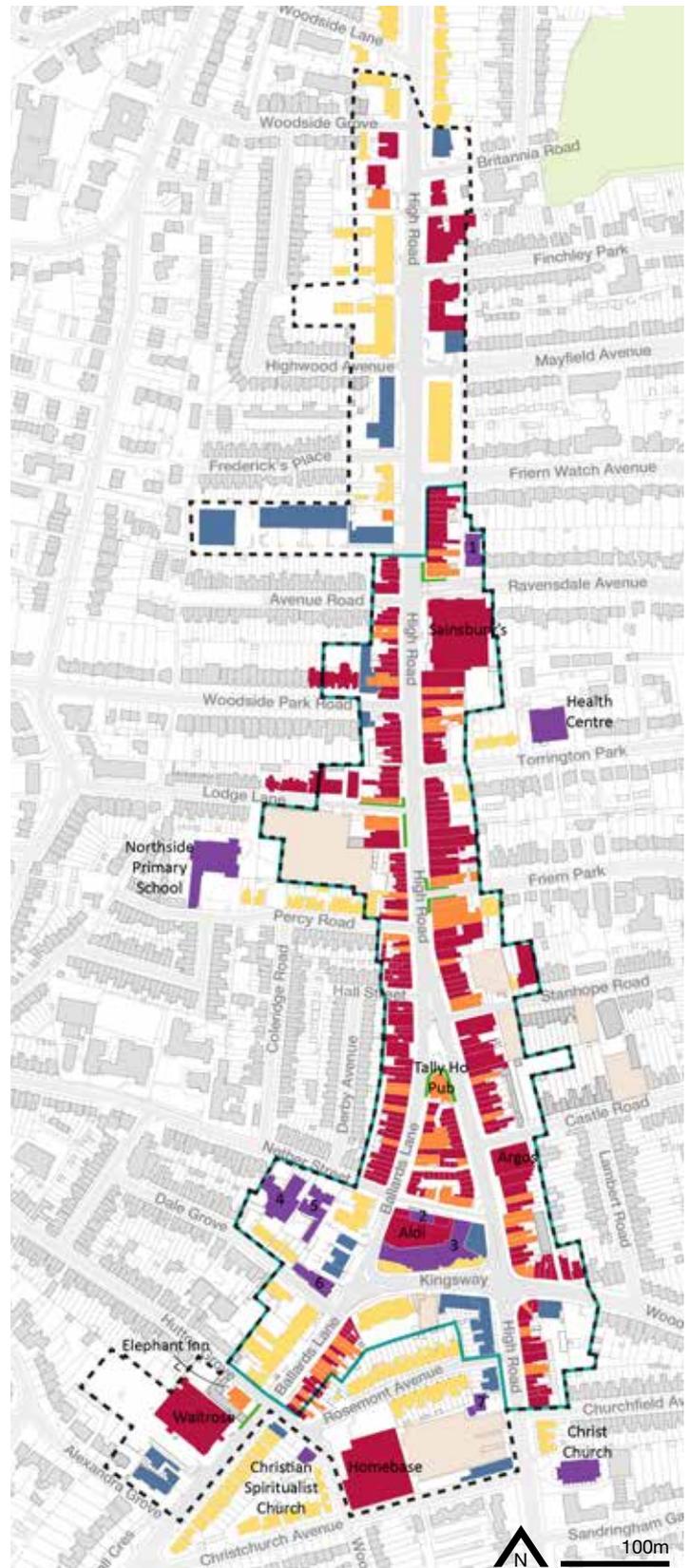
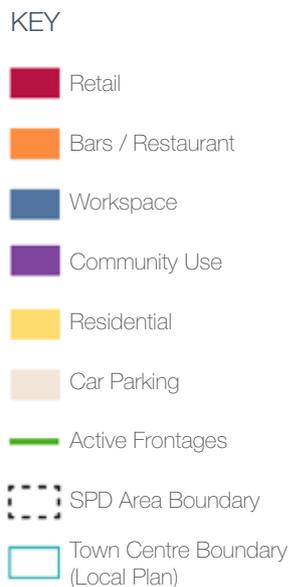


Figure 31: Ground floor land uses

Area Character

- A.6 The SPD area comprises the urban core of North Finchley, with the short section of the A1000 High Road acting as a town centre hub. A network of Edwardian and Victorian terraced houses connect to this central core from the east and west. The Characterisation Study of the London Borough of Barnet (May 2010) demonstrates that areas to the south, west and south-east of the SPD area are largely comprised of urban terraces, whilst the area to the east is made up of suburban terraces and suburban periphery residential use. The urban core itself includes a number of buildings with a strong, historic architectural quality.
- A.7 The SPD area can be divided into northern, central and southern zones, each with slightly differing overall character as shown in Figure 32. The northern zone can be characterised by its distance from the core, in that it demonstrates a quieter area with modern residential and employment uses on the ground floor. This zone is distinguishable from the traditional local centre as the building heights are generally between five and seven storeys with a more contemporary building typology.
- A.8 The architecture within the central zone is typified by small ground floor retail units, with terraced housing above. This zone also benefits from proximity to the tube station at Woodside Park. The buildings in this zone are generally 3 storeys in height, and are of mixed architectural quality. Some poorer quality buildings are in need of refurbishment or façade treatments.
- A.9 The focal point of the southern zone is the triangle Tally Ho site. The architectural character within this area is mixed, with buildings heights of up to 16 storeys at the Arts Depot (a cultural, leisure and entertainment centre owned by LB Barnet) and surrounding developments of 4 storeys and above. The zone also has numerous key retail anchors including Waitrose, Homebase, Aldi and Argos, with much larger building footprints than the traditional local centre retail units. The difference in building typologies results in a lack of uniformity and local character in the southern zone.



Image 55: Tally Ho Pub



Image 56: The Bohemia and Santander



Image 57: The Elephant Inn

A.10 Development in North Finchley was limited prior to the 1870s, with a large part of the existing development taking place in the early twentieth century and the remainder of the area established in the inter war period. Whilst not designated heritage assets, buildings of recognition include Christ Church, the Elephant Inn and the Tally Ho pub which contribute positively to the historic fabric of the town centre. Other High Road buildings which are from a later period and also contribute to the character of the street are the buildings currently occupied by the Bohemia and Santander.

A.11 There are a number of buildings on the High Road which contribute to the character of the local area and play a role in the history of North Finchley, but fail to meet the current needs and as such are underused. These include the Grand Arcade and the Argos building. Argos is an example of a retailer with a requirement for a floorspace larger than that of the typical small units seen on the High Road. It trades from the building of the former Owen Owen department store, but the upper floors remain underused. The Grand Arcade suffers from high vacancy rates due to the small size of units, constrained access and the lack of presence on the main street.



Image 58: Argos



Image 59: Christ Church



Image 60: Trinity Church

A.12 Sainsbury's on the High Road seeks to respond to the character of the area in that it utilises high quality local building materials, follows a similar design and roofscape to surrounding development, and the retail frontage doesn't detract from the overall townscape. There are other recent developments within the town centre such as the Arts Depot and Waitrose, which are less sensitive to the local context in terms of building materials, design, height and roofscape.

Heritage

A.13 Figure 24 within the SPD identifies buildings contributing to local character. There are no designated heritage assets within the SPD boundary and only one locally listed building, the Tally Ho pub. St Michael's Catholic Grammar School and terraced houses at 45-53 Lodge Lane are locally listed buildings outside the SPD Area. There are also a number of Grade II Listed buildings in the wider area which are a demonstration of North Finchley's architectural heritage. These include the Christ Church and houses at 32-38 Torrington Park.



Image 61: Buildings on High Road contributing to local character



Image 62: Arts Depot



Image 63: Sainsbury's



Image 64: Waitrose

Townscape

Existing Building Heights

A.14 As shown on Figure 31 the majority of the buildings along the High Road are 3-storeys high, with upper floors used mostly as residential, offices or storage space. Whilst the southern end of the High Road at the edge of the study area includes mostly 2-storey buildings.

A.15 The Arts Depot development, which includes an Aldi store and bus station with residential above, is the tallest building in the town centre. It rises to 16 storeys, significantly exceeding most of the surrounding buildings, though Finchley House Business Centre on the opposite side of Kingsway is a 9-storey office block.

A.16 The northern end of the SPD Area includes several 5-6 storey high residential and commercial buildings.

A.17 There are a couple of one storey units within the High Road.

Views

A.18 Whilst there are no local or metropolitan protected views within North Finchley, southern views within the town centre largely terminate at the Tally Ho which is a local landmark and make this view a key consideration for future developments. Additionally, the view from Woodside Park tube station towards the High Road is an important arrival view for commuters and visitors.

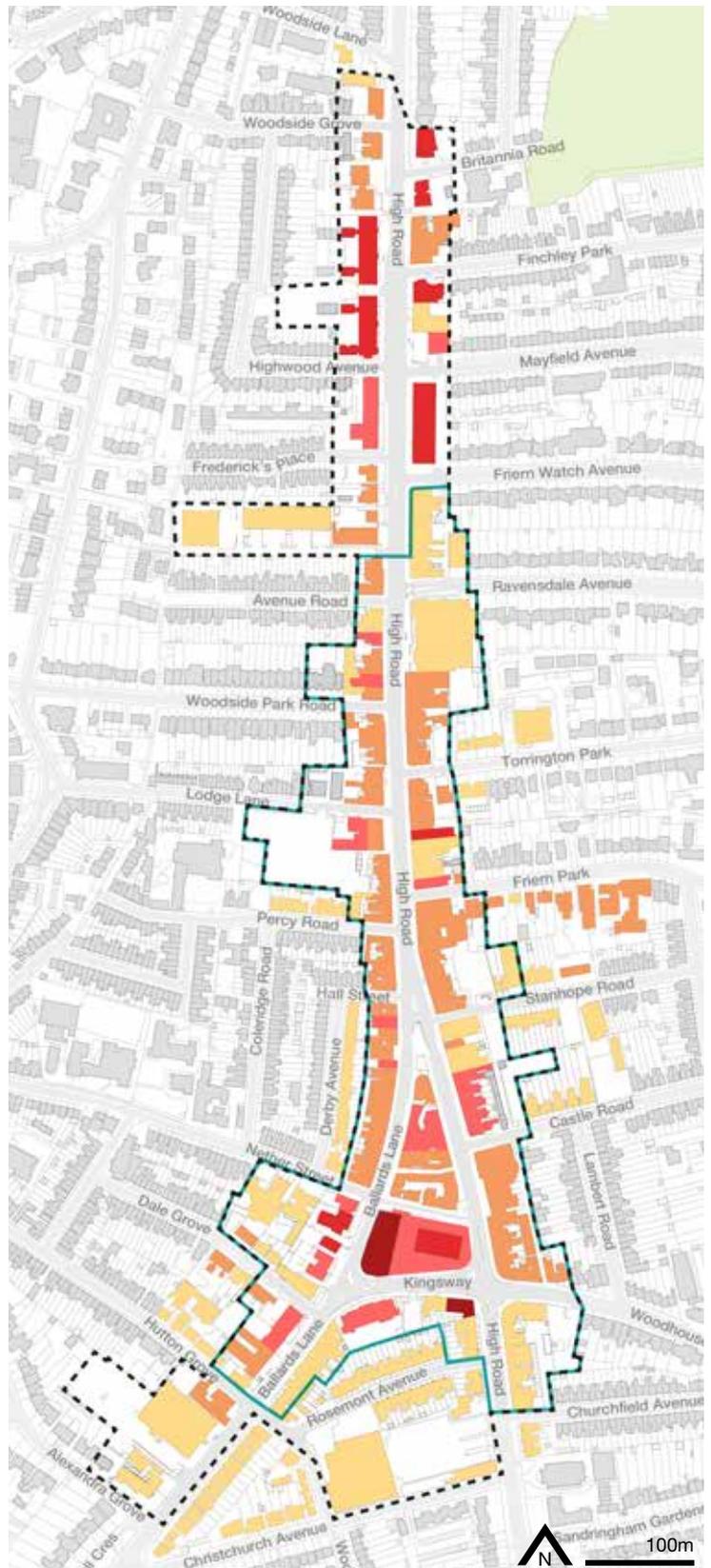


Figure 32: Building heights

Shop Front Quality

A.19 The shop front quality along the High Road is mixed, with a large number of poor quality frontages. There is a lack of active frontages, with many shop windows covered internally with posters and signage. Vacant units also detract from the shop front quality along the High Road. A number of shops have outdoor displays which, due to the lack of pavement space, create a cluttered street environment and present an issue for accessibility.

Public Realm

A.20 There is generally a lack of good quality public realm within the SPD Area with few safe, pleasant spaces for people to gather. The main public space at the corner of the Tally Ho triangle site provides good tree cover and seating however, due to its location it is surrounded by heavy traffic.

A.21 Narrow pavements and on-street car parking impact negatively on the pedestrian environment. The existing street furniture and public art is not well placed, and creates an issue for those who are mobility impaired. Good examples of outdoor seating are demonstrated outside the cafes where a wider pavement enables a more pleasant pedestrian and outdoor café experience, otherwise there are limited opportunities for outdoor dining.

A.22 The Town Centre feels dominated by cars and despite the relatively low level of vacancy and some good quality buildings, the area is not perceived as a pedestrian friendly place where people tend to dwell.

Town Centre Demographics

A.23 The town centre is at the divide of three electoral wards (Woodhouse, West Finchley and Totteridge), all of which perform broadly in line with the Borough average in terms of skills, occupation, income and unemployment.

A.24 Analysis of the area surrounding the town centre indicates comparable or higher levels of highly skilled and higher band occupations, compared to the Borough average, which it self outperforms London as a whole.



Image 65: Building contributing to local character



Image 66: North Finchley Library

A.25 Experian's Social Mosaic Analysis reveals that the majority (52%) of the households around North Finchley are mainly wealthy and affluent urban/suburban families. City Prosperity and Domestic Success Groups refer both to modern middle class wealthy families. There is also a relatively high representation of young professionals or students (21%) and multicultural families (18%). However there are pockets of deprivation in the town centre catchment area particularly to the south east.

A.26 The findings suggest that there is an affluent and diverse multi-cultural social platform across the wider area of North Finchley who are current and potential key users and visitors to the town centre.

Town Centre Performance

A.27 North Finchley is a well-established town centre with a relatively low vacancy rate. Whilst the centre has a good range of convenience retail there is a relatively limited one for comparison goods.

A.28 There is a diverse representation of uses across the town centre with 79% belonging to the A-Class of which 65% relate to shops (A1 retail units) and 16% relate to restaurants. There are also community, culture and leisure uses – including the Arts Depot – and a considerable number of schools both primary and secondary in the local area.

A.29 There is a strong convenience goods offer with Sainsbury's, a Tesco Express, an Aldi and south at Ballards Lane, within less than 3 minutes walk of the town centre, a large format Waitrose.

A.30 The comparison goods offer is more limited albeit with some multiple retailer presence as well as a number of independent retailers with the majority at the value end of the market.

A.31 There is a good range of independent restaurants; most of the branded offer is at the coffee shop and fast food end of the market. However these are broadly considered to represent a lower end of the market, with a limited offer of mid and upper market brands. However the relatively recently opened Bohemia (2014) is a more modern and airy large pub which has been successful.

A.32 The town centre has a high representation of occupiers such as betting shops, loan lenders, charity shops and off licenses. North Finchley has 5 betting shops, the most for a Barnet town centre. There has been an increase in the number of nail bars across the town centre.

A.33 In general there is relatively low vacancy across the town centre being 8% as of June 2017 compared with a London average of 10%, although it is higher in the secondary frontage. The vacancy rate has been slowly falling in recent years.

A.34 A total of 230 residential units have been granted permission since 2011/12 within North Finchley town centre boundary. Since 2013, a number of prior approval applications for the conversion of office (B1c Use Class) to residential uses have led to a reduction in the office stock in the centre due to the level of residential demand.

North Finchley Market

A.35 An open market occurs every Friday in Lodge Lane Car Park. The market has seen a decrease in its retail quality offer and the number of stalls according to the consultation and engagement's findings.

A.36 Currently located in Lodge Lane Car Park it is slightly isolated and hidden from the town centre's streetscape.

A.37 It is important to revive its activity and make the market the vivid weekly event that used to be, where the community gathers not only to do shopping but to socialise and spend time together.

A.38 It is envisaged moving the market to the heart of the town centre activity and strengthening the stalls' relationship to the town centre's shops and restaurants.

b. Transport and Movement

Walking

A.39 Conditions for pedestrians in the area are generally favourable in terms of footway widths and connections. However, the High Road's through traffic carrying function and extensive carriageway width means that perceived severance between the east and west sides of the road is a significant issue. Formal signal controlled crossings are effective in providing crossing facilities at key locations, but inconvenient and hazardous for those wishing to cross elsewhere. Such informal crossing is apparent and meets clear desire lines, indicating a need to better provide for east-west connectivity.

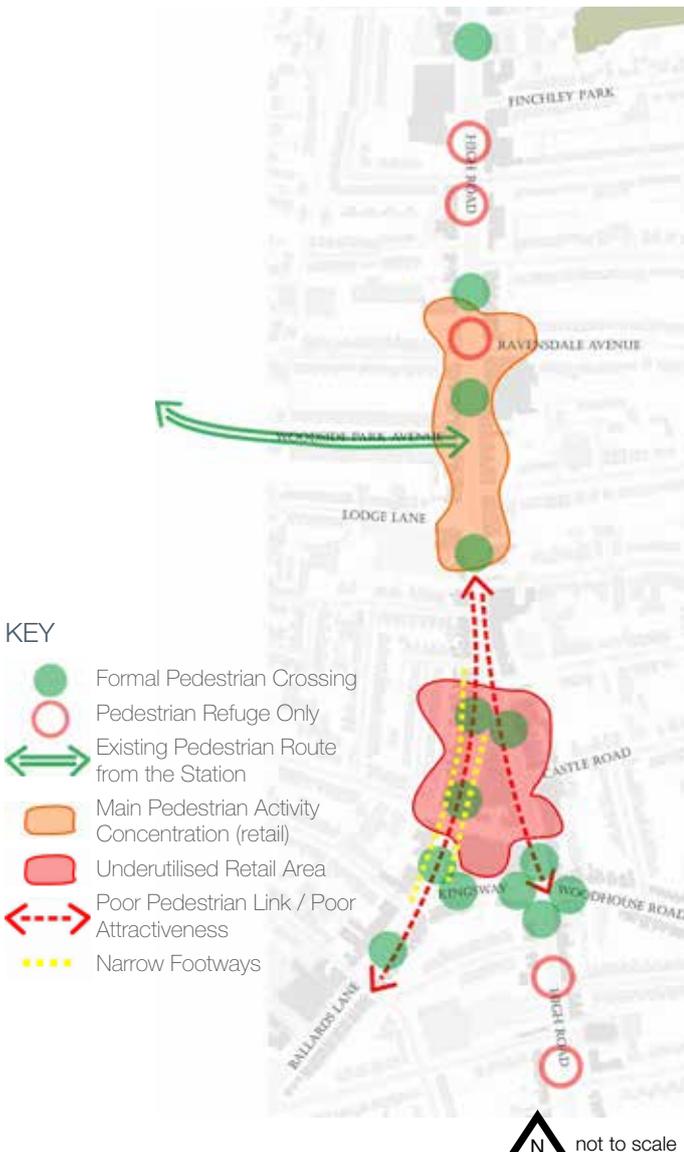


Figure 33: Existing pedestrian situation

Cycling

A.40 As currently arranged, the area is not conducive to cycling with a general lack of cycle facilities on the High Road. There is little in terms of cycling information or parking facilities.

A.41 As part of the Mayor's Healthy Streets Approach, Transport for London are developing a plan for a coherent cycle network across London that will complement walking and public transport priorities. The Strategic Cycling Analysis (SCA), June 2017 identifies that in terms of future cycling demand, the Highgate to North Finchley corridor is one of the 25 identified with the greatest potential for contributing to the growth of cycling in London to help achieve the Mayor's ambitions for Healthy Streets.



Image 67: No available cycle lane at High Road

Rail

A.42 Woodside Park and West Finchley stations are 10-15 minute walk from the town centre area. The links are pleasant, tree-lined with good natural surveillance. There is however little to suggest to town centre visitors that this service is available as a sustainable travel option, with no service profile or information given.

A.43 Woodside Park offers a 140 space (LUL) car park operated by NCP. This is more expensive than the Lodge Lane car park which accommodates similar long-stay commuter parking.

Bus Services

A.44 The area is well served by buses with a variety of services, seven in all, as shown on Figure 11. Bus service operational considerations along with local traffic management and access issues have led to a somewhat convoluted bus access and contra-flow access arrangement nearby the bus station and layover area that does little for service legibility and bus profile. The bus station is somewhat hidden from view though offering passengers shelter and real time service information.

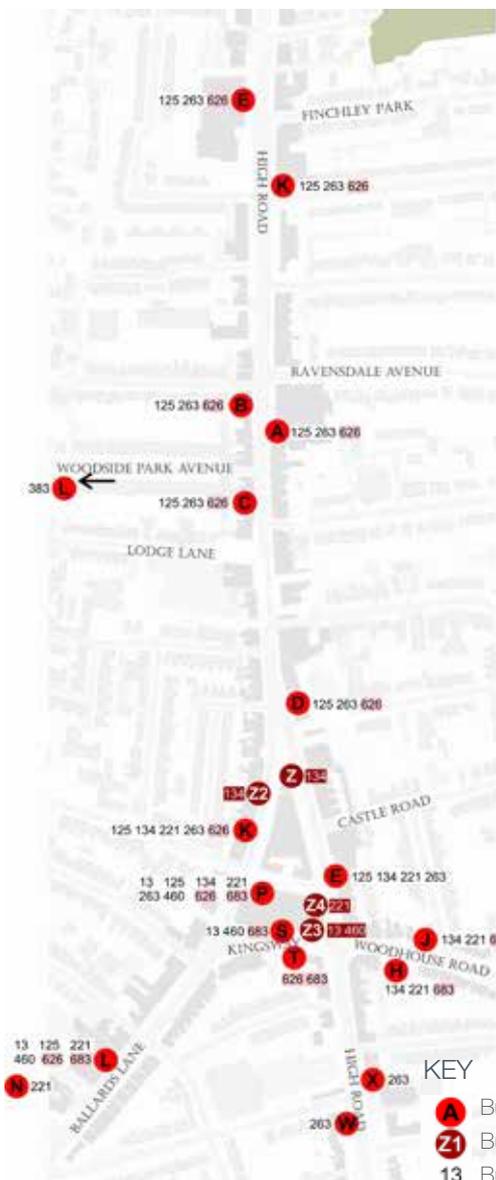


Figure 34: Existing bus stops

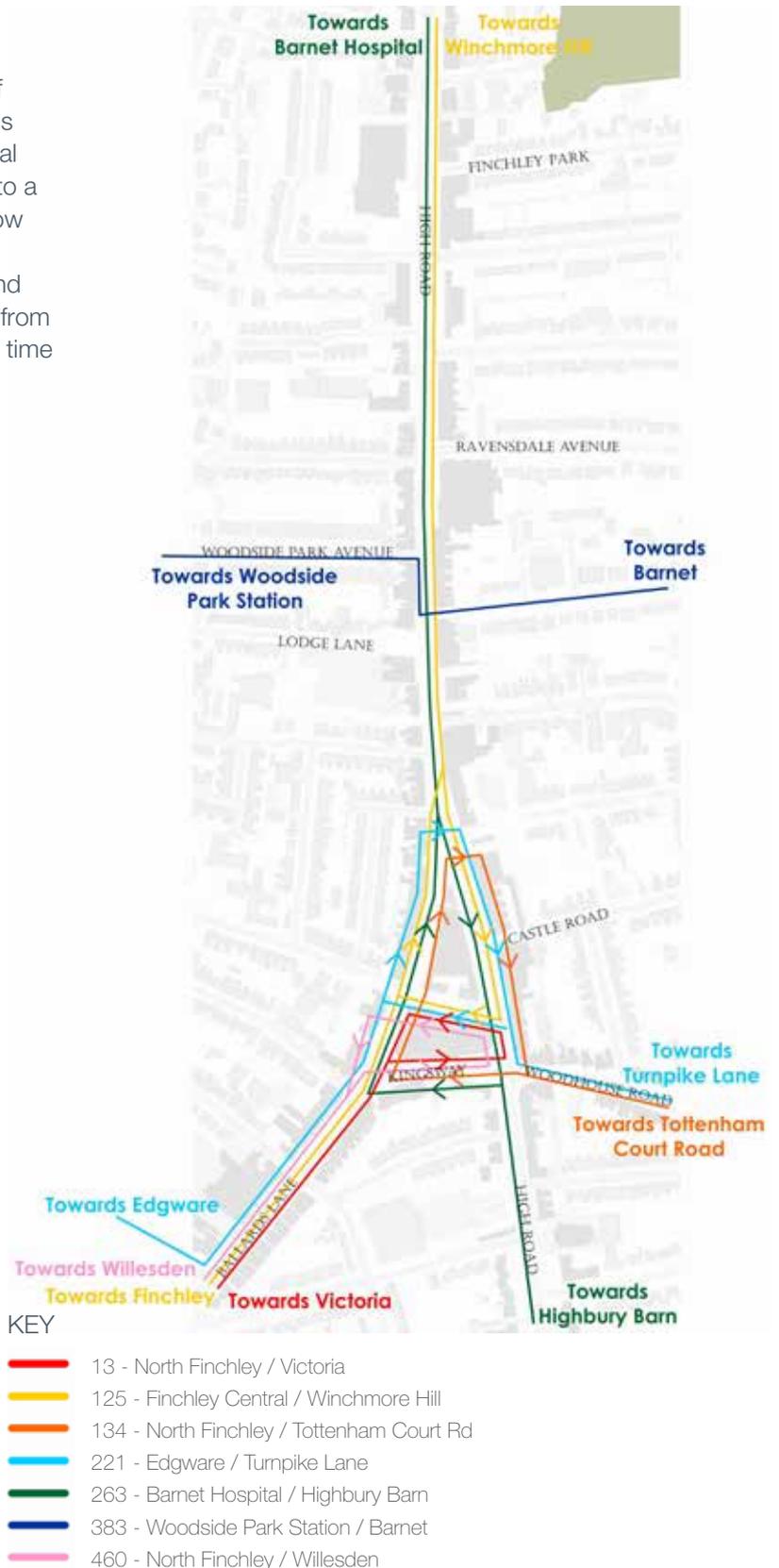


Figure 35: Existing bus routes

Road Network

A.45 The A1000 High Road, as shown in Figure 36, a key strategic link and as such carries considerable volumes of through traffic as well as providing for many shorter distance local movements. Although no detailed survey information is available, site observations suggest that congestion is a familiar component of the town centre experience. Queues clear relatively straightforwardly suggesting local junction arrangements, including traffic signalisation, the gyratory and parking and loading activity may be contributing factors in this and may offer scope for improvement.

A.46 Overall, as mentioned in relation to bus and cyclist movement, the carriageway width and capacity is a favourable element of the town centre’s form suggesting considerable scope for roadspace reallocation in relation to town centre needs for all users, pedestrians, cyclists, buses, parking and loading and streetscape improvement.

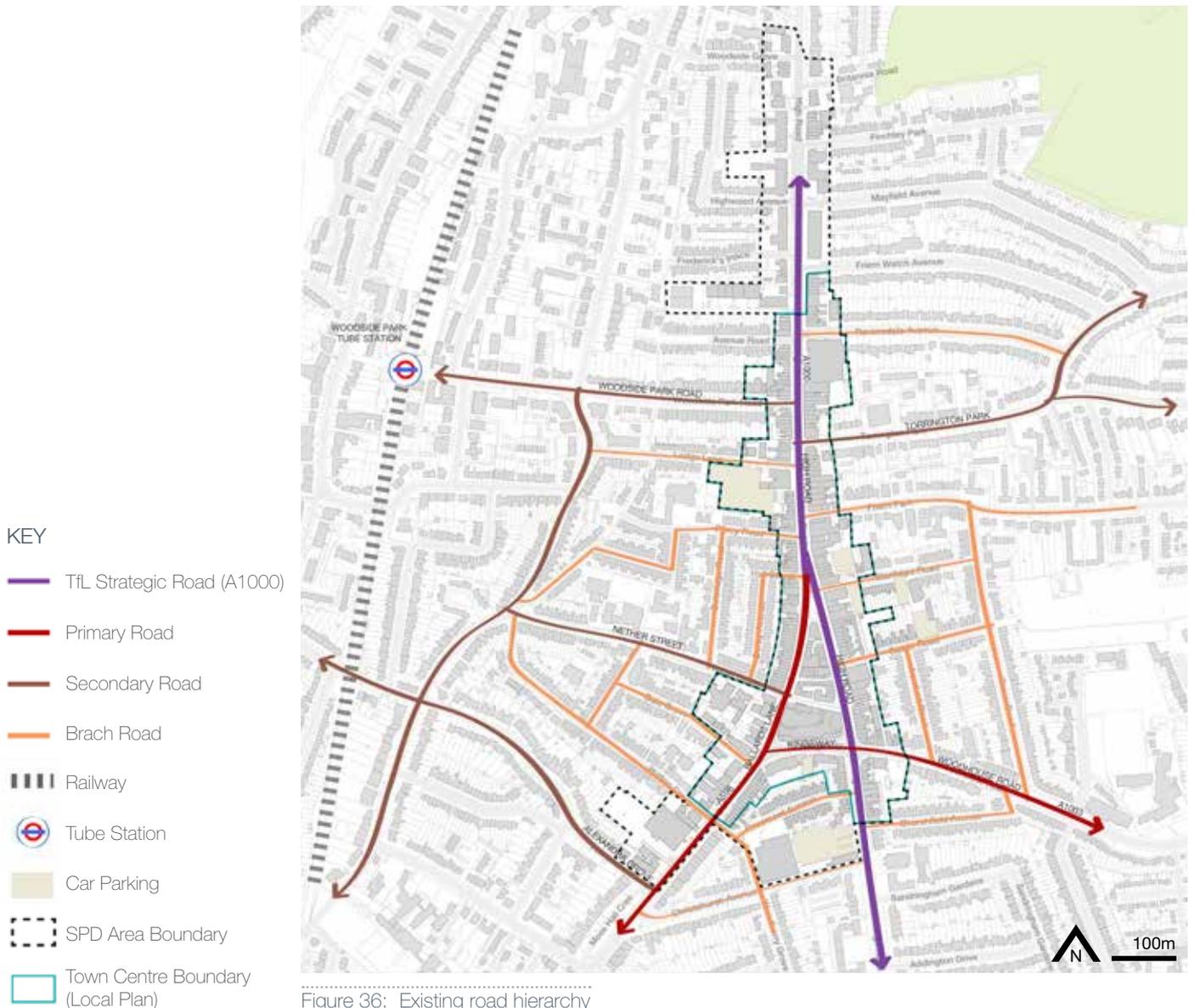


Figure 36: Existing road hierarchy

Local Plan

**North Finchley Town Centre
Framework Supplementary Planning
Document (SPD)**

**Consultation Representations Report
to the Draft SPD of Oct 2017**

February 2018

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1. Introduction

- 1.1 The Draft North Finchley Town Centre Framework Supplementary Planning Document (SPD) was open for consultation for a period of 6 weeks from 16th October to 27th November 2017. The Council adopted a pragmatic approach to late submissions and accepted representation after the formal consultation period closed. This report outlines the key consultation activities, provides a summary of the main issues raised and how these issues have been addressed in the SPD and response to individual submissions received via emails and letters (Section 5 of this document). Initial stakeholder engagement which took place prior to the formal consultation period is outlined in the Consultation Statement Draft in accordance with The Town and Country Planning (Local Planning) (England) Regulations 2012 No 767, (Regulation 12a), including who was consulted, how they were consulted, a summary of the main comments received and how those have been addressed in the Draft SPD.

2. Consultation Summary

2.1 Statutory Consultation Activities

- 2.1.1 Statutory consultation requirements for a supplementary planning document as outlined in The Town and Country Planning (Local Planning) (England) Regulations 2012 No 767, Regulation 12 and 13.

These requirements include making the Draft SPD available for inspection at Barnet Council's principle office and other appropriate places and publishing the document on the council website.

- 2.1.2 Hard copies of the Draft SPD were made available at Barnet House Planning Reception, North Finchley Library and online at <http://engage.barnet.gov.uk>, for a period of six weeks from 16th October to 27th November 2017. A public notice advertising the Draft SPD was published in the Hendon and Finchley Times series newspaper on 19th October 2017 and a press release was issued by the Council on the 30th October 2017.

2.2 Additional Consultation Activities

- 2.2.1 A number of additional consultation activities have also taken place during the statutory consultation period including:

- 11,500 leaflets distributed by LBB to properties within the N12 postcode advertising the Draft SPD consultation and drop-in events;
- 270+ letters hand delivered to businesses along the High Road;
- Contacts on the LBB Local Plan database received notification of the publication of the Draft SPD;
- 64 letters/ emails sent to key stakeholders who had been involved in the initial consultation;
- Letters and emails sent to all ward members, local organisations and statutory consultees; and
- Posters advertising the events and documents distributed for display in local venues including Waitrose, Tesco, Aldi, Sainsbury's, The Bohemia, The Tally Ho Pub and a number of other retailers and independent businesses along the High Road.

Events in connection with the Draft SPD

Three drop-in events took place at the North Finchley Library:

- 1) 2-5pm Saturday 4th November with around 100 attendees;
- 2) 2-5pm Saturday 11th November with around 100 attendees; and
- 3) 4-8pm Tuesday 14th of November with around 80 attendees.

- 2.2.2 Visitors to the sessions had the opportunity to discuss the proposals and the way of responding to them with the Council and its consultant team. Exhibition boards outlining the Draft SPD proposals were on display at the events and were also uploaded to the council website.

- 2.2.3 A breakfast meeting was held at Café Buzz with LBB officers, members of the consultant team and the North Finchley Traders Association from 8.30-9.30am on 21st November in order to explain proposals and answer any queries from local business representatives. Around 25 local business representatives attended the meeting.

- 2.2.3 A series of questions had been received from local residents via LBB's RE Member queries contact, FOIs and Barnet's general queries. Re officers attended a meeting on North Finchley SPD at MP Mike Freer's offices at Westminster. A number of queries were made by local Councillors on behalf of their constituents. A query had also been received through local MP Theresa Villiers, from High Barnet residents who visit North Finchley for shopping. .
- 2.2.4 A public meeting was also arranged by Friern Barnet Residents Association and Finchley Society at Trinity Church from 7.30pm on 23rd November with over 100 attendees. LBB officers and members of the consultant team were invited to provide a presentation and participate in a Q&A session on the Draft SPD.
- 2.2.5 LBB officers also attended meetings from all requested parties including the MET Police Designing Out Crime team, the Arts Depot and local landowners interested in the proposals.

3. Summary of Responses

3.1 Response to SPD Consultation

- 3.1.1 Barnet's engage consultation page for the SPD received 2,100 visitors (includes some repeat visitors if viewed on different days), with the SPD downloaded 246 times and exhibition boards downloaded 141+ times. In addition to this, the Barnet Communications team advertised the Draft SPD and all drop-in events on social media platforms including Barnet Q&A Website, Facebook received posts 788 clicks, 30 likes, 9 comments, 11 shares and the 5 Tweets received 20 Re-Tweets.
- 3.1.2 A questionnaire produced with the LBB consultation team was provided online and at the drop-in events for the public to comment on the Draft SPD. In total, 196 questionnaire responses were received in either hard copy or via the Engage Barnet website.
- 3.1.3 In addition to the questionnaire responses, LBB also received 62 emails and 10 letter responses. These comprise seven responses from statutory consultees, nine responses from local organisations, five responses from local businesses and 51 responses from local residents.

3.2 Analysis of Responses

- 3.2.1 All comments, whether they are completed questionnaires or written responses sent direct to the council, have been considered with equal weight. Multiple choice question responses have been presented in pie chart form to provide a snapshot of the results, however it is important to note that these pie charts do not include the 72 letter and email responses. However the specific comments in the letters and emails have been analysed and considered within the responses to the various topics within this report. The analysis is presented by question on a topic by topic basis and makes reference to both questionnaire comments and written responses, with LBB responses and proposed amendments outlined at the end of each section. In addition detailed responses to emails and letters are provided in Section 5 of this document.

3.3 Statutory Consultees

- 3.3.1 The following section summarises the comments from the statutory consultees who provided specific written responses on the Draft SPD. A response to the matters raised is provided within the relevant topic responses in Section 4 of this report.
- 3.3.2 TfL responded to the SPD stating that they believed that the vision for North Finchley could be aligned with Vision Zero and the Healthy Streets approach, but that the SPD should be updated to acknowledge that the bus station facilities either on street or off street are safeguarded facilities and that any changes will need to retain the operational transport uses within or adjacent to the town centre. TfL further state that they are open to discuss improvements of the bus station and would only consider moving it if there was a clear operational and passenger benefit, and there is now a working group set up to investigate this. The response also noted that the SPD objectives should include improving bus priority and enhancing bus reliability. Finally, TfL provided support in principle for the approach to reviewing on street parking.

- 3.3.3 Historic England raised concerns for the allocation of sites, stating that this is not a suitable SPD task and should be covered in the preparation of the Local Plan. They also commented on a few buildings suggesting that they be identified as buildings of merit including the Grand Arcade, Kidz Escape, terraces to the south of Finchley House on High Road and Victorian terraces at 744-758 High Road. Historic England requested a more in-depth analysis of urban and historic character of North Finchley, and that the Strategic Environmental Assessment / Sustainability Appraisal does not adequately assess sites or heritage issues.
- 3.3.4 Natural England did not provide any specific comments on the SPD, but highlighted that the following could be considered or mentioned within the document: making provision for Green Infrastructure, providing guidance on biodiversity enhancement and providing opportunities to enhance the landscape character and local distinctiveness of the surrounding natural and built environment.
- 3.3.5 Two of the statutory consultees including the Environment Agency and Highways England stated that they had no comments to make on the Draft SPD. The GLA provided a limited response identifying that the SPD generally is supportive of growth, which the GLA support.

3.4 Community & Local Interest Groups

- 3.4.1 The following section outlines comments from community and local interest groups who provided responses on the Draft SPD. A response to the matters raised is provided within the relevant topic responses in Section 4 of this report.
- 3.4.2 The War Memorials Trust commented that the war memorial situated outside of the United Services Club have “high historic and communal value” and that whilst they are pleased to see that the Draft SPD states that development must be sensitive to the Finchley war memorial, they would further advise that particular reference is made to its prominent setting on Ballards Lane. The War Memorials Trust concluded that while the Finchley United Services Club is not in itself a war memorial, it does play an important role in the history of Finchley. However, they state that ultimately the architectural and historic interest of the building is limited in that it was not purpose built for the use of ex-servicemen, but instead purchased and altered.
- 3.4.3 The Finchley United Services Club Ltd objected to the inclusion of the building within KOS3, stating that the Club is of historic value, is culturally significant and offers communal value to North Finchley. The response was supported by a 228 person petition for the retention of not only the Clubs facilities but the building itself. The petition states the following:

“We, the undersigned, are concerned citizens who urge Barnet Council to act now to reconsider their development proposals for Ballards Lane, in order that Finchley United Services Club and its war memorial can remain standing in their rightful place as they have been for over 90 years.”

- 3.4.4 Torrington Park Residents Association (RA) commented on the urgent need to improve the North Finchley town centre, with support for a new town square area, more landscaped public realm and the elimination of vacant retail units on the High Road, perhaps by CPO measures. It was suggested that the SPD consider the impact of further development on parking and social infrastructure including schools, GPs and hospitals. Tall buildings were noted as an area of concern with potential impacts on wind, sunlight and daylight, and town centre amenity. In addition, the pedestrianisation of Ballards Lane raised concerns of further traffic congestion, air pollution and issues of drivers rat-running through local side streets.
- 3.4.5 Ravensdale Residents Association (RA) also suggested further input on the provision of social infrastructure to support the proposed additional residential development in the North Finchley area. Other comments included concerns for the increase in building heights and a desire to maintain the existing skyline, the provision of affordable housing, the suggestion of further traffic studies, and safety concerns for the close proximity of the decked car park to Northside Primary School.
- 3.4.6 Friern Barnet & Whetstone Residents' Association (RA) and the Finchley Society provided a joint response on the Draft SPD and suggested that further clarification of the market location and its secured provision within the town centre be identified. They would like to see a further study undertaken on the closure of the bus station and

presentation of a realistic alternative, acknowledgement of cycling infrastructure and the support of a traffic management study to ensure that there is no loss in capacity of traffic volume for the High Road / Ballards Lane as a result of the transport and movement principles. With regards to parking, the groups note a current undersupply in parking for the town centre, and would like to see realistic temporary parking solutions for the development programme. The groups raised concerns for the further introduction of tall buildings and the impact that these may have on the wind tunnel effect, stating that the SPD should encourage new development proposals to not merely mitigate but to eliminate these issues. The groups would also like to see the retention of the Finchley United Services Club. Further comments on the clarification of the numbers of proposed residential units and the social infrastructure requirements associated with these were also noted. The groups also noted that the following should be considered as part of the SPD delivery process: a further technical traffic study; the acknowledgement of the need for a phasing strategy; need to identify areas where CPO powers may be used and a time-limit for exercising those powers; and unacceptability for all planning applications to be accompanied by a masterplan.

- 3.4.7 Northside Primary School provided a response to the SPD with concerns including the potential requirement for expansion of the school, the implications of a decked car park on the safety of children travelling to and from school, overlooking of the school playground from the new development and input/ access to the proposed new community space on Lodge lane.
- 3.4.8 Woodhouse Ward Branch of Finchley and Golders Green Conservatives provided a response stating the main concern of constituents were the potential changes to the road systems, with current issues of traffic congestion and pressure on parking in surrounding residential roads. Suggestions were to retain the Lodge Lane car park and other car parks surrounding the High Road.
- 3.4.9 Member of the former North Finchley Town Team has objected and opposed to any building works that the council have planned for North Finchley.
- 3.4.10 Member of Barnet Healthwatch, Barnet Cyclists and North London Outdoor Group agrees with some of the ideas in the SPD but would like the council to consider sustainability and healthy lifestyle options when consider any applications. They feel the future population is one that will be more inclined to walk, cycle or use public transport to access their local community.

3.5 Local Businesses

- 3.5.1 In addition to the community and local interest groups, a number of local businesses provided comment on the Draft SPD. A response to the matters raised is provided within the relevant topic responses in Section 4 of this report.
- 3.5.2 Homebase would like to see an acknowledgement of its important contribution to the town centre retail similar to that of Waitrose. They would also like to see an acknowledgement for the jobs provided by Homebase, the local contribution that they intend to make through activities arranged by the store and fundraising events. Ultimately, Homebase would like to see the building and provision identified as an important town centre asset to be retained.
- 3.5.3 Supporting comments were received from the artsdepot in terms of the SPD's recognition of a North Finchley cultural zone and that this would act as a gateway into the greater offer of the High Street. Artsdepot highlighted that they have the skills and technical ability to develop the culture offer of North Finchley beyond their venue and support the opportunity to develop the outside spaces and curate a programme of engaging and participative outdoor arts and culture activity. They have also highlighted the restrictive covenant on showing films at artsdepot and requested Council support to lift the restriction so that arthouse films could be screened in future.
- 3.5.4 Camani Oscar Ltd object to the pedestrianisation of Ballards Lane due to car park entrances issues for the company's buildings at 313 and 319 Ballards Lane. The proposed car park entrance for the KOS2 on Nether Street poses problems for the added traffic impact for residents on Nether Street. Camani Oscar Ltd also stated concerns over the consultation process, and suggested further consultation with landowners.

- 3.5.5 Garland Electronics Ltd and SOBEK Ltd objected to the proposed development of North Finchley town centre, with the cost of parking was noted as too expensive and suggestions for at least a few hours of free parking to help the town centre thrive.
- 3.5.6 A number of businesses from Ballards Lane submitted a joint response, stating the desire for the building south of the Tally Ho Pub to be retained as over 20 small, local businesses are located within the building. The response urges LBB to consider the impact of the town centre development on creative SME’s. They further note their concern for the removal of the bus station and the risk of safety issues as a result.
- 3.5.7 The Ari Food Centre, located at 16-19 Grand Arcade would like to see this building in KOS1 retained, in order to maintain the business and retain local jobs.

4. Analysis of SPD Consultation Topics from all Responses

4.0 The analysis of the SPD consultation results presented in this section of the report is structured around the key topic areas within the consultation questionnaire. The pie charts displayed reflect the questionnaire responses only and relate to the tick box questions on the key topics. The analysis text both analysis the pie charts on the tick box questions, the more detailed questionnaire written responses and the letter/email written responses to provide an overview of the main messages on each of the consultation topics. It is therefore important that the pie charts are not read in isolation as to understand the consultation results the detail of the comments must also be taken into account. In describing the pie chart results, where more respondents ticked strongly/tend to support than ticked strongly/tend to oppose this is described as “general support”. Conversely where more ticked strongly/tend to oppose this is described as “general opposition”.

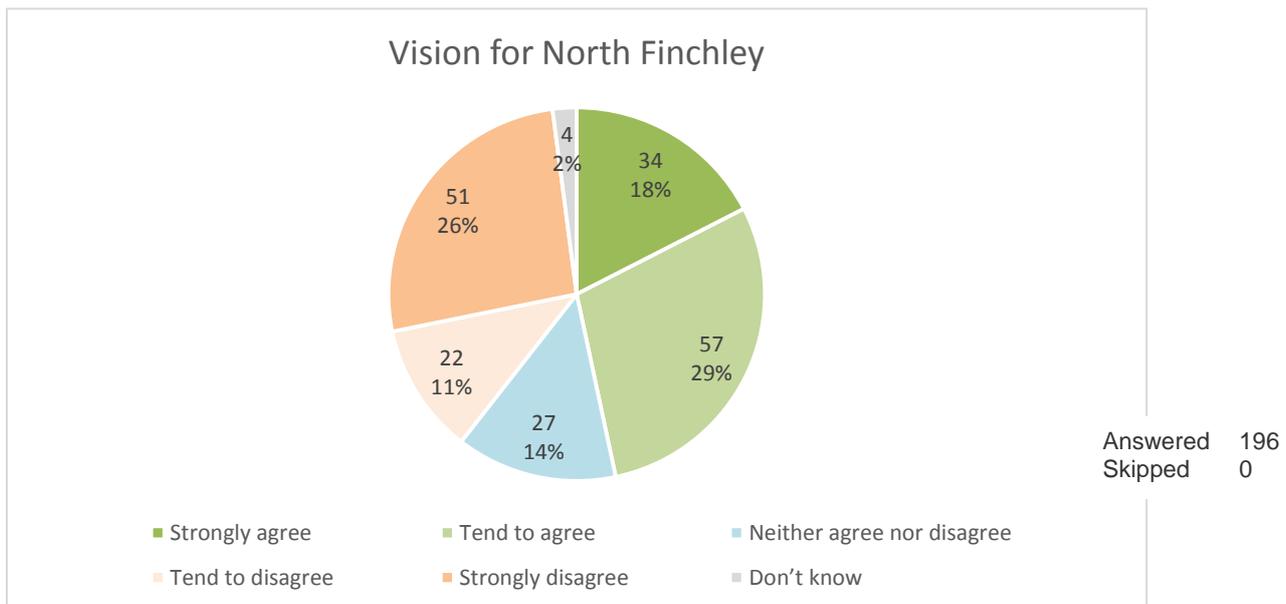
4.1 North Finchley Town Centre Vision

4.1.1 The results of the two town centre vision questions along with additional written responses are summarised below.

Question 1: To what extent do you agree or disagree with the vision for North Finchley Town Centre?

Question 2: Give reasons for your answer.

Answered 159
Skipped 37



NB: Number on graphic indicates number of responses and percentage

4.1.2 The response to question 1 shows general agreement with the North Finchley town centre vision. Where further reasons were given these tended to be in relation to other issues and not specifically related to the vision. Some people expressed support for the vision with particular appreciation for cycling provision and improvements to the

pedestrian environment. There were a number of concerns raised in relation to noise from the leisure hub area impacting on residential neighbouring areas, increased air pollution from traffic, and major concerns over the potential new road layout. There were comments on the provision of social infrastructure such as schools and GPs in conjunction with the new proposed residential uses.

4.1.3 Of those who strongly disagreed with the vision only two comments were in relation to the vision. The other comments expressed by those who strongly disagreed were related to traffic, parking, consultation processes, local character, tall buildings and intensified residential and office uses.

Response and Proposed Amendments

4.1.4 The majority of feedback showed general support for the vision. Comments refer to a broad range of matters that are largely unrelated to the vision itself and are therefore considered on a more specific topic or site related basis. This includes a specific response and guidance on tall buildings (Q19), detailed considerations on parking (Q23) and transport (Q21) and a response on social infrastructure (Q28).

4.1.5 Given the general support for the vision and few comments referring specifically to the vision text no amendments are proposed.

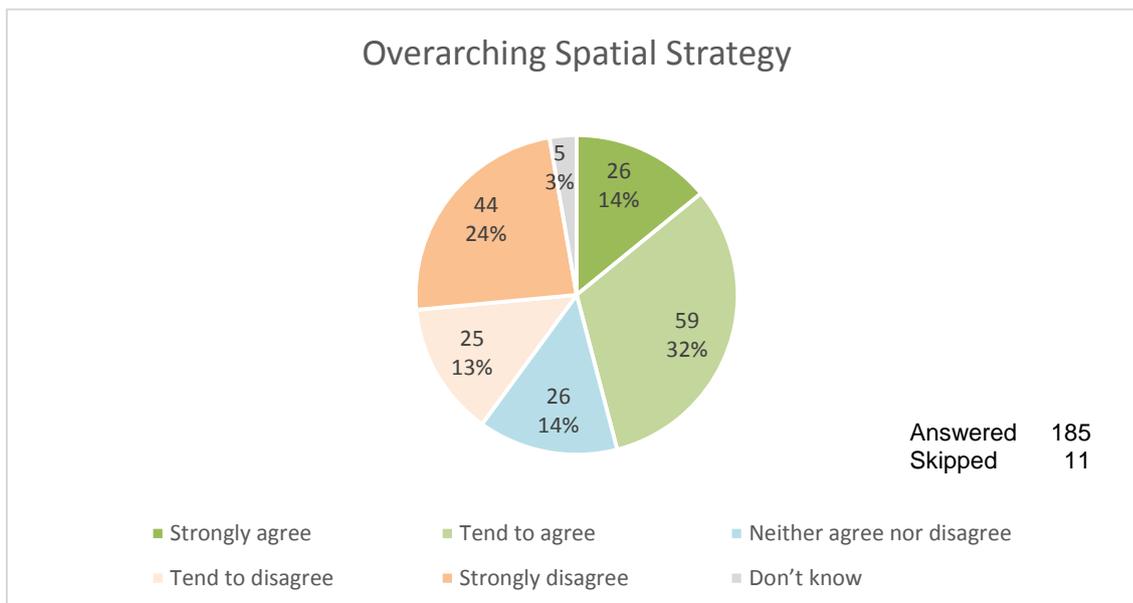
4.2 The Overarching Spatial Strategy

4.2.1 The results of the two overarching spatial strategy questions along with additional written responses are summarised below.

Question 3: To what extent do you agree or disagree with the overarching spatial strategy for North Finchley Town Centre?

Question 4: Give reasons for your answer.

Answered 112
 Skipped 84



NB: Number on graphic indicates number of responses and percentage

4.2.2 The response to question 3 shows general agreement with the overarching spatial strategy. Those who raised concerns commented on the need to clarify the intention of the overarching spatial strategy, with issues raised over a 'zoning' approach. Respondents supported the shorter, more compact High Road albeit with a desire for less 'zoned' uses and spaces. There was concern raised by residents of nearby streets for the impact of the proposed leisure hub, in terms of noise, mess and anti-social behaviour. Some respondents expressed desire for leisure uses for all ages, not just for students. Other respondents were concerned that the increase in residential uses will not

supported by an uplift in social infrastructure provision, and others commented on the desire to keep building heights to six storeys and below.

4.2.3 Of those who strongly disagreed a large number of comments were not related to the spatial strategy and instead made general comments on the SPD, including six people who raised concerns for the development of tall buildings and two people who would like to see a greater provision of social infrastructure. Four respondents were concerned that the spatial strategy would become the equivalent of a zoning plan for North Finchley. Other respondents suggested that the spatial strategy may give advantage to planning applications for the development in the northern residential hub and southern mixed-use hub, whilst leaving the two central hubs lacking in value, provision and amenity. There were also concerns that the amount of demolition required on the High Road would result in North Finchley becoming a construction site for many years.

Response and Proposed Amendments

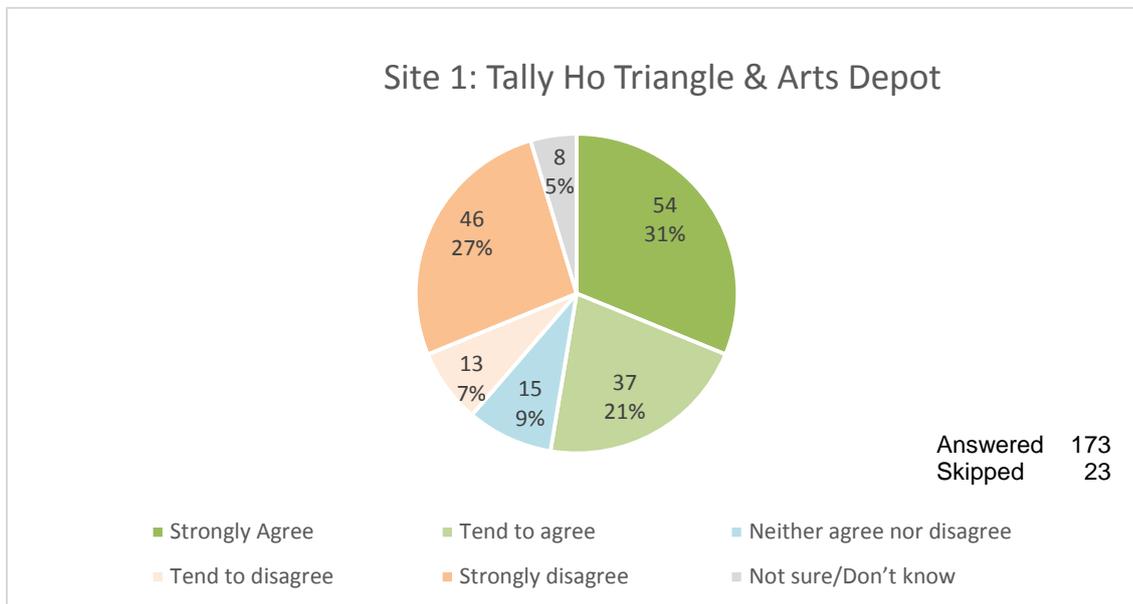
4.2.4 Given the general support for the spatial strategy no overall change is proposed. The use of activity areas in the SPD (referred to as ‘zones’ by consultees) seeks to encourage a general focus and concentration of activities which are mutually beneficial and supportive. Concerns regarding antisocial behaviour have been considered in Q28 including reference to enhanced town centre management as part of the regeneration of North Finchley.

4.2.5 SPD revised at paragraph 5.2 to clarify that the activity areas reflect the broad focus of an area and are not exclusive in terms of land use planning or general activities.

4.3 Key Opportunity Site 1: Tally Ho Triangle & Arts Depot

4.3.1 The results of the three questions related to KOS1 along with additional written responses are summarised below.

Question 5: To what extent do you agree or disagree with the identified Key Opportunity Site 1?

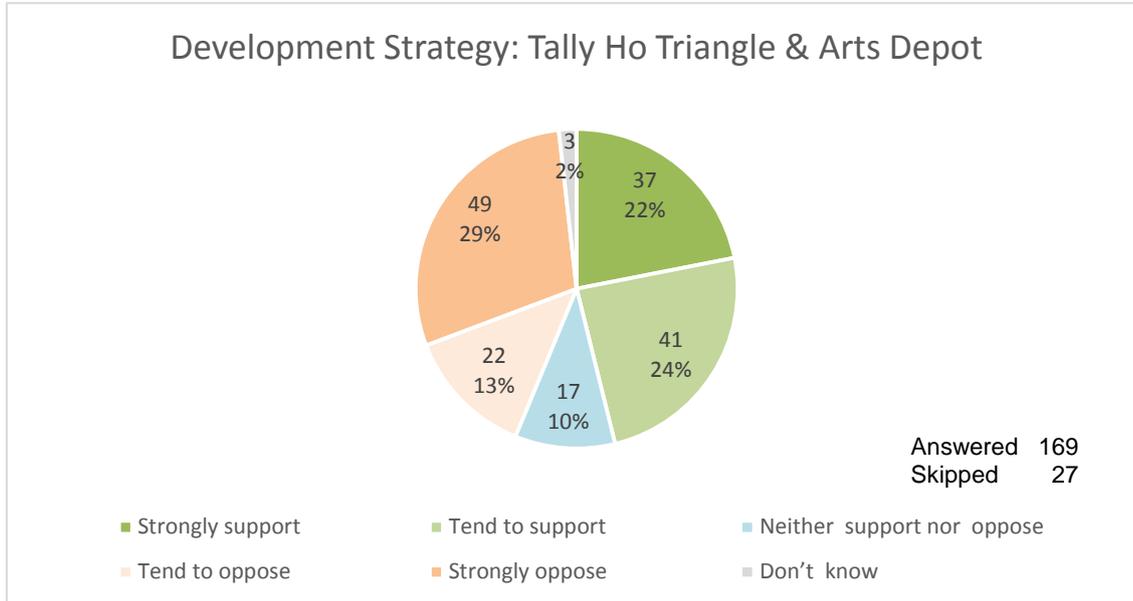


NB: Number on graphic indicates number of responses and percentage

Question 6: To what extent do you support or oppose the Development Strategy for Site 1?

Question 7: KOS 1 Tall Ho Triangle & Arts Depot. Please provide any comments on the following: Movement & Parking; Land Use; Scale and Massing; Design Quality & Character; and Public Realm & Streetscape

Answered 119
 Skipped 77



NB: Number on graphic indicates number of responses and percentage

- 4.3.2 There was general support for the regeneration of KOS1, with many respondents stating desire for improved public realm, café society, landscape and planting. Responses were mixed in relation to the relocation of the bus station, with a number of people commenting on the poor state of the existing station and the acknowledgement of the need for shelters outside if buses were to move to the streets. There were many concerns for the road layout and the placement of buses on streets, particularly the impact that this may have on aesthetics, traffic and the potential for deliveries to increase congestion. There was concern that the width of pavements would not accommodate bus stops on the streets and mention of existing difficulties with manoeuvring crowds. There is a strong objection to tall buildings, particularly the proposal of 12 storeys opposite the Arts Depot, due to the wind impact and townscape character. Respondents expressed mixed views with regards to the Grand Arcade, with some stating that the building adds to the local character of the area and others supporting the SPD's proposals to remove the building stating the need for regeneration of the area.
- 4.3.3 Some respondents including Torrington Park RA, Friern Barnet & Whetstone RA and the Finchley Society expressed concern for the proposal of intensified residential uses in the town centre and beyond, and the resultant parking implications, with much desire to see this resolved with further parking facilities. The increase in residential also raises concerns of social infrastructure improvements. There is also desire for further clarification and confirmation on the placement of the market.
- 4.3.4 Of the 49 people who strongly opposed, 40 people provided further comments. Eighteen respondents who ticked strongly disagreed were in opposition of tall buildings, many stated the impact on surrounding area particularly with regards to the wind tunnel effect and in some cases impact on local character. Three of those respondents would like to see the bus station retained, one person suggested the bus station move instead to Woodhouse Road, and another four people were concerned that there is no space on the streets for buses particularly with the two-way system re-instated. Another respondent agreed with removal of the bus station but would like to see some indoor pedestrian waiting space allocated within the building. Three respondents suggested retaining the Grand Arcade.
- 4.3.5 Historic England suggested that the Grand Arcade be recognised in the main body SPD text as contributing to local character alongside the Victorian building housing the 'Kidz Escape', and that both should be considered for retention within any proposed development. Comments were also raised on the potential impact of tall building in this KOS, with suggested buildings heights of 'up to 12 storeys' noted as undesirable. There was also desire for retention of the Grand Arcade and buildings to the south of the Tally Ho from local businesses including Ari Food Centre.

- 4.3.6 TfL stated that the SPD should acknowledge that the bus station, off street and on street bus facilities are safeguarded land uses and TfL would only consider its relocation if there was a clear operational and passenger benefit. It was agreed that a transport working group be set up with TfL and LBB to address the transport and movement issues in North Finchley. They further state that improving bus priority and enhancing bus reliability would help the SPD objective of encouraging bus use and should be added to the SPD objectives.

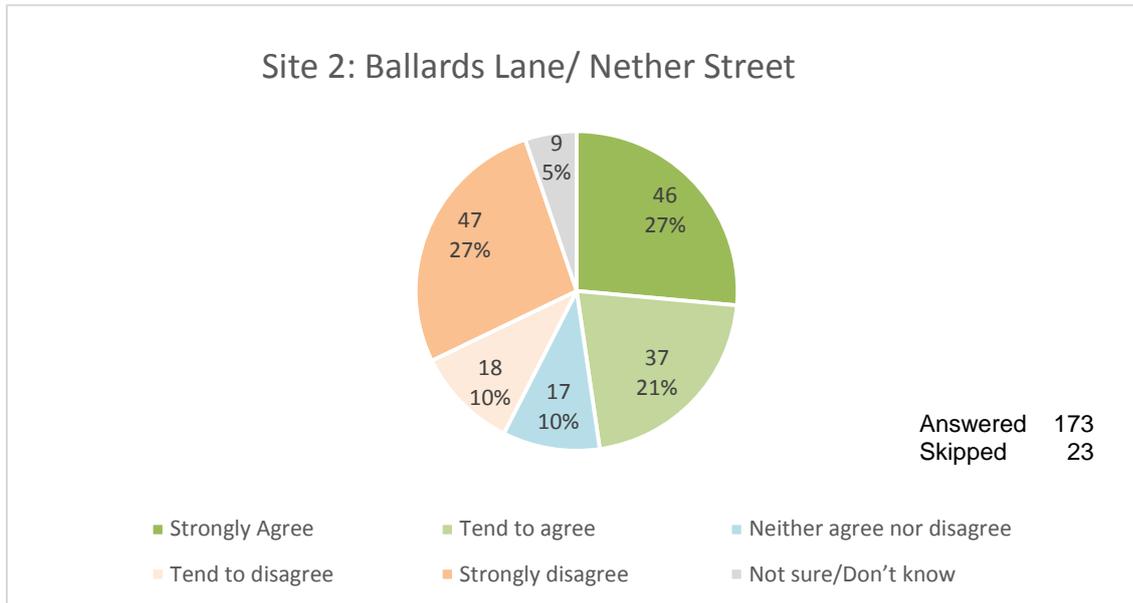
Response and Proposed Amendments

- 4.3.7 Given the general support for the regeneration of the site limited amendments are proposed.
- 4.3.8 In terms of concerns raised regarding the proposed building heights both at this site and across the SPD boundary, a broader response is provided under Q19 'local character' which identifies that a new section will be added to the SPD on tall building design covering guidance on quality and micro climate effects and management. Of note, North Finchley is identified in the LB Barnet Core Strategy as an appropriate location for tall buildings (policy CS5). The proposed opportunity site includes the existing Arts Depot building which rises to approximately 16 storeys. It is suggested in the SPD that buildings directly to the north of this should be no higher than 12 storeys and step down to 4 storeys adjacent to the Tally Ho, responding to the local character.
- 4.3.9 Historic England highlighted the historic value of the Grand Arcade and potentially the 'Kidz Escape' site due to historic value which form part of the site. The SPD acknowledges the contribution of the Grand Arcade to local character within the baseline analysis. However the retention of the Grand Arcade in the site development strategy is not considered appropriate as it has continued to underperform in terms of its retail offer and retention would restrict the necessary comprehensive development of the site and associated benefits in delivering a new leisure hub, public realm and residential units. The local community has been consulted regarding the benefit of the site's redevelopment and a consensus clearly supports comprehensive redevelopment and the associated benefits.
- 4.3.10 In terms of the bus station, the SPD aims to contribute to improved bus services and facilities within the town centre helping to encourage greater bus use. The traffic management initiative related to the Ballards Lane public realm improvement, being two-way operation on the High Road and limited one-way operation on Ballards Lane, will assist in achieving this aim, offering greater routeing flexibility, and offering potential bus journey time savings. Delivering the traffic management alteration would then mean that few services would need or benefit from the bus station which could then be put to an alternative use. However, achieving the wider traffic and public realm change does not rely on the removal of the bus station which could remain for either transitional or permanent bus operational use.
- 4.3.11 Matters in relation to parking (Q23), the North Finchley market (Q27) and social infrastructure (Q28) are considered elsewhere in this report.
- 4.3.12 In response to comments regarding the bus station, including those from TfL, the SPD text has been amended to acknowledge that the bus station, off street and on street bus facilities are safeguarded land uses and that any changes will need to retain the operational transport uses within or adjacent to the town centre to support the existing bus network and meet increased bus demand. The SPD acknowledges that TfL has not agreed to close down North Finchley bus station and would only consider moving part or all of the bus station from its current location if there was a clear operational and passenger benefit. A TfL / LB Barnet Working Group has been established to explore the use of the bus station and wider transport proposals in more detail.
- 4.3.13 As stated above a new section has been added to the SPD on tall building design covering guidance on quality, micro climate effects and management.

4.4 Key Opportunity Site 2: Ballards Lane / Nether Street

4.4.1 The results of the three questions related to KOS2 along with additional written responses are summarised below.

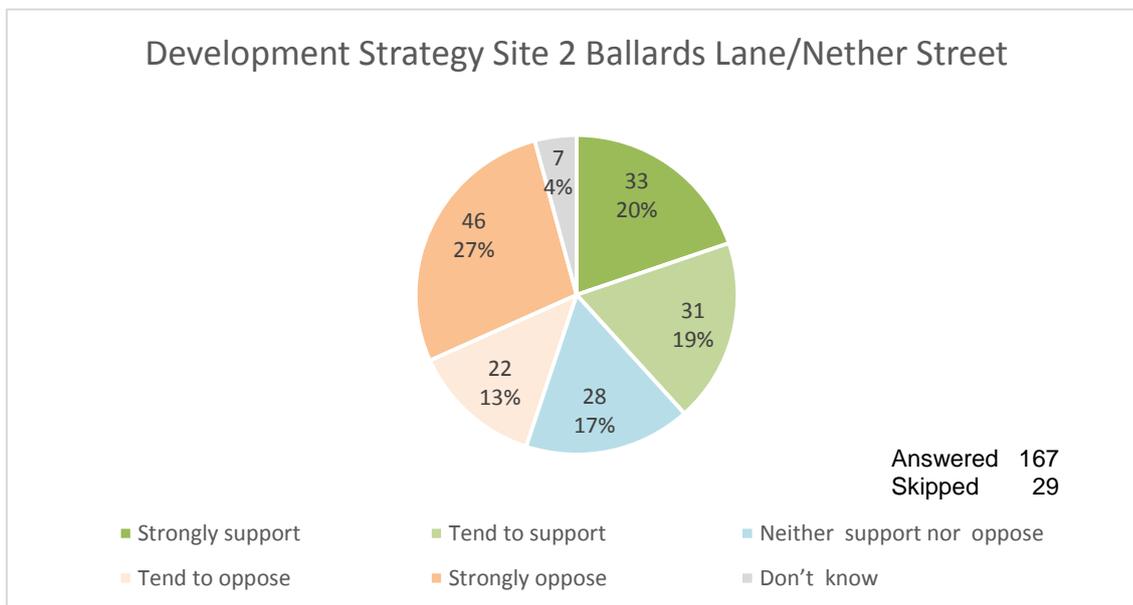
To what extent do you agree or disagree with the identified Key Opportunity Sites 2?



NB: Number on graphic indicates number of responses and percentage

Question 8: To what extent do you support or oppose the Development Strategy for Site 2?

Question 9: KOS 2 Ballards Lane/ Nether Street. Please provide any comments on the following: Movement & Parking; Land Use; Scale and Massing; Design Quality & Character; and Public Realm & Streetscape



NB: Number on graphic indicates number of responses and percentage

4.4.2 The responses show that there was general support for the site being identified as a key opportunity site and some support for the development strategy for KOS2. However there was general opposition to the specific development strategy for the site, with many believing that the SPD proposed to remove the war memorial, and a large number of respondents would like to see the United Services building retained. The text was conflicting in the Draft SPD stating up to 12 storeys in the text and up to 8 on the diagrams which caused confusion at the consultation. Some respondents suggested a maximum height of 6 storeys on this site, with many concerned over the prospect of tall buildings in general. There was some support for cycle lanes on Ballards Lane and improved public and pedestrianised areas with green space.

- 4.4.3 Of the 46 respondents who strongly opposed the development strategy for Site 2 Ballards Lane/Nether Street, 32 provided additional comments. Thirteen respondents opposed the development of tall buildings in this area with a further five respondents concerned that the extension of the building line at this site would increase the impact of the wind tunnel. Eleven respondents would like to see the Finchley Services United Club retained due to the positive contribution to local character and the provision of facilities. Five respondents were concerned for the impacts of re-routing traffic and pedestrianising Ballards Lane due to traffic congestion and a further three people were concerned for the potential parking issues created on local streets. Two people mentioned the requirement for affordable housing and office space within North Finchley, and others commented on the lack of social infrastructure. There were additional concerns for bus queues on the High Road, pollution and gentrification.
- 4.4.4 In addition to the questionnaire responses, LBB received a written response from the War Memorials Trust which stated that although the Services Club is not a protected war memorial in itself, the building (St Kildas) holds local historic and community interest and as such, negotiations with the community should be considered in the first instance. A 228 signature petition was also sent to LBB by the Finchley United Services Club Ltd in support of the retaining the building and use of the Finchley United Services Club, with Friern Barnet and Whetstone Residents Association, Finchley Society, one local business and a further seven residents writing to support the retention of the building.

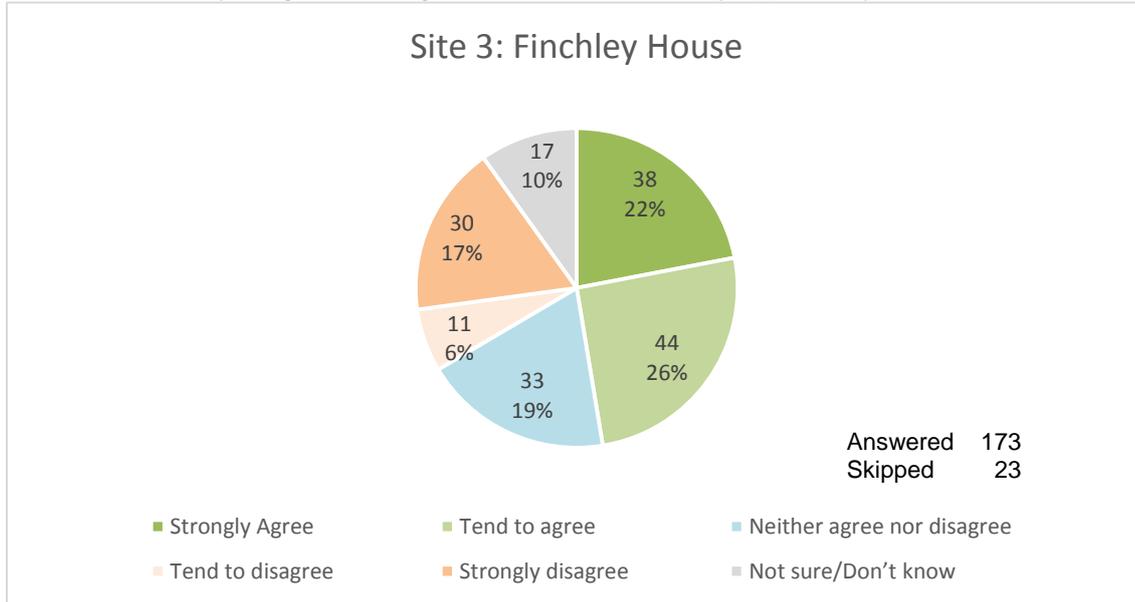
Response and Proposed Amendments

- 4.4.5 Taking into account concerns and strong community feedback over the potential redevelopment of the United Services Club building, together with the expected nomination as a locally listed building St Kilda's will no longer be included in the site boundary red line. The comprehensive redevelopment of the remaining area continues to be a core objective of the site which is a key gateway to the town centre and will benefit from an enhanced design quality and public realm. It is also considered to be an appropriate tall building location. Clarification is provided in terms of appropriate height, considered to be up to 8 storeys. This is an increase from the existing 6 storey building heights but a significant step down from the Arts Depot of 16 storeys which is directly opposite. As noted, further guidance on tall building design quality and micro climate management will be included in the SPD.
- 4.4.6 The text has been amended to align with the diagram which indicates that a height of up to 8 storeys would be acceptable for any redevelopment of KOS2.
- 4.4.7 The red line boundary for KOS2 has been amended to exclude the United Services Club. The text has been amended to reflect this and to continue to emphasise the importance of comprehensive redevelopment of the gateway site. Height of up to 8 storeys at this location is proposed in the SPD.
- 4.4.8 The text and diagram have been amended to clarify that the building line extension is to be improved and mitigated by any future development.

4.5 Key Opportunity Site 3: Finchley House

4.5.1 The results of the three questions related to KOS3 along with additional written responses are summarised below.

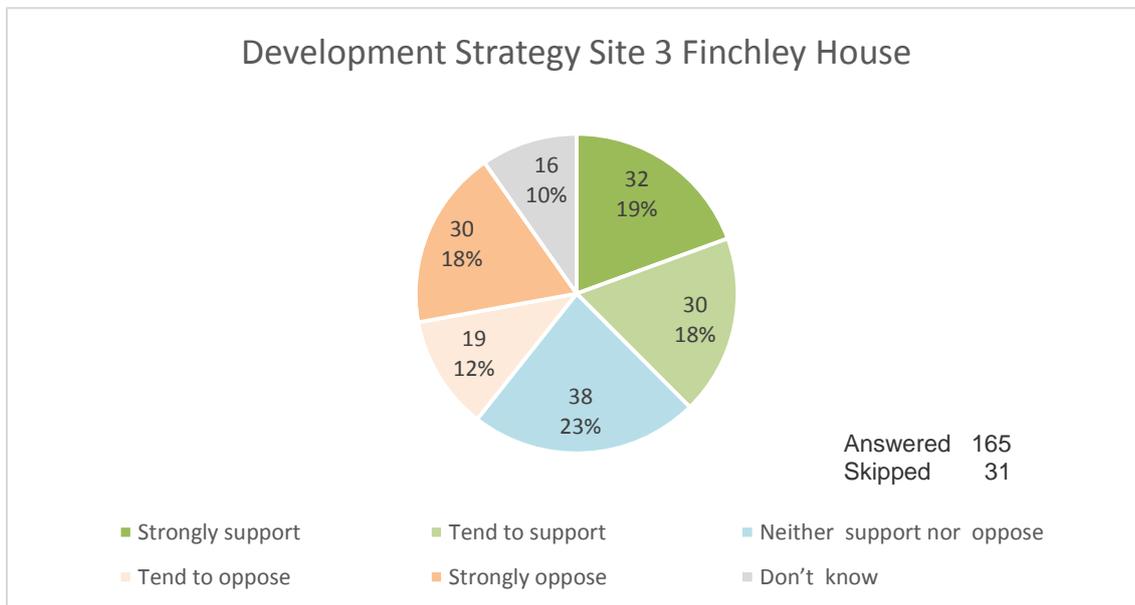
To what extent do you agree or disagree with the identified Key Opportunity Site 3?



NB: Number on graphic indicates number of responses and percentage

Question 10: To what extent do you support or oppose the Development Strategy for Site 3?

Question 11: KOS 3 Finchley House. Please provide any comments on the following: Movement & Parking; Land Use; Scale and Massing; Design Quality & Character; and Public Realm & Streetscape



NB: Number on graphic indicates number of responses and percentage

4.5.2 The responses show that there is general support for the identification and development strategy for KOS3. Many respondents agreed that Finchley House is not aesthetically pleasing and should be demolished. A number of respondents supported the land use proposals for the site as residential and/ or office space. Some respondents supported the building line being pushed back in order to enhance the pedestrian experience. Others expressed concern that the building had recently been purchased to be converted to flats, and therefore questioned the implementation and feasibility of the proposal. There was also concern for the ability of the site to accommodate sufficient parking. Comments were in support of development which was in keeping with traditional architectural styles of the area, and would like to see buildings of no taller than 6 storeys in height. Others stated concern for the wind impact of tall buildings in this position. Respondents including Friern Barnet and Whetstone RA, Finchley Society and Torrington Park RA would like to see sufficient parking and social infrastructure for any new residential development. One respondent supported the proposals however stated that the area would still be blighted by the very busy junction at Kingsway and High Road.

4.5.3 Historic England raised concerns over the inclusion of 695-705 High Road within KOS3 stating that the terraces are representative of the victorian heart of North Finchley and the ability of a tall development to respond to the terrace.

Response and Proposed Amendments

4.5.4 Given the general support for the redevelopment of the site no overall changes are proposed.

4.5.5 Historic England raised concerns over the inclusion of 744-758 High Road and the ability of a tall development to respond to the terrace. The SPD notes that the development may come forward in two phases, initially not including the terraces, subject to achieving a viable and comprehensive development.

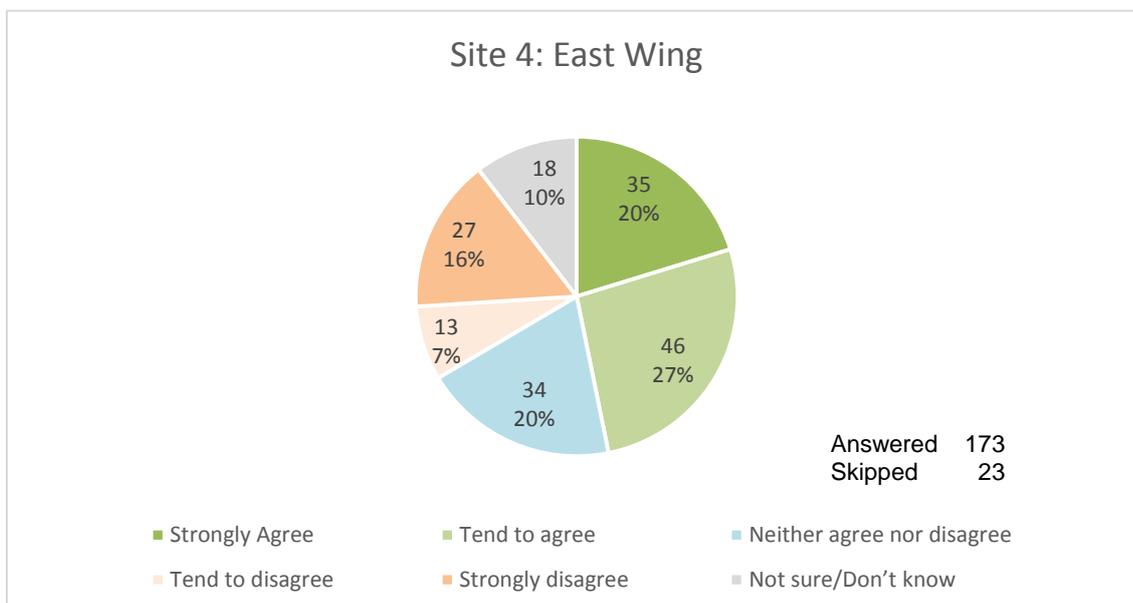
4.5.6 The proposed height limit of the site has not been amended (up to 12 storeys) this allows for flexibility in the building design and the opportunity to maximise site viability and deliverability. It also responds to the 16 storey height of the Arts Deport and the existing building height of 9 storeys. Any tall buildings will be expected to align with the tall buildings guidance which has been additionally included in the SPD.

4.5.7 The SPD text has been amended to reinforce the importance of any development suitably responding to the immediate context.

4.6 Key Opportunity Site 4: East Wing

4.6.1 The results of the three questions related to KOS4 along with additional written responses are summarised below.

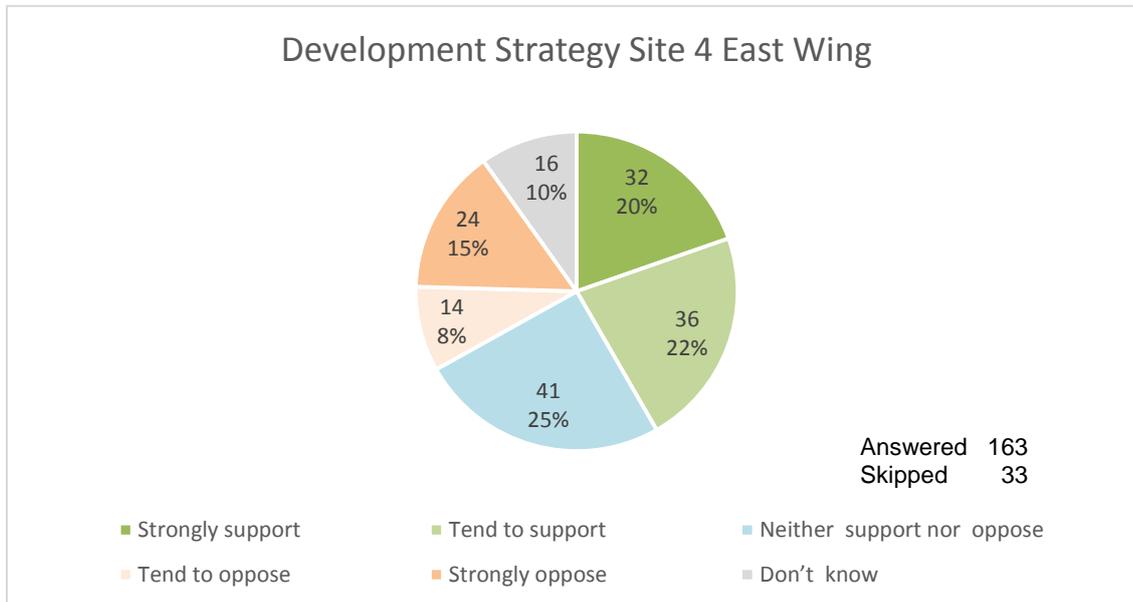
To what extent do you agree or disagree with the identified Key Opportunity Site 4?



NB: Number on graphic indicates number of responses and percentage

Question 12: To what extent do you support or oppose the Development Strategy for Site 4?

Question 13: KOS 4 East Wing. Please provide any comments on the following: Movement & Parking; Land Use; Scale and Massing; Design Quality & Character; and Public Realm & Streetscape



NB: Number on graphic indicates number of responses and percentage

4.6.2 In general the response is in support of the regeneration of KOS4, with respondents expressing support for the retention of terraces that create a positive contribution to the character of the area and others supporting development of 4-6 storeys in this area in-keeping with the existing character and others commented on the need to respond to local character in both traditional façade appearance and high quality materials. Some respondents were unclear as to the meaning of upper storeys to be ‘set-back’ from the building line. Retention of the Owen Owen/ Argos building is supported due to character and community history. Concerns were raised for the impact of 2-way traffic in this area, with many people stating current issues of congestion at the junction between High Road and Kingsway. A few respondents commented on the potential to include Lambert Way to the east of this site, due to the poor state of the road and the desire to see it become safer and more attractive. There is support for a more pedestrian friendly environment in this area, but concern for impact of the buses on streets causing traffic on pavements.

Response and Proposed Amendments

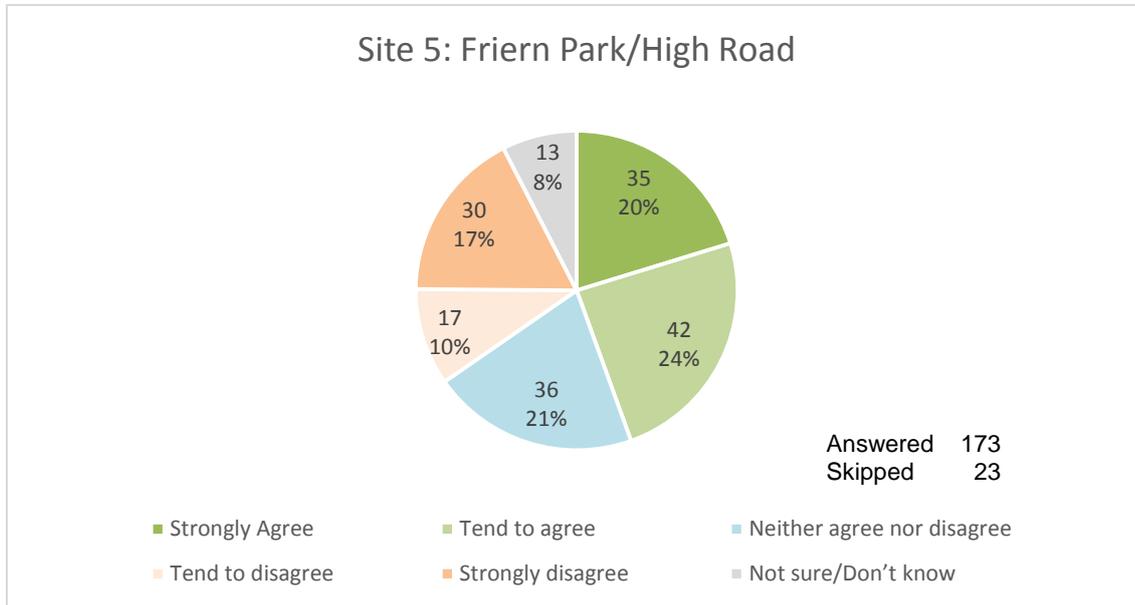
4.6.3 Given the general positive support for the opportunity site, no overall change is proposed to the SPD. Further exploration of transport matters is covered in Q21.

4.6.4 Taking into account feedback, wording supporting the site will change the emphasis from ‘development should consider’ to ‘development must be sensitive to existing and retained buildings’, in line with good practice.

4.7 Key Opportunity Site 5: Friern Park/ High Road

4.7.1 The results of the three questions related to KOS5 along with additional written responses are summarised below.

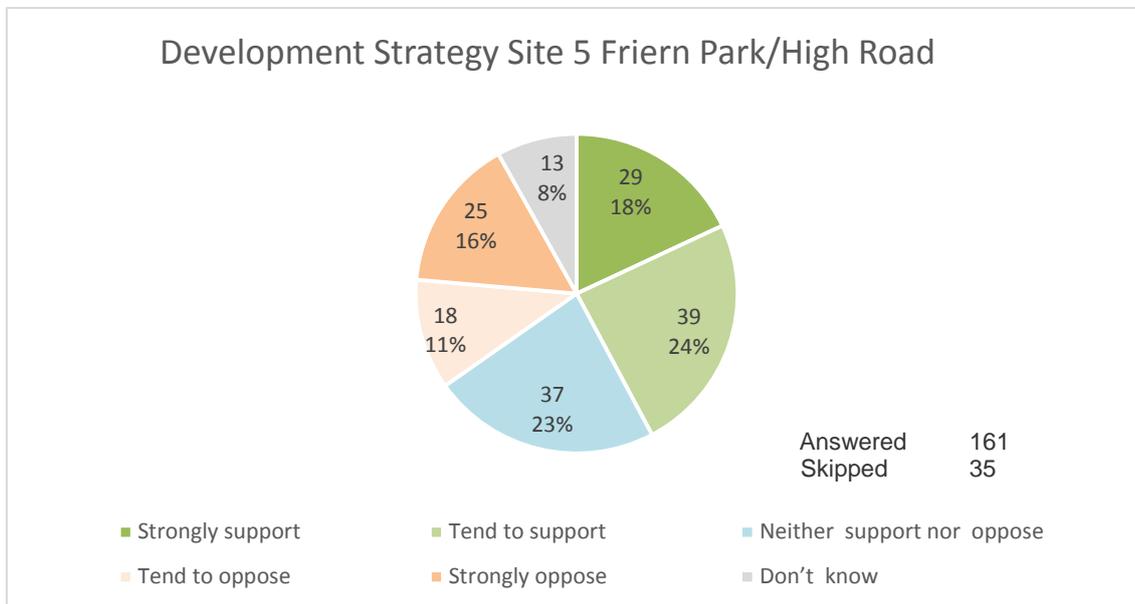
To what extent do you agree or disagree with the identified Key Opportunity Site 5?



NB: Number on graphic indicates number of responses and percentage

Question 14: To what extent do you support or oppose the Development Strategy for Site 5?

Question 15: KOS 5 Friern Park/ High Road. Please provide any comments on the following: Movement & Parking; Land Use; Scale and Massing; Design Quality & Character; and Public Realm & Streetscape



NB: Number on graphic indicates number of responses and percentage

4.7.2 Respondents were in general support of the regeneration of KOS5. There was large support for the retention of the Bohemia and Santander buildings due to the positive contribution that the buildings make to the local character of other area. Suggestions were put forward that this area should also include retention of some terraces to south – particularly the one on corner of Stanhope Road, in order to maintain the Victorian/ Edwardian character of the area. Some respondents would like to see heights of only four storeys as in keeping with current townscape, and there was additional concern that heights above this may impact visually on the townscape and environmentally on the surrounding areas. Respondents were in support of more greenery and landscape features in this area. One

respondent commented on the potential for CPO at Resham restaurant on the corner as it has been empty for close to 10 years. In addition, Historic England raised concerns over the inclusion of 744-758 High Road and would like to see these buildings recognised for their contribution to local character.

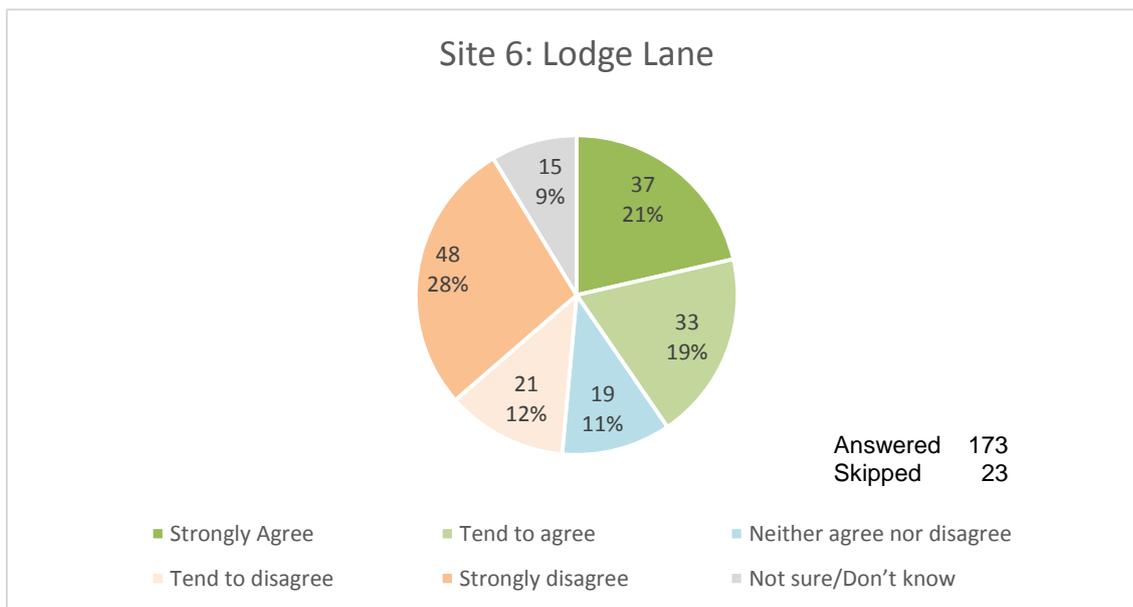
Response and Proposed Amendments

- 4.7.3 Given the general support for the site no overall change is proposed to the SPD.
- 4.7.4 The development strategy including heights of up to 6 storeys is retained within the SPD. This allows for an intensification of the residential offer and supports the viable redevelopment of the site. There are existing areas of the High Road which have heights of 5-6 storeys.
- 4.7.5 Historic England raised concerns over the inclusion of 744-758 High Road due to the historic merit of the buildings. Whilst a requirement to retain these is not stipulated, the retention of existing facades of historic merit is encouraged in the SPD.
- 4.7.5 Taking into account feedback, wording supporting the site will change the emphasis from ‘development should consider’ to ‘development

4.8 Key Opportunity Site 6: Lodge Lane

4.8.1 The results of the three questions related to KOS6 along with additional written responses are summarised below.

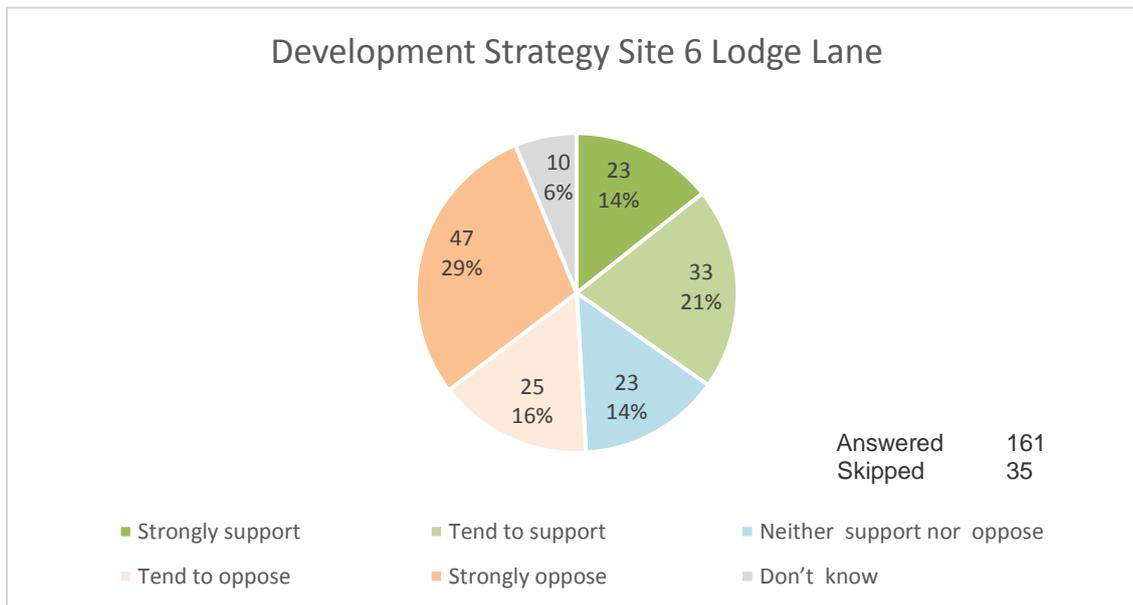
To what extent do you agree or disagree with the identified Key Opportunity Site 6?



NB: Number on graphic indicates number of responses and percentage

Question 16: To what extent do you support or oppose the Development Strategy for Site 6?

Question 17: KOS 6 Lodge Lane Please provide any comments on the following: Movement & Parking; Land Use; Scale and Massing; Design Quality & Character; and Public Realm & Streetscape



NB: Number on graphic indicates number of responses and percentage

4.8.2 There was equal support and opposition to the identification of KOS6 as a development site by respondents. However there was general opposition to the development strategy for the KOS6, particularly when considering the emails and letters received. In reviewing the comments there were a wide range of comments with some of those opposing the development strategy due to a perceived reduction in parking spaces on the site, however the SPD proposed to retain the same number of parking spaces. There was support from some for more landscaping, greenery and improved health and safety for school children. With regards to aesthetics, a few respondents commented on the negative contribution which YVA House currently makes to the High Road, and supported its redevelopment. Respondents were also in support of enhancing the signage to the station.

4.8.3 A number of concerns were expressed for the safety of the car park area, and described this area as a location for crime and anti-social behaviour. A large number of respondents (around 20) stated that they support the retention of car parking facilities on Lodge Lane, with some suggesting that more parking was required in this area. Some suggested that the use of an underground car park might offer increased space on ground level for a landscaped retail courtyard.

4.8.4 Of the 47 respondents who strongly opposed the development strategy for Site 6 Lodge Lane, 37 provided additional comments and in addition there were 19 emails/letters from residents which opposed the development. Six respondents stated the importance of Lodge Lane as one of North Finchley's historic roads, with sixteen people raising concern for the increase in traffic and parking on the road, five people raised concern for the capacity of the narrow road at Lodge Lane, and a further five commented on the impact on the health and safety of school children. Fifteen respondents would like to see the current level of parking retained, and four people would like to see the surface car parking maintained as opposed to the introduction of multi-storey parking solutions, which seven people suggested would destroy the character of the area. With regards to open space, six people were concerned that there was no realistic market relocation option presented in the Draft SPD (please see Q27 on public realm) and five people suggested the space be used as a town square. It was noted that pedestrian access should be maintained through to Percy Lane as this is a walking route to school. The decked car park raised issues for respondents with concerns of overlooking, sunlight and daylight loss and potential for increased crime. A number of respondents were concerned that the proposals for KOS6 did not reflect the local character of the area in particular with regards to building heights and car parking use. Some of those respondents who strongly opposed the development strategy suggested that there should be no uplift in car parking spaces from the current level at Lodge Lane, in the understanding that increased car parking provision ultimately leads to increased traffic.

4.8.5 In addition to the questionnaires, LBB also received written responses from Northside Primary School, Torrington Park RA and the Finchley Society & Friern Barnet and Whetstone RA. Northside Primary stated current issues of cars parked on zig zag lines, cars mounting the pavement in order to manoeuvre traffic and problems of rat racing. This raises concern for the safety of children travelling to and from school in this area, and the school would like to see a pedestrian crossing and traffic calming measures put in place. Additionally, Northside Primary would like LBB to ensure that overlooking is not possible from the new decked car park. There was also concern that any pedestrian route that is maintained between Lodge Lane and Percy Road should not by its nature encourage anti-social behaviour and should therefore be open and safe for children to use. Friern Barnet and Whetstone RA and the Finchley Society further commented on the current undersupply of town centre parking and stated need for the SPD to consider temporary solutions to parking whilst Lodge Lane car park is under development. Torrington Park RA would like to see the Lodge Lane car park retained.

Response and Proposed Amendments

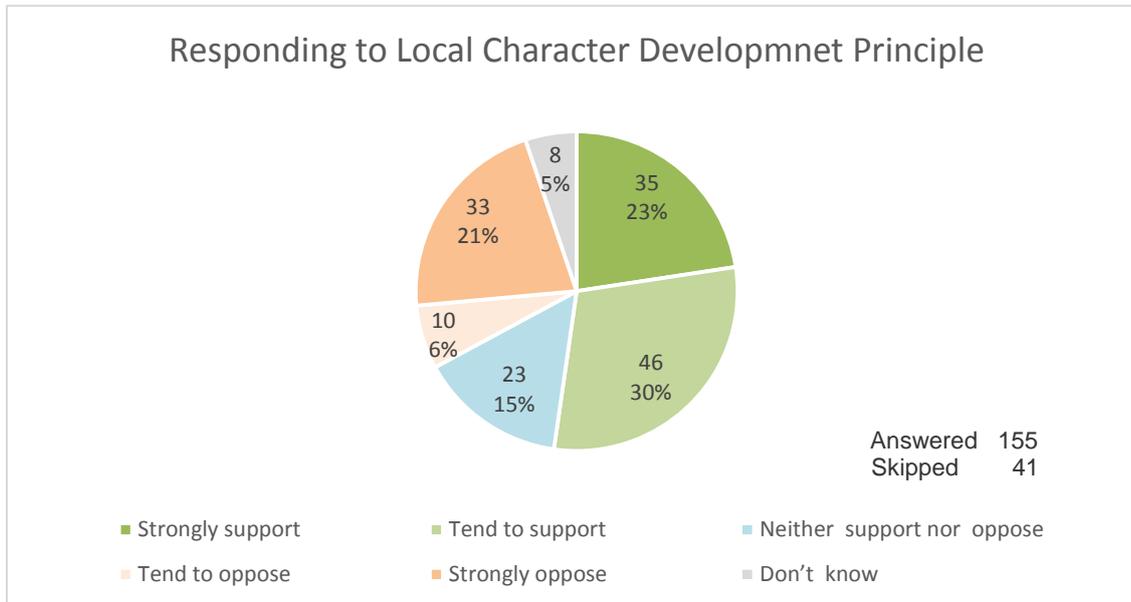
- 4.8.6 A number of considerations and amendments to the SPD have been made in relation to Lodge Lane taking into account consultation feedback. The importance of Lodge Lane as a car park to North Finchley town centre is recognised and its role and function are retained.
- 4.8.7 The proposals for the creation of a decked or multistorey car park of up to two levels will retain a similar number of parking spaces to the existing car park, and therefore any change in traffic and vehicle movements along Lodge Lane would be negligible. A full transport assessment would be made with any planning application to determine transport effects and mitigations, including relating to air pollution. In terms of the safety of Lodge Lane crossing, the SPD has been amended to encourage the provision of a clear and safe pedestrian crossing.
- 4.8.8 Northside School raised concerns regarding traffic, pollution and safety – including overlooking. Taking into account these comments the SPD reinforces the importance of a sensitive edge and treatment of the school adjacency as well as identifying the importance of engagement with the school at an early stage in the development of any proposals associated with a planning application. Opportunities of school collaboration with the new community space will also be promoted.
- 4.8.9 The diagram and text have also been amended to include and identify the Percy Road Playground and connection through the site from Lodge Lane to the playground, recognising the value of this route as a north south connection.
- 4.8.10 In terms of height, the development proposals on the south side of Lodge Lane indicate height of 2-3 storeys opposite the historic terraces, reflecting the existing built form. Heights of up to 5 storeys are proposed to the eastern end which has 3-4 storeys at present. The introduction of residential frontage / community facility along the northern edge is expected to enhance the overall built and urban form of the existing area. The need for a sensitive edge and appropriate height is established both on the east and south side of the site.
- 4.8.11 The delivery of the community facility is considered to be a significant benefit as part of the overall town centre strategy which can be guaranteed due to existing council land ownership of the site.
- 4.8.12 Amendments to the SPD:
- Encourage the provision of a clear and safe pedestrian crossing at Lodge Lane.
 - Reinforce the importance of a sensitive edge and treatment of the school adjacency.
 - Identify that matters of safety, overlooking, surveillance and secure design will be of high importance in relation to the primary school.
 - Identify the importance of engagement with the school at an early stage in the development of any proposals associated with a planning application.
 - Promote opportunities of school collaboration with the new community space.
 - Amended the text and diagram to include and identify the Percy Road Playground and connection through the site from Lodge Lane to the playground.

4.9 Development Principle: Responding to Local Character

4.9.1 The results of the two questions related to the 'responding to local character' development principle along with additional written responses are summarised below.

Question 18: To what extent do you support or oppose the development principle 'Responding to local character'?

Question 19: Please give reasons for your answer.



NB: Number on graphic indicates number of responses and percentage

4.9.2 The results show that there was overall support for the 'responding to local character' development principle. Respondents were pleased that the Bohemia and Santander Building are to be retained and would like to see this building type and character encouraged. Respondents were largely concerned that the introduction of tall buildings in North Finchley is not in-keeping with the character of the area, with many people suggesting that the SPD do more to enhance the heritage and historic character. There was particular reference to the historic significance of Lodge Lane and suggestions for its enhancement. Others commented on the need to balance traditional styles with new modern architecture which responds to the townscape. Again, many respondents expressed desire to retain the Finchley United Services Club and War Memorial.

4.9.3 Of the 33 respondents who strongly opposed the development principle 'responding to local character', 21 provided additional comments. Fourteen of these comments raised concerns that the Draft SPD in itself is a negative impact on the local character of the area instead of responding to it, with particular regards to the introduction of tall buildings.

4.9.4 In addition to the questionnaire, Historic England stated that a more in-depth analysis of urban and historic character of North Finchley should be included in the SPD. They also suggested that the Victorian terrace at the corner of Stanhope Road/ High Road in KOS5 should be retained as it contributes positively to the character, and suggested that the Victorian detached building housing 'Kidz Escape' in KOS1 should be assessed for its historic interest. It is also noted that the Grand Arcade is noted as contributing positively to the character in paragraph A11, whilst the terraces south of Finchley House now used as small businesses should be highlighted as contributing to the local character and retained.

Response and Proposed Amendments

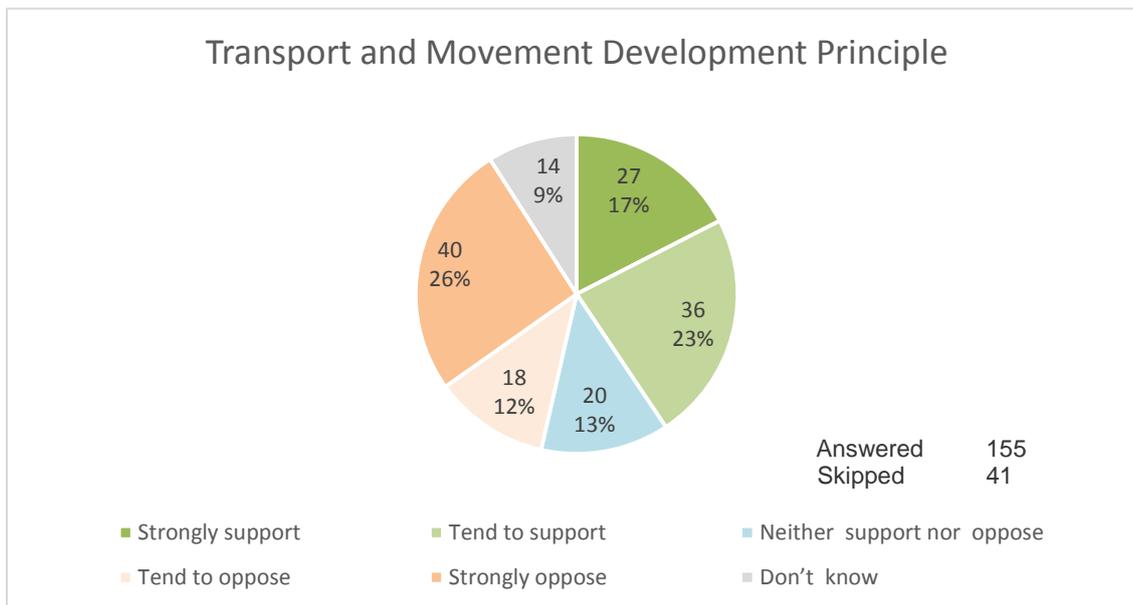
- 4.9.5 In response to concerns raised regarding tall buildings proposed within the SPD, more detailed guidance on tall building design and development has been included as a separate section in the document in order to ensure high quality design and to manage and mitigate local micro climate effects (such as wind tunnelling). Barnet Core Strategy Policy CS5 provides an existing policy framework for tall buildings which includes identifying North Finchley as a suitable location for tall buildings.
- 4.9.6 Historic England suggested a more in-depth urban character and historic analysis of the SPD study area. The existing analysis, set out in the SPD baseline and appendices to the SPD, is considered proportionate to the document. This includes reference to the London Borough of Barnet’s Characterisation Study 2010. The latter was part of the evidence base for the Local Plan and on that basis we consider that the level of background assessment is sufficient and robust as a basis for the production of the SPD. No Conservation Areas or statutory Listed Buildings exist in the SPD area.
- 4.9.7 Matters relating to individual sites have been addressed as points specifically in relation to site specific feedback in this report.
- 4.9.8 More detailed guidance is provided on tall building design and development in order to ensure high quality design and to manage and mitigate local micro climate effects (such as wind tunnelling).

4.10 Development Principle: Transport and Movement

4.10.1 The results of the two questions related to the ‘transport and movement’ development principle along with additional written responses are summarised below.

Question 20 To what extent do you support or oppose the development principle ‘Transport and Movement’?

Question 21: Please give reasons for your answer



NB: Number on graphic indicates number of responses and percentage

4.10.2 The results show a similar number of people supporting and opposing the principle. A large number of comments agreed with the proposals to reclaim the road space for pedestrian and shared surfaces and the use of this space to provide new bus shelters at bus stops. Many respondents suggested the requirement for an increase in pedestrian crossings on the High Road and for two-way cycling to be reinstated. There were a number of concerns that the transport proposals are not implementable, and would result in an increase in traffic on the High Road and greater inconveniences for locals. There was extra concern for the likely use of residential side streets for cars trying to skip traffic on the High Road. The relocation of the bus station received a mixed response though overall more people agreed with the principle of removing the bus station. Other key objections related to concerns regarding the increase in traffic, pollution and query of how deliveries will be managed on the High Road.

- 4.10.3 Of the 40 respondents who strongly opposed the development principle on parking, 29 provided additional comments. Nine respondents expressed concern that the proposals would increase congestion in North Finchley due to the wider pavements and narrower carriageway, with a further three people stating that proposals would increase traffic and pollution. Eight respondents would like to see the bus station retained with four people commenting on the potential issues of having buses standing on the street. Others suggested further traffic surveys be undertaken prior to proposals in the SPD being implemented, including the response from the Friern Barnet & Whetstone Residents' Association and the Finchley Society. Other respondents suggested the need for pockets of pedestrianised landscape spaces along high street for café society, the need to encourage more people to walk frequently in North Finchley and the need for more bus stops along the High Road.
- 4.10.4 TfL commented that the redevelopment of the town centre should contribute to the improved reliability and resilience of the local bus network, whilst providing an enhanced passenger experience and improved accessibility to bus services. They further acknowledge that in order to do this, changes to the operation of the road network within the town centre and on adjacent parts of the road network.

Response and Proposed Amendments

- 4.10.5 Although there is general support for the transport proposals, further work is being undertaken to progress the deliverability and feasibility of the strategy. The core aim of the SPD is to establish the principles for change, with the detailed design and implementation to follow in the long term in partnership with TfL.
- 4.10.6 A number of minor amendments have been made to the SPD in order to take into account specific comments made by TfL, including the need for safeguarding transport land and that the bus station would only close or move based on operational and passenger benefit.
- 4.10.7 Taking into account the range of comments on transport and movement, including from TfL as well as residents, LB Barnet commissioned an additional transport study, the North Finchley High Level Transport Review to support the SPD proposals. This re-visits the principle of reducing traffic flow along Ballards Lane and making the High Road to the east of the Tally Ho a two way road. A Working Group has been established with LB Barnet working in partnership with TfL to develop the proposals further including technical design feasibility to test them thoroughly to TfL's satisfaction in terms of road network operation, bus service, road safety and air pollution impacts.
- 4.10.8 The initial motive for the traffic management proposal to have two-way traffic flow on the High Road and limited 'local access only' one-way northbound traffic on Ballards Lane was to provide a substantially improved public realm environment on Ballards Lane. In contrast, the High Road is considerably wider. The proposal makes fuller use of that carriageway by combining southbound and northbound movements, relieving the less suited Ballards Lane which can then deliver the substantial public realm improvements. Local motorists will benefit from increased access flexibility with two-way flow on the High Road reducing needed diversions and journey distances for many. This route flexibility is anticipated to minimise local rat-running with motorists more readily able to travel on direct and convenient routes to/from their destinations. Similar benefits will accrue to those on buses, no longer required to solely travel via Ballards Lane for northbound movement.
- 4.10.9 Along with motorised traffic considerations, the proposals intend to provide better for pedestrians in terms of road crossings for cyclists with two northbound routes offered (i.e. Ballards Lane and High Road) and specific on-carriageway cycling facilities. The proposal provides an improved public realm environment for the High Road with planting, benches and improved footways.
- 4.10.10 A number of minor amendments have been made to the SPD in order to take into account specific comments made by TfL being:
- To acknowledge that the bus station, off street and on street bus facilities are safeguarded land uses and that any changes will need to retain the operational transport uses within or adjacent to the town centre to support the existing bus network and meet increased bus demand.
 - In relation to the Bus Station the SPD acknowledges that TfL has not agreed to close down North Finchley bus station and would only consider moving part or all of the bus station from its current location if there was a clear operational and passenger benefit.
 - Clarification that there is no desire to remove bus stops from the street.

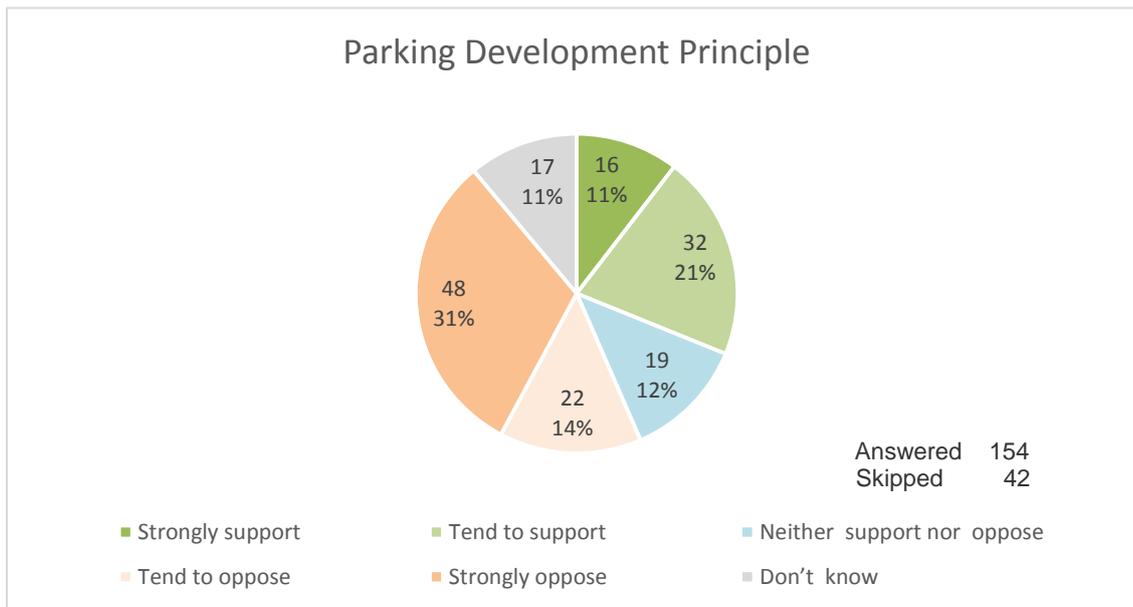
- Further emphasise the objectives of improving bus priority and enhancing bus reliability to encourage bus use as well as wider TfL objectives include Vision Zero and Healthy Streets.

4.11 Development Principle: Parking

4.11.1 The results of the two questions related to the ‘parking’ development principle along with additional written responses are summarised below.

Question 22 To what extent do you support or oppose the development principle ‘Parking’?

Question 23: Please give reasons for your answer



NB: Number on graphic indicates number of responses and percentage

- 4.11.2 There was general opposition to the parking development principle. Though in reviewing the comments some opposed the principle as they thought there was too much car parking in North Finchley and that more should be done to encourage walking and cycling. Of those who opposed the principle, numerous concerns were raised for the introduction of additional residential uses and the impact of this on parking. Respondents suggested a free period of parking 30 minutes to an hour to attract visitors. Some respondents suggested the CPZ be extended on residential side streets to 8-9pm at night. Concerns included the introduction of decked car park in Lodge Lane, the historical impact on the road and potential impact on neighbouring properties. Others expressed support for encouraging more walking, cycling and use of public transport, suggesting that there are too many instances of locals driving very short distances into the town centre.
- 4.11.3 Of the 48 respondents who strongly opposed the development principle on parking, 35 provided additional comments. Thirteen comments stated their concern over the increase in residential properties intensifying the demand for parking, resulting in a future undersupply of parking facilities. Two people suggested that the parking situation has not been sufficiently considered, whilst a further five people expressed opposition for the Lodge lane multi-storey car park. A few people commented that the area has too much car parking provision when compared to other local high streets, and suggested that the SPD do more to encourage people to use public transport, cycle and walk within the town centre. Other respondents commented on the price and duration of car parking in North Finchley, with four people stating that parking prices are too high to attract shoppers and three people suggesting a one-hour free parking allowance for shoppers. Additional single respondent comments included the suggestion of putting car parking underground, consider the temporary car parking whilst Lodge Lane is under construction and further concern for the return to cash payments for parking.
- 4.11.4 TfL stated that the approach to refining on street parking appears reasonable, commenting that any kerbside parking and loading should only cater for short stay use.

Response and Proposed Amendments

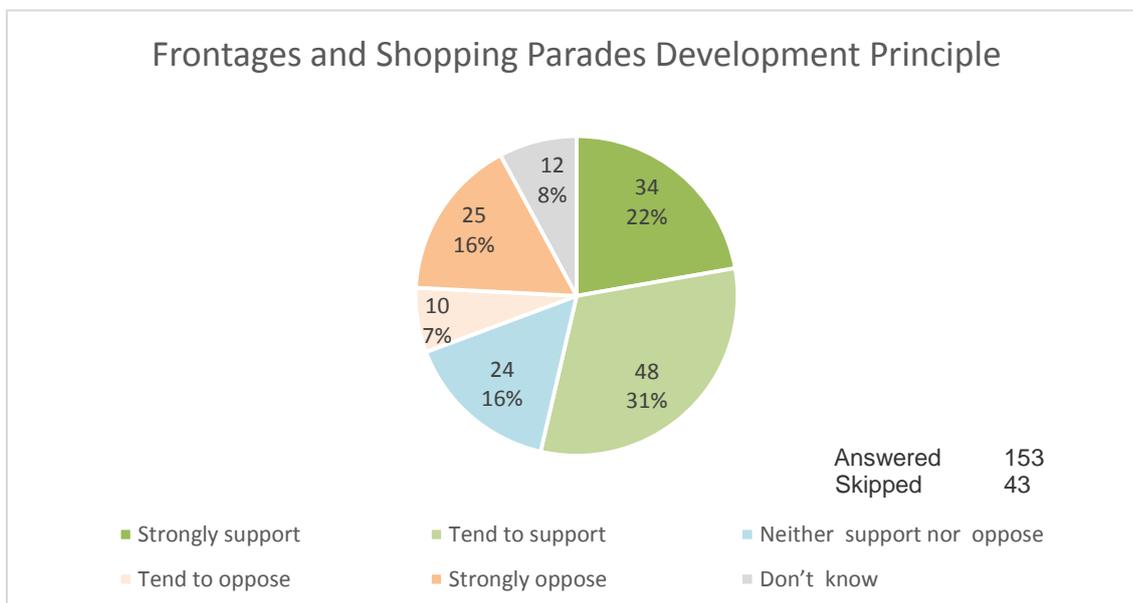
- 4.11.5 In preparing the SPD the council commissioned a related parking survey to inform the parking assessment and the SPD’s approach to future town centre parking provision.
- 4.11.6 The SPD does not propose any net change in town centre parking provision post-development with the current provision, in terms of space availability across the town centre remaining broadly at present-day levels. The SPD does identify the opportunity for a local parking strategy for North Finchley, building on parking surveys undertaken, in order to enhance the efficiency and management through a review of pricing, timing and availability. In terms of changes to car parking levels during any redevelopment process, including that of Lodge Lane, the SPD has been amended to identify that a clear strategy will be required to ensure minimum disruption to town centre parking during the redevelopment of the car park.
- 4.11.7 In terms of additional parking for new residential developments, this will be sought on site. Each of the key opportunity sites presents an opportunity for an element of on-site parking to be provided at ground, part basement or underground level. This will be defined through the planning application process.
- 4.11.8 More broadly the SPD seeks to reduce vehicle demand and support sustainable travel modes, including walking, cycling, bus and rail use through a comprehensive range of initiatives, thereby encouraging people to stay local and for visitors to the town centre to do so by sustainable travel modes where practicable. The public realm improvements will make the town centre more attractive to local people and visitors and in raising the quality of the town centre environment, support local businesses. The improved walking and cycling environment will encourage local people to access and use their town centre for day to day needs. The improvements to bus services will encourage local people and others from further afield travel to / from the town centre without recourse to car use in the first instance. Raising awareness of the Northern line tube service through street wayfinding information and walk, cycle and bus access improvements will make fuller use of this considerable asset.
- 4.11.9 The transport strategy will be amended to provide further information on the focus of the proposed parking strategy, including a review of pricing, timing and availability.

4.12 Development Principle: Frontages and Shopping Parades

4.12.1 The results of the two questions related to the ‘frontages and shopping parades’ development principle along with additional written responses are summarised below.

Question 24: To what extent do you support or oppose the development principle ‘Frontages and shopping parades’?

Question 25: Please give reasons for your answer



NB: Number on graphic indicates number of responses and percentage

4.12.2 The results indicate overall support for this development principle. There was general agreement that frontages should be cleaned and enhanced, with support for principles. Respondents would like to see historic frontages retained. There is some concern that the tidying of frontages and street areas used for displays in front is an attempt at removing diversity on the High Road, respondents would like to see unique and creative shop frontages. Some respondents suggested that awnings could be used with pavement seating areas outside, whilst others would like less of the pavement space used by shops to enhance the pedestrian experience.

Response and Proposed Amendments

4.12.3 The SPD contains existing guidance on shop fronts. There is an opportunity to refine this to take into account comments from consultees including on diverse and creative frontages and outdoor seating.

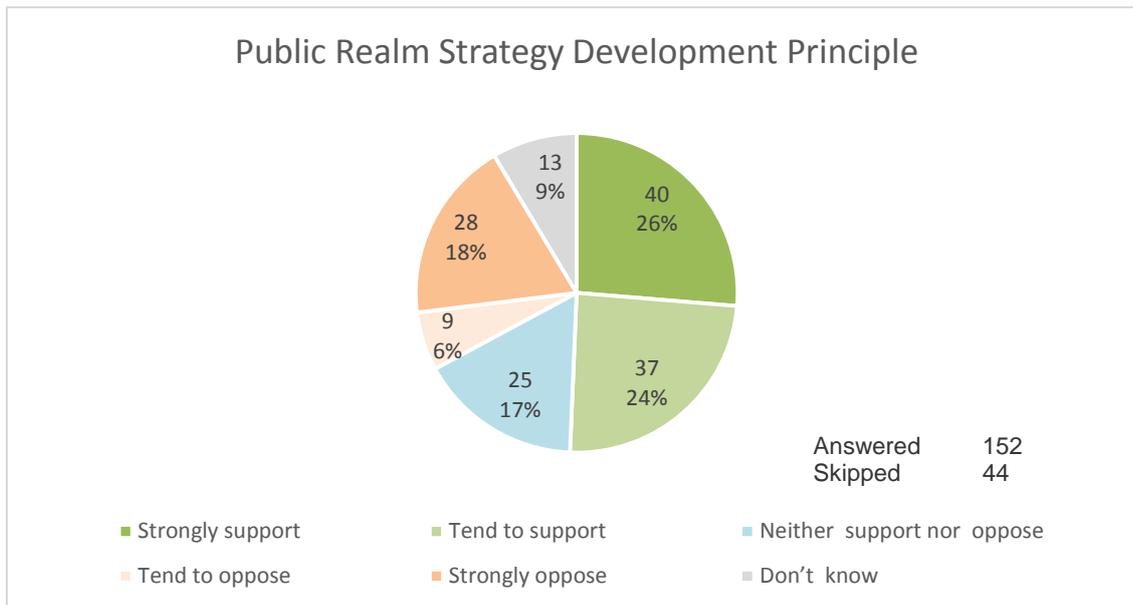
4.12.4 There is an opportunity to refine this to take into account comments from consultees including on diverse and creative frontages, subject to overall quality, including pavement seating and awnings.

4.13 Development Principle: Public Realm Strategy

4.13.1 The results of the two questions related to the ‘public realm strategy’ development principle along with additional written responses are summarised below.

Question 26: To what extent do you support or oppose the development principle ‘Public Realm Strategy’ referring to the way the streets, pavements and squares’ should be improved?

Question 27: Please give reasons for your answer



NB: Number on graphic indicates number of responses and percentage

4.13.2 The results show that there is overall support for the public realm strategy. Responses identified support for additional green landscaped space and places for people to linger. Many are in support of outdoor event spaces particularly the market, and others would like to see more creative use of the public realm with planting zones. However, additional concern for the functionality of these spaces with issues of the wind tunnel effect and pollution presented as key obstacles. A few respondents suggested greater lighting along the High Road to enhance safety of the area.

4.13.3 A number of respondents, residents and community groups including Friern Barnet and Whetstone RA and Finchley Society expressed concerns for the continuation of the local market on Lodge Lane and would like to see proposals for its realistic relocation allocated within the SPD.

4.13.4 Many respondents commented on the introduction of tall buildings in North Finchley, expressing concerns for the potential increase in the wind tunnel effect experienced in the town centre and the negative impacts that this will

have on the public realm. Friern Barnet and Whetstone RA and Finchley Society in particular suggested that the SPD ensures that development not only mitigates any potential negative effects of wind on the public realm, but actually makes a provision to eliminate the existing wind tunnel effect experienced as a result of the Arts Depot building.

Response and Proposed Amendments

- 4.13.5 Overall there has been a positive response to the public realm principles. Comments will be taken into account in refining the SPD wording. This includes greater clarity around the approach to the relocation of the North Finchley Market. As noted previously, further guidance has been included in the SPD in relation to tall building design and management.
- 4.13.6 The SPD wording has been updated to reinforce the commitment to the North Finchley Market.

4.14 Other comments

- 4.14.1 A number of the comments were in concern for the length of the consultation process, and suggested that LBB is in a rush to approve the SPD with no concern for the local community. A large number of comments related to objections to tall buildings due to the wind tunnel effect and lack of respect for the character of the area. A few comments suggested the importance of having a car-free focal point, with the area outside the Arts Depot recognised as an opportunity space. Again, the transport and parking strategy raised much concern among respondents. There were some comments in support of affordable housing and question of how the SPD could include this.
- 4.14.2 A large number of questionnaire responses commented on the lack of infrastructure provision for the North Finchley area including social infrastructure, with many people commenting on the need for schools, GPs, hospitals and community spaces. Torrington Park RA, Ravensdale RA, Friern Barnet & Whetstone RA and Finchley Society all provided additional comments on the demands for social infrastructure, with particular regards to the SPD's newly proposed residential development. Related points raised sought to clarify any phasing strategy for the development of sites and related infrastructure.
- 4.14.3 Thames Water would like to see a section on 'Infrastructure and Utilities' stating the requirement for developers to consider the net increase in water and waste water demand and the impact of this further down the network.
- 4.14.4 A number of comments captured throughout the questionnaire responses, and particularly noted in questions related to the vision and spatial strategy, stated a general issues with current town centre management. Respondents commented on existing litter, pollution and the general untidiness of the North Finchley town centre area with particular regards to the waste from fast food restaurants. Safety issues were also noted in relation to the impact of the proposed leisure hub in the south, with respondents concerned for noise and anti-social behaviour.

Response and Proposed Amendments

- 4.14.5 A broad range of comments are considered under this general heading. In terms of SPD consultation activities these are set out at paragraphs 2 and 2.2.
- 4.14.6 Historic England raised concern about the process of allocating sites in the SPD rather than in the Local Plan. Whilst the SPD identifies opportunity sites, it does not make formal site allocations, which is considered appropriate for this type of document. Historic England also commented on the SEA process and suggested the need for the inclusion of the opportunity site's as part of the assessment. The SEA has been prepared in line with the relevant regulations and at the Council's discretion, which clearly contains the descriptions of those sites and covers the key impacts identified.
- 4.14.7 In relation to social infrastructure, notably schools, doctors and other community uses, more information will be provided in the Delivery & Implementation section of the SPD in terms of the LB Barnet approach to delivering new services. The expectation is that as new dwellings and population arise, they will be recorded and an ongoing assessment made for the need for additional services and the associated funding. The SPD does make provision for a community space at the proposed redevelopment of Lodge Lane.

- 4.14.8 Thames water requested further information on utilities in the document. The SPD is a high level strategy for North Finchley and reference is made to other SPDs including Barnet's Sustainable Design & Construction as well as London Plan requirements. Most of the infrastructure items listed will be defined through planning applications as and when they come forward. The SPD has been updated to highlight that the council does recognise and identify the importance of engagement with utility providers at an early stage in the development of any proposals associated with any planning application/s.
- 4.14.9 In terms of managing the process of change and regeneration, including how a new leisure hub might integrate with local residents, proposals will be included for a greater level of town centre management. This could include a local town centre manager as a point of contact for information and local concerns between businesses and residents..
- 4.14.10 The SPD includes more detail in the Delivery & Implementation section on the delivery of additional services in relation to social infrastructure, notably schools, doctors and other community uses. This includes specific reference to LB Barnet's 'Infrastructure Delivery Plan' and the processes for funding and identifying the requirements for individual social infrastructure elements within the borough. The SPD also refers to the importance of town centre management.
- 4.14.11 The Delivery and Implementation section of the SPD has also been amended to provide an overview of the preferred phasing of sites within the SPD.

5. Response to Individual Submissions to the Consultation

Respondent	Representation Response	Council Reply	Action
Highways England	<p>Highways England will be concerned with proposals that have the potential to impact on the safe and efficient operation of the SRN. In terms of North Finchley Town Centre, we would be concerned with any proposals that could impact the M1 in particular Junction 1, A1, M25 in particular Junction 23 and A1(M) in particular Junction 1.</p> <p>After looking through the documents provided, at this time Highways England do not have any comments to make on this draft SPD.</p>	Noted.	No change
Historic England	The proposals in the framework are significant. While we note that the document helpfully identifies the policies in Local Plan documents which the SPD seeks to take forward, the nature of the proposals are such as we would normally expect in a site allocations plan. We note that the new local plan for Barnet is planned to be consulted on this year, and consider that this will be the appropriate document to bring forward any specific site proposals.	Whilst the SPD identifies opportunity sites, it does not make formal site allocations. The Local Plan is the appropriate document for making such allocations and we plan to consult on site proposals as part of our Reg 18 Local Plan in Autumn 2018. Key Opportunity Sites identified in this SPD will therefore be reflected in the Local Plan,	No change
Historic England	<p>North Finchley has considerable integrity and historic interest in its townscape, reflecting its predominant phase of development in the Victorian period. By the 1890s the urban settlement was fully formed. Its heritage, while not designated as a conservation area, has much coherence and quality and pre-dates much of the townscape within the rest of the Borough. Careful consideration of the Victorian and Edwardian buildings lining the High Road and the adjoining areas, and other distinctive features of the town centre is an essential foundation for achieving enhancements to the benefit of the local area, and the vitality of the town centre in the long term.</p> <p>We are pleased to see the analysis contained in Appendix A (Baseline Report). However, it is evident that there is much that is missing in terms of both the positive elements of local character and the elements that detract. In our view, there is more work needed to ensure that there is an appropriate level of understanding of the existing townscape character, its evolution and heritage interest. Only with a robust baseline will you be able to achieve the best outcome for development and enhancement within North Finchley town centre.</p>	The existing analysis, set out in the SPD baseline and appendices, is considered proportionate to the document. This includes to the London Borough of Barnet's Characterisation Study 2010. The latter was part of the evidence base for the Local Plan and we consider that the level of background assessment is sufficient and robust as a basis for the production of the SPD. No Conservation Areas or statutory Listed Buildings exist in the SPD area apart from one locally listed building – the Tally Ho public house.	No change

Historic England	Part a) Vision: The reference to local character being enhanced is helpful. There is a clear opportunity in North Finchley to promote its future vibrancy and vitality through enhancement of its heritage.	Noted	No change
Historic England	Part b) Objectives Theme 1 - The statements relating to local character and history are welcome, although there should be explicit reference to conserving and enhancing existing townscape and heritage.	Noted	No change
Historic England	When referring to 'gateways' it should be clear that these are not required to be tall buildings but could, for instance, be marked by different street surfaces, or pavement widths to bring about different traffic behaviour, or attractive building form such as the Tally-Ho pub.	The SPD reflects that North Finchley is identified in the Local Plan as an appropriate location for tall buildings. The SPD makes numerous references to public realm improvements and the use of high quality materials at such locations	No change
Historic England	Tall buildings are difficult to integrate into townscapes of 2, 3 and 4 storeys. The tall buildings that do exist – The Arts Depot and Kingsway House - are both discordant with the surrounding local character. Since the latter building is 9 storeys, and yet clearly over-dominant, we suggest further consideration is given to the appropriate definition of heights for North Finchley. Perhaps 6 to 7 storeys is an appropriate maximum height in taller developments of the southern area.	With regard to tall buildings the SPD has been revised. It states that In locations where the adjacent context is of a lower scale and is not anticipated to change we will expect proposals for tall buildings to provide a transition in the base building height down to the lower-scale neighbours and set back from the base, This will help to retain the streetscape character.	New text has been added to Para 7.7 of the SPD with regard to tall buildings.
Historic England	Key Opportunity Sites As discussed above we consider that a supplementary planning document should only providing detailed advice on sites already allocated. The Opportunity Sites have yet to go through the local plan process and, in our view, it is not appropriate to bring these forward in this document. The following comments should be considered with that caveat.	Whilst the SPD identifies opportunity sites, it does not make formal site allocations, which is considered appropriate for this type of document.	No change
Historic England	Site 1 Tally Ho Triangle and Arts Depot The Grand Arcade is identified in Appendix A (A11) as contributing to local character. Its Art Deco style and domestic scale make it one of the highlights of the town centre, its qualities brought to the fore by recent investment from the Outer London Commission funding. This should be retained in any development proposals. Likewise, we recommend assessment of the early Victorian detached building 'Kidz Escape' which appears to be of some historic interest. The lack of assessment of these buildings and their potential future contribution is concerning. We note one reason given in the	The retention of the Grand Arcade is not considered appropriate as it has continued to underperform in terms of its retail offer and retention would restrict the necessary comprehensive development of the site and associated benefits for which there is support. Figure 24 within the SPD identifies buildings contributing to local character. This was based on an assessment of buildings in North Finchley, The	Reference added in terms of the contribution of the Grand Arcade to local character. In the section on responding to local character new text has

	<p>Appendix for retail viability problems in the Grand Arcade is difficulty of access. Could the proposed exclusion of traffic from Ballards Lane potentially overcome this issue? Further thought should be given to this.</p> <p>The buildings between the Grand Arcade and the Tally Ho pub have no evident townscape value although care will be needed to ensure building heights do not dominate the pub as a locally listed 'gateway' building. In the context of the above comments, and Figure 10, we consider 4-6 storeys could be appropriate to the north of the Grand Arcade. The proposal for 'up to 12' storeys appears undesirable taking account not only of the retention of existing buildings of interest, but also in the context of nearby townscape. When considering the effect of, for instance, Kingsway House (9 storeys) on adjoining townscape the impact of building tall here should not be underestimated. The Arts Depot at 16 storeys clearly is a discordant element, and every effort should be made to improve this area.</p>	<p>Kidz Escape' building was not identified through this assessment and local respondents to the SPD consultation have not highlighted the building as of historic value.</p> <p>There are no designated heritage assets within the SPD boundary and only one locally listed building, the Tally Ho</p> <p>The SPD highlights that the northern part of the KOS 1 site should respond to the local townscape, with particular reference to the neighbouring Tally Ho as a landmark building.</p> <p>We refer to our previous comments on tall buildings</p>	<p>been added to the SPD with regard to tall buildings</p>
Historic England	<p>Site 3 Finchley House</p> <p>The redevelopment of Finchley House offers considerable scope for enhancement. The Council's Tall Buildings Study (2010) identifies this as having an unfortunate juxtaposition with the 2-storey terrace to the south. The townscape merit of the Edwardian style properties to the south should be taken into account, as these are of a quality commensurate with other residential developments in conservation areas. We recommend that consideration is given to the retention of nos. 695-705 High Road, with development taking place on the Kingsway frontage only. Bearing in mind the need to avoid the existing 'cliff-edge' effect with the adjoining low-rise townscape, up to 7 or 8 storeys would appear a more appropriate scale as a maximum.</p>	<p>The SPD notes that the development may come forward in two phases, initially not including the terraces, subject to achieving a viable and comprehensive development.</p>	<p>No change</p>
Historic England	<p>Site 4 East Wing</p> <p>We welcome the commitment to retaining the significance of the former Owen Owen department store (presently Argos) and to retaining the facades of the properties in the terrace south of 684 High Road.</p>	<p>The support is welcomed.</p>	<p>No change</p>
Historic England	<p>Site 5 Friern Park/High Road</p> <p>We welcome the recognition of the contribution of the buildings occupied by Bohemia and Santander to character of the High Road.</p> <p>The terrace comprised of 744-758 High Road is representative of the Victorian heart of North Finchley and thus has considerable townscape significance. We strongly recommend that these are retained, enhanced, and their upper floors converted for residential</p>	<p>The support is welcomed.</p> <p>With regards to concerns over the inclusion of 744-758 High Road due to the historic merit of the buildings - whilst a requirement to retain these is not</p>	<p>No change</p> <p>No change</p>

	use, where appropriate. Figure 24 and Appendix A should identify the importance of this terrace in the history of North Finchley and their positive contribution to the High Road townscape.	stipulated, the retention of existing facades of historic merit is encouraged in the SPD.	
Historic England	<p>Section 7 Development Principles</p> <p>a) Responding to local character</p> <p>As discussed above, the starting point for the town centre framework is the existing fabric of the town centre. In our view, the local character and many positive features of the centre are not fully addressed in respect of Appendix A (Area Character and Townscape) and Figure 24. There are also negative features in the existing townscape that should be identified, both in the character assessment and in Figure 24.</p> <p>- The Victorian terrace between the junction with Stanhope Road/High Road and Santander has considerable character and exemplifies the Victorian development of N Finchley town centre. We consider this terrace contributes positively to its distinctiveness and should be shown as retained in Figure 24.</p>	We refer to our previous comments on the assessment of North Finchley's character.	No change
Historic England	- The Grand Arcade and the former Owen Owen department store (Argos) are both noted as contributing to the character of the area (Para A11), but in the case of the Grand Arcade this is not discussed or identified in Figure 24.	We refer to our previous comments on the Grand Arcade.	As mentioned above, the SPD will be updated to include identifying the Grand Arcade as contributing to local character.
Historic England	The former residential properties (now small businesses) south of Finchley House Business Centre contribute positively to the townscape and should be identified in Figure 24, with the intention that they are retained.	They are outside of the town centre or SPD boundary and therefore will be dealt with by the Local Plan policies.	No change
Historic England	- The negative impact of the Arts Depot (16 storeys) and Finchley House business centre on the opposite side of Kingsway (9-storeys) should be identified more clearly. This impact demonstrates the need for greater sensitivity and moderation of heights in future developments in the town centre. Other buildings which detract from the local townscape should also be shown in Figure 24.	We refer to our previous comments on tall buildings	See above
Historic England	<p>e) Public Realm Strategy</p> <p>Improvements in the public realm could be highly influential in raising the quality of the town centre, the way it functions and how it is experienced. Historic England's advice 'Streets for All' contains useful information on public realm enhancement schemes and can be accessed on our website.</p>	SPD revised to refer to Streets for All	Reference added at para 7.53
Historic England	<p>Draft Sustainability Appraisal/Strategic Environmental Assessment</p> <p>The need for Strategic Environmental Assessment (SEA) arises for plans and programmes where there may be significant</p>	We refer to our previous comments on site allocations. The SA has been prepared in line with the relevant regulations which clearly contains the descriptions of those sites and covers the key	No change

	<p>environmental effects, and is required because the effects have not been assessed through the local plan. The draft report does not address the individual site allocations or Opportunity Sites, or identify any potential adverse effects for townscape and heritage. The SA report is, in our view, inadequate in terms of the SPD proposals and lacks the necessary robust evidence base.</p> <p>Site allocations are properly addressed through the statutory development plan and the SPD should not pre-judge the local plan process in relation to these sites. A thorough character assessment of the town centre is needed so that this can be used within the SA/SEA for the local plan site allocations to inform the most appropriate parameters for each development site. This will then de-risk the eventual adoption of the local plan site allocations.</p>	<p>impacts identified.</p>	
<p>Natural England</p>	<p>The SPD is unlikely to have major effects on the natural environment, but may nonetheless have some effects. We therefore do not wish to provide specific comments, but advise you to consider the following issues:</p> <p>Green Infrastructure</p> <p>This SPD could consider making provision for Green Infrastructure (GI) within development. This should be in line with any GI strategy covering your area.</p> <p>The National Planning Policy Framework states that local planning authorities should plan <i>'positively for the creation, protection, enhancement and management of networks of biodiversity and green infrastructure'</i>. The Planning Practice Guidance on Green Infrastructure provides more detail on this.</p> <p>Urban green space provides multi-functional benefits. It contributes to coherent and resilient ecological networks, allowing species to move around within, and between, towns and the countryside with even small patches of habitat benefitting movement. Urban GI is also recognised as one of the most effective tools available to us in managing environmental risks such as flooding and heat waves. Greener neighbourhoods and improved access to nature can also improve public health and quality of life and reduce environmental inequalities.</p> <p>There may be significant opportunities to retrofit green infrastructure in urban environments. These can be realised through:</p> <ul style="list-style-type: none"> <input type="checkbox"/> green roof systems and roof gardens; <input type="checkbox"/> green walls to provide insulation or shading and cooling; <input type="checkbox"/> new tree planting or altering the management of land (e.g. management of verges to enhance biodiversity). 	<p>The Council adopted a Green Infrastructure SPD in October 2017 which identifies for protection and enhancement a connected network of green and blue (water) open spaces within Barnet. The North Finchley SPD has been updated to make cross reference to it.</p> <p>This SPD is a high level strategy for North Finchley. Most of the items listed below will be defined through the planning application/s as and when they come forward and the council does recognise and Identify the importance of engagement with statutory authorities such as Natural England at an early stage in the development of any proposals associated with any planning application/s.</p>	<p>Cross-reference to adopted Gi SPD</p>

	<p>You could also consider issues relating to the protection of natural resources, including air quality, ground and surface water and soils within urban design plans.</p> <p>Further information on GI is include within The Town and Country Planning Association's "Design Guide for Sustainable Communities" and their more recent "Good Practice Guidance for Green Infrastructure and Biodiversity". Biodiversity enhancement</p> <p>This SPD could consider incorporating features which are beneficial to wildlife within development, in line with paragraph 118 of the National Planning Policy Framework. You may wish to consider providing guidance on, for example, the level of bat roost or bird box provision within the built structure, or other measures to enhance biodiversity in the urban environment. An example of good practice includes the Exeter Residential Design Guide SPD, which advises (amongst other matters) a ratio of one nest/roost box per residential unit.</p> <p>Landscape enhancement</p> <p>The SPD may provide opportunities to enhance the character and local distinctiveness of the surrounding natural and built environment; use natural resources more sustainably; and bring benefits for the local community, for example through green infrastructure provision and access to and contact with nature. Landscape characterisation and townscape assessments, and associated sensitivity and capacity assessments provide tools for planners and developers to consider how new development might makes a positive contribution to the character and functions of the landscape through sensitive siting and good design and avoid unacceptable impacts.</p> <p>For example, it may be appropriate to seek that, where viable, trees should be of a species capable of growth to exceed building height and managed so to do, and where mature trees are retained on site, provision is made for succession planting so that new trees will be well established by the time mature trees die.</p> <p>Other design considerations</p> <p>The NPPF includes a number of design principles which could be considered, including the impacts of lighting on landscape and biodiversity (para 125).</p> <p>Strategic Environmental Assessment/Habitats Regulations Assessment</p> <p>A SPD requires a Strategic Environmental Assessment only in</p>		
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	<p>exceptional circumstances as set out in the Planning Practice Guidance. While SPDs are unlikely to give rise to likely significant effects on European Sites, they should be considered as a plan under the Habitats Regulations in the same way as any other plan or project. If your SPD requires a Strategic Environmental Assessment or Habitats Regulation Assessment, you are required to consult us at certain stages as set out in the Planning Practice Guidance.</p> <p>Should the plan be amended in a way which significantly affects its impact on the natural environment, then, please consult Natural England again.</p>		
Transport for London	<p>The following comments are made by TfL City Planning officers on a 'without prejudice' basis and are intended to ensure that this policy document is in line with relevant London Plan policies and reflects the draft Mayor's Transport Strategy. You should not interpret them as indicating any subsequent Mayoral decision and these comments do not necessarily represent the views of the GLA.</p> <p>TfL is the strategic transport authority for London and responsible for delivery of the transport policies in the London Plan and the Mayor's Transport Strategy. Policies such as Vision Zero on reducing road danger and the Healthy Streets approach that promotes public transport use and active travel are particularly relevant, given concerns identified in paragraphs 1.9 that North Finchley suffers from a traffic dominated environment.</p>	SPD recognises that as part of the Healthy Streets new approach, North Finchley has the potential to reduce the use of the private car and increase the number of people walking, cycling and using public transport. This would result in a healthier, more sustainable, safer and more connected town centre providing an improved experience for people visiting the area.	References to Healthy Streets and Vision Zero at para 7.14 and A41
Transport for London	<p>TfL operates (under a long lease) the North Finchley Bus Station, the separate bus stands are also on a long lease (from Barnet Council) on Woodhouse Road and those on the High Road south of the Tally Ho pub. We are also responsible for the bus stops, traffic signal junctions and crossings in the town centre. The High Road and Ballard's Lane form part of London's Strategic Road Network (SRN), for which TfL has oversight responsibility. We have responsibility for taxi regulation in London, and we run night buses within North Finchley, as well as the Night Tube on Friday and Saturday nights on the Northern Line. The SPD should consider its approach to the evening economy and transport.</p>	<p>The SPD has been revised to highlight that TfL has not agreed to close down North Finchley bus station and would only consider moving part or all of the bus station from its current location if there was a clear operational and passenger benefit.</p> <p>As existing transport land, the bus station is safeguarded by TfL and any changes will need to ensure that operational transport uses are retained within or adjacent to the town centre in order to support the bus network and meet bus demand, as explored in more detail in the transport strategy of the SPD.</p>	New text added at movement and parking section of KOS 1 with regard to the bus station
Transport for London	<p>Planning Policy Context</p> <p>The London Plan and the draft Mayor's Transport Strategy set out the latest policy from the Mayor that TfL will need to follow in exercising our duties.</p> <p>TfL believe the Vision for North Finchley can be aligned with Vision</p>	<p>The concept proposals presented by this draft SPD respond to these objectives along with other wider TfL objectives including Healthy Streets and Vision Zero.</p> <p>As part of the Mayor's Healthy Streets Approach,</p>	SPD paras 7.14 and A.41 are revised to reflect these changes.

	Zero and the Healthy Streets approach. The Healthy Streets indicators should be used to inform street design approach as suggested in the SPD.	Transport for London are developing a plan for a coherent cycle network across London that will complement walking and public transport priorities. The Strategic Cycling Analysis (SCA), June 2017 identifies that in terms of future cycling demand, the Highgate to North Finchley corridor is one of the 25 identified with the greatest potential for contributing to the growth of cycling in London to help achieve the Mayor's ambitions for Healthy Streets.	
Transport for London	The bus station and bus facilities The London Plan Policy 6.2 references the need to safeguard existing transport land. In this case, TfL would need the SPD amended and updated to acknowledge that the bus station, off street and on street bus facilities are safeguarded land uses and that any changes will need to retain the operational transport uses within or adjacent to the town centre to support the existing bus network and meet increased bus demand.	Agreed	New text added at movement and parking section of KOS 1 with regard to the bus station
Transport for London	Theme 4 Town Centre Movement The redevelopment of the town centre should contribute to the improved reliability and resilience of the local bus network and will need to provide an enhanced passenger experience and improved accessibility to bus services. This includes reducing bus journey times and increasing the reliability of local buses. This will require changes to the operation of the road network within the town centre and on adjacent parts of the road network.	See previous comments on buses and movements	
Transport for London	Site 1: Tally Ho Triangle and Arts Depot TfL has not agreed to close down North Finchley bus station – the SPD should acknowledge TfL advice on this aspect. TfL is open to discuss improvements to the bus station on its current site and would only consider moving part or all of the bus station from its current location if there was a clear operational and passenger benefit. The technical work to assess this option includes a variety of factors and the scope of that assessment should be agreed as a joint study between Barnet Council and TfL with clear and measurable objectives. The final choice about the future of the existing bus station will be for TfL.	See previous comments on buses and movements.	See above
Transport for London	Encouraging Bus Use TfL welcome the opportunity to improve facilities for bus passengers. TfL would note that all the buses that serve the bus	See previous comments on buses and movements.	See above

	<p>station also stop on street and still many passengers use the stops in the bus station to board or alight or change buses. Any changes to these services will need to start from the bus passengers' viewpoint, particularly those with specific mobility needs. Whilst TfL provides bus stops on street, they do need kerb space that is currently allocated to other uses and sufficient footway width. TfL has developed tools to assess bus stop design and pedestrian comfort levels which should be used. Bus stands are very important to reliable operation of the bus network. They need to be located at the end of bus routes, as well as elsewhere to allow for bus recovery time, buses need to be able to enter and leave them safely, and drivers need access to facilities at the end of their run. Bus stands as suggested by the SPD can deaden street frontage. However, if they are removed from the street and the bus station is allocated to another use this would lead to unacceptable operational constraints that would undermine the objective of enhancing bus use. Improving bus priority and enhancing bus reliability would help the SPD objective of encouraging bus use. This needs to be part of the SPD objectives.</p>		
Transport for London	<p>Parking and Loading The approach to refining on street parking appears reasonable to TfL. TfL's view is that kerbside parking and loading should only cater for short stay use. It is important that its design and enforcement takes account of the need to allow movement of traffic through the town centre and allows buses access to bus stops. To deploy ramps for pushchairs and wheelchair users, bus drivers need unobstructed access to the kerb at all times, so car drivers and freight operators need space to meet their requirements away from bus stops. For freight and deliveries, TfL advice would seek to look at consolidation of deliveries where possible and would encourage out of hours and off peak deliveries, ideally a booking system for the town centre or co-operation between retailers. Therefore, TfL strongly recommends that before you adopt the SPD it is amended and updated to reflect TfL comments. We also recommend that we set up a transport working group to develop the ideas set out in the SPD. TfL technical input is likely to require funding.</p>	<p>In order to support the SPD a High Level Transport Review has been produced. This examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes. The SPD will reflect that a Working Group has been established with LB Barnet working in partnership with TfL to develop the proposals further including technical design feasibility to test them thoroughly to TfL's satisfaction in terms of road network operation, bus service, road safety and air pollution impacts.</p>	<p>Reference to Joint Working Group added to the SPD</p>
Thames Water Planning Policy	<p>New development should be co-ordinated with the infrastructure it demands and to take into account the capacity of existing infrastructure. Reference is made to Paragraphs 156 and 162 of the National Planning Policy Framework (NPPF), March 2012 and National Planning Practice Guidance (NPPG) published in March 2014 which includes a section on 'water supply, wastewater and</p>	<p>Noted</p>	<p>No change</p>

	<p>water quality' It also sets out that: "Adequate water and wastewater infrastructure is needed to support sustainable development" (Paragraph: 001, Reference ID: 34-001-20140306).</p>		
<p>Thames Water</p>	<p>In light of the above we consider that it is important that there should be a section on 'Infrastructure and Utilities' in the North Finchley Town Centre Framework Supplementary Planning Document which should make reference to the following: Developers need to consider the net increase in water and waste water demand to serve their developments and also any impact the development may have off site further down the network, if no/low water pressure and internal/external sewage flooding of property is to be avoided. Thames Water therefore recommend that developers engage with them at the earliest opportunity to establish the following:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The developments demand for water supply and network infrastructure both on and off site and can it be met <input type="checkbox"/> The developments demand for Sewage Treatment and network infrastructure both on and off site and can it be met <input type="checkbox"/> The surface water drainage requirements and flood risk of the development both on and off site and can it be met <p>Thames Water should also be consulted regarding proposals involving building over or close to a public sewer. If building over or close to a public sewer is agreed by Thames Water it will need to be regulated by an Agreement in order to protect the public sewer and/or apparatus in question. It may be possible for public sewers or water mains to be moved at a developer's request so as to accommodate development in accordance with Section 185 of the Water Act 1989. Further information for Developers on sewerage and water infrastructure can be found on Thames Water's website at: https://developers.thameswater.co.uk/ Contact can be made with Thames Water Developer Services; by post at: Thames Water Developer Services, Reading Mailroom, Rose Kiln Court, Rose Kiln Lane, Reading RG2 0BY; by telephone on: 0800 009 3921; or by email: developer.services@thameswater.co.uk" or In a section on 'Infrastructure and Utilities' a statement similar to that set out below: As per policy [insert as appropriate] of the Barnet Local Plan, Developers need to consider the net increase in water and waste water demand to serve their developments and also any impact the development may have off site further down the network, if no/low</p>	<p>This SPD is a high level strategy for North Finchley. Cross reference is made to other SPDs including Sustainable Design & Construction.</p> <p>Most of the items listed will be defined through the planning application/s as and when they come forward and the council does recognise and Identify the importance of engagement with utility providers at an early stage in the development of any proposals associated with any planning application/s.</p>	<p>No change</p>

	water pressure and internal/external sewage flooding of property is to be avoided.		
Thames Water	<p>Site Specific Comments</p> <p>In order to make a detailed site assessment further information including proposed numbers and phasing will need to be known. At a high level, from a sewage treatment perspective, we don't anticipate capacity concerns at Deephams Sewage Treatment Works as it has recently been upgraded. However, to make a more detailed assessment and ensure these sites are included in our growth plans, we will require the further details mentioned above</p>	This will be a matter for any future planning proposals	No change.
War Memorials Trust	<p>History of Finchley War Memorial</p> <p>The construction of Finchley war memorial has a complicated history which provides some context to Site 2 (Ballards Lane/Nether Street) of the draft SPD.</p> <p>Following the end of the First World War, the original proposal for Finchley was for 'a monumental memorial to be erected in a prominent position and to bear the names of all Finchley men who had made the great sacrifice' and for the remaining funding to 'be divided between the extension of the Cottage Hospital and a hostel for the discharged and demobilised men of the Forces' (Hendon and Finchley Times 9th May 1919). However, owing to the number of former servicemen who attended the meeting the decision was made to solely provide funding for a soldiers' institute. The War Memorial Committee described this proposal as one for all the inhabitants of the district which would 'provide a large hall, recreation rooms, committee rooms and a large entrance hall where a memorial to the fallen can be placed' (Hendon and Finchley Times 13th June 1919). Having turned down the proposals for providing funding for a monument or hospital it was commented at the time that the former servicemen had 'alienated much of the sympathy previously felt for them, and their scheme is handicapped' (Hendon and Finchley Times 9th May 1919). While funding continued to be raised for the hospital extension the plan for an institute was not as successful and had only raised £500 by 1922 (Hendon and Finchley Times 10th February 1922). By this time, the Royal British Legion Finchley branch had purchased St Kilda, the current United Services Club, in Ballards Lane and the Chairman of the War Memorial Committee proposed offering the funds raised to help equip the club. This was formally opened in May 1922 and aimed to offer improved social facilities for ex-servicemen (Hendon and Finchley Times 5th May 1922). At the annual dinner for the Finchley United Services Club in May 1925, the secretary noted that while Finchley</p>	<p>We welcome these comments from the War Memorials Trust on the Finchley War Memorial and it's relationship with the Finchley United Services Club.</p> <p>This site has been removed from KOS 2</p>	The boundary of KOS 2 has been revised to remove the Finchley United Services Club.

	<p>had ‘a splendid war memorial at Finchley in the hospital, he felt that they, as ex-Service men, would like some alternative’ (The Hendon, Finchley, Edgware and Mill Hill Times and Golders Green Guardian 15th May 1925). He suggested that the space in front of the club could be used for creating the war memorial and that it would be simple in design. Further details of the memorial were provided in August that year and it was noted that it would be of a ‘somewhat unusual character, very simple and dignified in design... upon the face of the granite is set in fine bronze the central figure, consisting of a cruciform shaped panel on which figures are modelled representing the Navy, Army and Air Force’ (The Hendon, Finchley, Edgware and Mill Hill Times and Golders Green Guardian 14th August 1925). It was reported in the press that the war memorial was unveiled on the 8th November 1925 by Lord Lascelles (The Hendon, Finchley, Edgware and Mill Hill Times and Golders Green Guardian 13th November 1925). Following the construction of Finchley war memorial two further war memorials have been placed next to it, dedicated to those from Hendon Garage and The Metropolitan Electric Tramways Finchley Depot who lost their lives during the First World War. These were relocated from former buildings which have since either closed or been demolished. The United Services Club appears to have retained much of the building’s original Victorian exterior, although there have been alterations such as the replacement of the windows. The remainder of Site 2 has been redeveloped since the opening the club.</p> <p>The three war memorials situated outside of the United Services Club have high historic and communal value as they are a witness to the ways in which the people of Finchley and Hendon commemorated those who lost their lives during the First World War. Although it has not been possible to identify the architect or sculptor for Finchley war memorial, this also has a high degree of architectural significance and the Trust will be applying for it to be listed shortly. It is difficult to assess how much the setting of these war memorials has on their significance. Both the Hendon Garage and The Metropolitan Electric Tramways Finchley Depot war memorials were previously erected at other locations and have been reinstated outside the United Services Club. These would most likely have been displayed on a wall originally and are not suited to laying on the ground as this has caused them to become stained.</p> <p>By contrast, Finchley war memorial has a historic connection to the United Services Club which must be considered as part of any</p>		
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	<p>proposals to redevelop the site. Compared the two tablets, it is also particularly prominent on Ballards Lane which will also need to be considered as part of its setting. Wreaths are currently laid on the war memorial as part of a Remembrance service which must be taken into account as part of its function. The United Services Club also forms an important part of Finchley's experience during the First World War. However, unlike the war memorials on Ballards Road it was not constructed as a new building for looking after ex-servicemen, but instead was purchased and altered. Furthermore, whilst it received funding from the War Memorial Committee, this was not because the building is a war memorial, but because the committee was unable to fund the original club it proposed. Ultimately, this limits the architectural and historic interest of the building.</p>		
War Memorials Trust	<p>Comments on proposals</p> <p>The draft SPD seeks to redevelop Site 2 between Dale Grove and Nether Street to create a 'high-quality frontage and gateway' for south Finchley. As part of plan, the brief states the development should be sensitive to Finchley War Memorial. Whilst we are pleased that the brief advises that any development should be sensitive to the war memorial, we would advise that particular reference is made to its prominent setting on Ballards Lane. This will ensure the war memorial continues to be a strong reminder of those who lost their lives from Finchley during the First World War. Ideally, the war memorial should not be moved as this may risk damage. Discussion will also need to take place with the United Services Club over any proposals for the war memorial, as it was originally erected by the club rather than by a local committee which means they may own the site and the memorial. With regard to the Hendon Garage and The Metropolitan Electric Tramways Finchley Depot war memorials, consideration may be given to relocating these as part of the development. If the war memorials were to be located on the side of a building this would will lessen the impact of any further staining on the war memorials. Ideally, any proposed location should be nearby Finchley war memorial as this is the focus of Remembrance Day services. The cost of relocation and any cleaning or repairs should be borne by the developer and again discussions should be held with the United Services Club who are most likely the custodians of these war memorials. Thought may also need to be given as to how wreaths could be displayed as part of Remembrance services. Based on the above historic newspaper articles, Finchley United Services Club is not in itself a war memorial, it plays an important part in the history of Finchley. While</p>	<p>The SPD has been revised at KOS 2 to make reference to the prominent location of the Finchley War Memorial on Ballards Lane and the need for new development to be sensitive to it's setting.</p>	<p>The text at KOS 2 with regard to Development Strategy Overview has been revised to reflect sensitivity of the War Memorial.</p>

		it is not in our remit to provide advice on assets which are not war memorials, we would strongly advise the council engage with the club as part of any development proposals. In particular, they may be able to comment on any plans to alter the site around the war memorial, in particular to consider how this may impact Remembrance Day services. I have attached copies of the newspaper articles for your interest.		
Northside Primary School's Governing Body	Primary Governing Body	Northside Primary School N12 shares a border with Lodge Lane Car Park and has entrances on both Lodge Lane and Percy Rd. We were very interested and excited to see the planning framework. It is great to see a commitment to future proofing North Finchley's town centre. An area close to our hearts...we in the business of laying the foundations from which local children can build a great future for themselves. As a result we are keen to work with you/future developers to ensure that the regeneration of Lodge Lane Car Park has a positive impact on our school community and the formative education of generations to come.	We welcome this support.	The text at KOS 6 with regard to land use has been revised to make reference to opportunities for Northside Primary School.
Northside Primary School's Governing Body	Primary Governing Body	Whilst we are supportive of positive change there are a number of areas that we wish to flag up as potentially concerning or worthy of further discussion and thought. These are listed below, in no particular order. Effect on any expansion potential for Northside; we are currently a single form entry school, however there is increasing pressure on primary school places in the area. As the only Primary in the town centre we may need to expand. In the past we have discussed expansion plans with Barnet Council by building on the Albert Street arm of the Car Park. However current plans remove this as an option.	The SPD has been revised to highlight that the community space proposed as part of the Lodge Lane redevelopment should consider co-location opportunities with Northside Primary School	The text at KOS 6 with regard to land use has been revised to make reference to opportunities for Northside Primary School.
Northside Primary School's Governing Body	Primary Governing Body	Staff parking implications during and after any proposed build; a number of our staff use Lodge Lane as an overspill car park. We would like to discuss a parking area for school staff during the school week. Requirement of traffic calming measures and a pedestrian crossing on Lodge Lane Impact of traffic on Lodge Lane and Percy Rd both during and after the redevelopment; there are currently traffic issues on both Lodge Lane and Percy Road. We regularly have cars parked on the yellow zigzags, cars using Lodge Lane as a rat-run to the station often mount the pavement and road rage is increasing. Therefore we are concerned about children's safety getting to and from school, especially if more traffic will be directed down Lodge Lane. We would like to see traffic calming measures put in place and a pedestrian crossing.	A full transport assessment would be made with any planning application to determine transport effects and mitigations, including relating to air pollution. In terms of the safety of Lodge Lane crossing, the SPD will be amended to encourage the provision of a clear and safe pedestrian crossing.	The text at KOS 6 with regard to parking strategy has been revised to : •Encourage the provision of a clear and safe pedestrian crossing at Lodge Lane. •Identify the importance of engagement with the school at an early stage in the development of any proposals associated with a planning application.

Northside Primary School's Governing Body	Pressure point at drop-off and pick up times during and after the redevelopment; Barnet currently give parents parking permits for 15 min at both drop-off and pick up times in Lodge Lane car park. Would this still be the case? During the build can they park on-St with their permits? Can we explore a turning circle/drop-off system?	This is a detailed matter best addressed through any planning application that comes forward at Lodge Lane	No change
Northside Primary School's Governing Body	Admissions implications; any residential development on the site will have an impact of our already small catchment area.	See previous comments on potential for school expansion	See above
Northside Primary School's Governing Body	<p>Existing Pollution levels and effect on school playground Pollution: 2013 GLA and TFL research shows that the area was failing clean-air targets even then, we are concerned that with a multi-level car park that comes right to the school playground levels will be increased.</p> <p>Noise and safety levels during the construction period Noise/safety/mess/inconvenience/ whilst works are carried out; it is vital that our children have the best learning environment possible. Safeguarding families and lone travellers on the way to and from school; with the current plans potentially there will be an enclosed alleyway/pathway around the school boundary into the car park and through to Percy Rd as well as Percy Rd Playground. We fear that this may encourage anti-social behaviour and be intimidating or unsafe.</p> <p>Safeguarding and Child Protection during and after the redevelopment; with a new structure so close to the school boundary as well as being multi-story this is potentially a safeguarding issue as the school will be overlooked. Also we must have complete assurance that the safety of the children of Northside, some of whom are barely three and might possibly break free from their mother/carer when approaching the school, will never be put in a position of danger.</p> <p>Don't want to lose boundary trees and greenery Boundary trees/path and keeping greenery and privacy; some of the large conifers are on the council car park side but we do not want to lose them.</p> <p>Input into and access to the community-space; this would be a great opportunity to bring the school, community and developers together</p>	<p>The SPD reinforces the importance of a sensitive edge and treatment of the school adjacency as well as identifying the importance of engagement with the school at an early stage in the development of any proposals associated with a planning application. Opportunities of school collaboration with the new community space will also be promoted.</p> <p>The diagram and text have been amended to include and identify the Percy Road Playground and connection through the site from Lodge Lane to the playground, recognising the value of this route as a north south connection.</p> <p>Matters of safety, overlooking, surveillance and secure design will be of high importance in relation to the primary school which is already included in the SPD.</p> <p>In terms of height, the development proposals on the south side of Lodge Lane indicate height of 2-3 storeys opposite the historic terraces, reflecting the existing built form. Heights of up to 5 storeys are proposed to the eastern end which has 3-4 storeys at present. The introduction of residential frontage / community facility along the northern edge is expected to enhance the overall built and urban form of the existing area. The need for a sensitive edge and appropriate height is established both on the east and south side of the site.</p> <p>The delivery of the community facility is considered to be a significant benefit as part of the overall town centre strategy which can be guaranteed due to</p>	<p>SPD revised to :</p> <ul style="list-style-type: none"> • Encourage the provision of a clear and safe pedestrian crossing at Lodge Lane. • Reinforce the importance of a sensitive edge and treatment of the school adjacency. • Identify the importance of engagement with the school at an early stage in the development of any proposals associated with a planning application. • Promote opportunities of school collaboration with the new community space. • Amended the text and diagram to include and identify the Percy Road Playground and connection through the site from Lodge Lane to the playground. <p>Ref at para 8.26 to considerate construction scheme compliance.</p>

	<p>to create a space fit for all.</p> <p>Future partnership working In short we would like you to consider the above points and work with us during any further development so we can ensure the best possible outcome.</p>	<p>existing council land ownership of the site</p>	
<p>Artsdepot, Tally Ho Corner North Finchley</p>	<p>We are delighted that a cultural zone is recognised in the North Finchley plan and a gateway into the greater offer of the High Street. As the only professional art centre in the town, and in fact the entire borough, artsdepot prides itself on presenting a high quality and broad array of over 500 events of arts and culture to the population of North London every year; as well as recognising the joy, fun and positive impact we have on our local community through engagement and participation activities ranging from over 40 course and classes a week, to our free softplay area, café with healthy lunches and building-wide family fun days such as Big Draw. We are also very supportive of new and emerging artists offering space and time to develop and create new performances, many of which engage our local community. Increasingly we are also working with the vulnerable and isolated in the local community - most recently our local Food Banks, Syrian Refugee kitchen, young homeless, young learning disabled and also our extensive programme for 75+ addressing concerns about social isolation and loneliness. We also have in residence with us London Studio Centre – over 330 under graduate dance students all of whom have had a significant impact on the area. They are all moving to North Finchley and surrounding area, are renting/buying properties, shopping/eating/taking their leisure time locally. Anecdotally we hear that as most students are seeking a career on the London stage, when they graduate after 3 years a high proportion remain in the area as they audition for London roles. All of which is having significant impact on the local area.</p> <p>Together, our economic impact for 2016-17 is estimated at £3.23m.</p> <p>With particular reference to the scheme artsdepot would be very keen to be acknowledged as having the skills and technical ability to develop the culture offer of North Finchley beyond our venue-walls. Certainly we would very much support the opportunity to develop the outside spaces and curate a programme of engaging and participative outdoor arts and culture activity.</p>	<p>We welcome these supporting comments and look forward to working with the artsdepot in the future revitalisation of North Finchley. Further recognition of the contribution of the artsdepot as a cultural attraction as well as the home to the London Dance Studio is made in the SPD.</p> <p>In terms of the restrictive covenant we have highlighted that issue in the Committee Report and there may be an opportunity for the Council to revisit this as part of the work towards revitalising North Finchley.</p>	<p>See changes to para 6.2</p>

	<p>We would also like to see much greater digital animation & signage of our outside walls, not least to promote the activity inside the building and opportunities for the community to join us. Our biggest weakness is that the architecture of the Tally Ho site does not allow us the opportunity to promote the energy and vitality inside the building to those outside. One suggestion we have been keen to pursue for a long while now is the commissioning of public art for our fly-tower – along lines of the recent Lumiere Festival – which would immediately create a gateway/focal point for the town centre.</p> <p>Finally, I know there has been talk of a cinema. There is a covenant on the land, owned by Odeon (following on from when the Gaumont existed). As I explained we have been asking Barnet to lift this since 2008, the paperwork is ready to be signed. Odeon have agreed as long as its arthouse film only (fine with us, and there is Vue Cinema down the road with the commercial offer already). We are very keen to take forward conversations we have already had with Curzon, National Theatre Live etc to show live screenings, and have offered an indemnity letter to Barnet Council to reduce any risk to them but we are at impasse on this issue. If this scheme can help get the covenant lifted, artsdepot is very keen to lead on a cinema offer as we have the facilities and arthouse cinema fits our ethos.</p>		
<p>Friern Barnet and Whetstone Residents' Association and the Finchley Society</p>	<p>North Finchley is the local town centre for our members and accordingly its future development and vitality is important to them. During the public consultation period FBWRA and the Finchley Society have worked together to review the draft SPD in detail and we have also included articles discussing the SPD proposals in Newsletters circulated to all our members and together we have held a joint members' meeting to discuss the proposals, which was attended by representatives of the Council's consultants (BDP) and the Council (Re). The meeting attracted an audience of more than 100.</p> <p>Whilst FBWRA and the Finchley Society both recognise the need to revitalise the North Finchley Town Centre, and for an appropriate town planning environment to facilitate the process, and thus give the SPD a cautious welcome, we have significant concerns about many of the SPD proposals and we consider that the existing document requires substantial changes in order to be acceptable. The current draft SPD is inadequate in many respects, and should be seen as merely a starting point, not as a destination. The enclosed document sets out our concerns and comments in detail</p>	<p>We welcome the contribution that FBWRA and the Finchley Society have made to publicising the SPD consultation.</p>	<p>No change</p>

	<p>but we believe that it is appropriate to highlight the following-</p> <p>See our comments in detail below but we believe that it is appropriate to highlight the Development Proposals for market, bus station, traffic management, cycling, parking supply during redevelopment, parking supply general, height of buildings, wind tunnel effects, lack of precision, residential units, social infrastructure, war memorial, process for traffic study and phasing, planning blight issues i.e. CPO, masterplan should be open to anyone to submit a planning application.</p>		
<p>Friern Barnet and Whetstone Residents' Association and the Finchley Society</p>	<p>Page 17 Para 4.1 a Vision</p> <p>The SPD is silent as to the anticipated numbers of new residential units that would arise from the developments contemplated in the document. Whilst it is appreciated that it is not possible to be definitive on this in a high-level document such as this, an indication of anticipated /target numbers for each KOS, and in the aggregate would be appropriate to assist in forming an appreciation of the scale of change that may come to North Finchley.</p> <p>Upon this figure depends the demand that will be created for new health and education facilities; which if there were anything like 2,000 new units (perhaps 6,000 new residents) would be large. However the SPD makes no specific provision for new health or educational facilities. Whilst it is accepted that a new school would be difficult to accommodate in the town centre (although expansion on existing school sites may be practicable), this is not the case with a health centre and the SPD should make specific provision for a new health centre on a specific site. The Council argues that the provision of such facilities is not its responsibility, but rather that of the NHS. However, in a town planning context it is the Council, not the NHS which is responsible.</p> <p>The reference on page 41, to potential uses of part of Lodge Lane car park as including "for example health or similar uses" is unacceptably weak. The revisions to the SPD should identify a specific location for a new health centre.</p>	<p>The SPD is not a site allocations document so it would not be appropriate to specify densities or housing numbers. More information on social infrastructure is provided in the SPD. With residential led growth there will be an ongoing assessment for the need for additional services and the associated funding.</p> <p>The SPD does make provision for a community space at the proposed redevelopment of Lodge Lane.</p>	<p>Delivery & Implementation section of SPD revised.</p>
<p>Friern Barnet and Whetstone Residents' Association and the Finchley Society</p>	<p>Theme 3 - Town Centre People 2</p> <p>See above. "will be supported" is unacceptably weak, as it leaves the initiative to others – and such a proposal might not be forthcoming</p>	<p>As highlighted above more information is set out in the Delivery & Implementation section of the SPD</p>	<p>See previous comments</p>

Friern Barnet and Whetstone Residents' Association and the Finchley Society	<p>Theme 4- Town Centre Movement 15</p> <p>If “the vision” is realised and North Finchley plays an enhanced role in serving North London with more local people coming to North Finchley rather than going e.g. to Brent Cross, this will surely increase parking demand. The SPD does not adequately address this.</p>	<p>In preparing the SPD the council commissioned a parking survey to inform the SPD's approach to future town centre parking provision.</p> <p>The SPD does not propose any net change in town centre parking provision post-development with the current provision, in terms of space availability across the town centre remaining broadly at present-day levels. The SPD requires a local parking strategy for North Finchley in order to enhance the efficiency and management of spaces through a review of pricing, timing and availability. The SPD seeks to reduce vehicle demand and support sustainable travel modes, including walking, cycling, bus and rail use through a comprehensive range of initiatives, thereby encouraging people to stay local and for visitors to the town centre to do so by sustainable travel modes where practicable.</p>	No change
Friern Barnet and Whetstone Residents' Association and the Finchley Society	<p>Theme 4- Town Centre Movement 17</p> <p>In order to re-assure local residents, drivers and other stakeholders, the SPD requires the addition of a policy statement that, as an overriding priority, no roadspace reallocation or other proposal impacting on traffic flows through North Finchley will be put into effect where it would reduce the volume of through traffic the High Road /Ballards Lane are able to accommodate at any time throughout the day,</p>	<p>In order to support the SPD a High Level Transport Review has been produced. This examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.</p> <p>The SPD reflects that a Working Group has been established with LB Barnet working in partnership with TfL to develop the proposals further including technical design feasibility to test them thoroughly to TfL's satisfaction in terms of road network operation, bus service, road safety and air pollution impacts.</p>	Reference to Joint Working Group added to the SPD
Friern Barnet and Whetstone Residents' Association and the Finchley Society	<p>Page 23 (6.2) KOS 1 Tally Ho triangle and Arts Depot</p> <p>Wind conditions are a very important consideration and are not given adequate weight in the SPD. We held a joint members' meeting for members of FBWRA and the Finchley Society, to discuss the SPD, and which was attended by representatives of BDP and the Council (Re). The issue of wind conditions around the Arts Depot and elsewhere was one that was frequently and forcefully raised by speakers from the floor of the meeting.</p>	<p>More detailed guidance on tall building design and development has been included as a separate section in the document in order to ensure high quality design and to manage and mitigate local micro climate effects (such as wind tunnelling).</p>	New section on more detailed guidance is provided in the SPD on tall building design and development in order to ensure high quality design and to manage and mitigate local micro climate effects (such as wind tunnelling).

Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 25, 6.5) There is a potential conflict between leisure uses and adjacent residential occupiers. In addition to the proposed new courtyard space, consideration should be given to the formation of a new/ expanded public space to the north of the Tally Ho pub, and perhaps incorporating part of what has fairly recently been made an enclosed and apparently private garden area.	The SPD cross- refers to the Mayor's Culture and the Night-time Economy SPG which addresses such conflicts. The Draft London Plan introduces the Agent of Change principle which places the responsibility for mitigating impacts from noise-generating development or uses on the proposed new noise-sensitive development. Although not in KOS 1 this could be considered as part of the public realm improvements in North Finchley	Cross reference added to Mayor's SPG
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 26, 6.6) Greater certainty is required with regard to building height. What does "approximately 12 storeys "mean? 14, 16, 18? Developers will inevitably seek to maximise the amount of floor space/residential units on the site and yet a key role of the SPD should be to eliminate costly planning delays by providing certainty as to what will be acceptable. Para 6.6 should be amended to read " to reach up to not more than 6 storeys....sloping down to 3 storeys in the more sensitive northern part of the site and along the whole of the frontage to Ballards Lane" . This would mean the Council deciding what maximum height is appropriate and specifying this in the SPD- and as to which see below. The proposal for a tall building (or buildings) on KOS1 is unacceptable. Any tall building would exacerbate the issues arising from the height of the Arts Depot building and, in its own right, would also be overbearing by virtue of its height and bulk, out of keeping with the typology of neighbouring buildings and would be likely to introduce unacceptable levels of shading to neighbouring roads and buildings. The proposal for a tall building on KOS1 fails to recognise that this section of Ballards Lane is narrow – another tall building would introduce an unacceptable sense of enclosure. Buildings on KOS 1 should be no greater than 6 storeys in height (and that subject to no material adverse effects on neighbouring buldings or the amenity of their occupiers arising), sloping down to 3 storeys in the northern part of the site and along the whole of the frontage to Ballards Lane	North Finchley is identified in the Local Plan as a location for tall buildings. In Barnet a tall building is defined as 8 stories or more. The proposed opportunity site includes the existing Arts Depot building which rises to 16 storeys. It is highlighted in the SPD that buildings directly to the north of this should be no higher than 12 storeys and step down to 4 storeys adjacent to the Tally Ho, responding to the local character. More guidance added on tall buildings	KOS 1 revised to clarify building heights New section on tall building design covering guidance on quality and micro climate effects and management.
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 26, 6.7) It should be made clear that potential wind tunnel effects (and taking into account possible schemes of development for KOS 2) must, as far as possible, be eliminated , not merely mitigated .	As highlighted above there is a new SPD section on the design of tall buildings mitigating their impact on character and clearly requiring new buildings to improve the microclimate. At present planning	See previous revisions

		guidance requires new buildings not to make it worse.	
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 26, 6.7) The required design standard should be "exceptional high quality"- refer to page 18, Objectives Theme 1, para 5	Agreed	SPD revised at para 6.11
Friern Barnet and Whetstone Residents' Association and the Finchley Society	<p>(page 26, 6.8) Greater precision is required as to the intended new location of the market (to be relocated from Lodge Lane car park). Further, are the "occasional speciality outdoor market stalls" that this paragraph contemplates similar in scale to the current weekly market, or larger, or smaller, and does "occasional" mean "weekly" or a lesser frequency- and if so, what? If the intention is that the new market would be a "speciality market" only then this should be expressly stated in the SPD- and equally if it is not the intention. The quality of the current market appears to have declined in recent years. The SPD should establish an objective of reversing this decline, improving quality and making the market an attractive feature of the streetscene. Further precision is required as regards the market, including as to the size of the courtyard space. The SPD should specify the size of the area occupied by the current market (including parking for traders' vehicles), and the size of the area required be provided as a substitute location for it. It is our belief that the proposed new courtyard space as shown on the plans included in the draft SPD is too small to be an adequate replacement. It should also be noted that the "Development principles – Public Realm Strategy" in the SPD identifies alternative/ additional locations for the market near the Tally Ho Pub, near the War Memorial and "along Ballards Lane" (Page 50 and Fig. 28). The lack of precision will be relevant to the consideration of phasing of the various proposals in the SPD. In addition to the Ballards Lane focussed new locations for the market, proposed by the SPD, relocating it to another car park should also be considered. The sentence beginning "The design of the space should be considered together with the transformation of Ballards Lane ..." requires clarification.</p> <p>In view of the implications of the "wind tunnel effect" for any courtyard or other open area in this location, it should be stipulated in the SPD that the design of any such courtyard or other open area must be such that any potential wind tunnel effects (and taking into account possible schemes of development for KOS 1) must, as far as possible, be eliminated. We believe that the form of the redeveloped KOS1 should be focussed on the proposed new courtyard area, with shops and restaurants fronting the open space,</p>	<p>The SPD now states that a new strategy and location for the North Finchley Market will be required prior to the redevelopment of the site. The Market is expected to move to the new public realm space at Ballards Lane. A new location with a higher profile and better quality environment is proposed. Another car park location is not considered appropriate.</p> <p>A new section has been added to the SPD on tall building design covering guidance on quality and micro climate effects and management as well as the need to respond to character.</p>	The SPD has been revised at KOS 6 with regard to the relocation of North Finchley Market. See previous revisions with regard to tall buildings and microclimate

	<p>with flats above. The width of the site is not great and might not be able to accommodate a separate parade of units fronting the High Road. In order to avoid dead frontage along the High Road we suggest that some shops/restaurants would be twin –aspect, opening on to both the courtyard and the High Road. It would be important to ensure that the scale and design of the upper floors was such that the courtyard was not oppressed by them, so height should be limited as discussed at para. 3.3. The courtyard should be light, not unduly shaded by the buildings, but sheltered by them.</p>		
<p>Friern Barnet and Whetstone Residents' Association and the Finchley Society</p>	<p>(page 29, 6.12) KOS 2 Ballards Lane/Nether Street The War Memorial stands in front of the United Services Club building , "St Kilda's", a 19th century house, acquired by the USC in 1921, and which as currently proposed, would be demolished, along with the offices to the north of the memorial. We strongly object to the proposal for two reasons-</p> <ol style="list-style-type: none"> 1. The current proposal in the SPD would mean the Memorial would lose its current historic and contemporary setting and would have a large and alien new building of up to 12 storeys as its "backdrop". Such a new building would be insensitive to the Memorial. 2. During the course of our enquiries in connection with the SPD, it became apparent that the building "St Kilda's" is in fact the original War Memorial at this location. It was purchased in 1921 by the USC with the object that it should be used as an institute or club as a war memorial for the use of servicemen, ex-servicemen and others. As the original Finchley War Memorial St Kilda's is an important monument to the sacrifice of the men of Finchley in the Great War and so it should be retained. It is a part of the collective memory and social history of the people of Finchley. <p>The location of St Kilda's, at the southern end of KOS2 means that it can be excluded from the site without impairing the integrity of the remainder of the site. The proposal for KOS2 should be changed so that-</p> <ol style="list-style-type: none"> A. "St Kilda's" is retained and excluded from KOS2 and from any compulsory purchase; and B. any new building constructed to the north of it is of a design so that its height reduces towards "St Kilda's", so that the new building is not overbearing in relation to either the Memorial or "St Kilda's" and so that an "urban canyon" is not created at this gateway site. <p>In addition to the above (although perhaps outside the scope of the SPD) , St Kilda's, should be designated as a locally listed building on account of its historic interest and perhaps also as an "Asset of</p>	<p>Agreed. We have removed the Club from KOS 2. The SPD has been revised at KOS 2 to make reference to the prominent location of the Finchley War Memorial on Ballards Lane and the need for new development to be sensitive to it's setting.</p> <p>Between July and October 2017 the Council consulted with local residents, national and local heritage organisations, amenity groups and interested individuals to identify assets of Architectural or Historic Interest. St Kilda's has been nominated as a Building of Local Interest</p> <p>There is also an opportunity to nominate it as an Asset of Community Value through the process set out on the Council's website</p>	<p>The SPD has been revised to remove the Club from KOS 2. Further text has been added to highlight the need for redevelopment to respond sensitively to the Club building.</p>

	Community Value”.		
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 29, 6.12) Paragraphs 6.12 and 6.14 are inconsistent/ lacking clarity as regards residential use. It is unclear whether the policy for the proposed redevelopment requires residential on upper floors, or whether it is merely permissive. This should be resolved.	Residential development is generally encouraged in planning policy as part of mixed use proposals. Within town centres this should be at upper floors.	No change
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 26, 6.15) Figure 15, on page 28 identifies a building of up to 8 storeys, not 12. The discrepancy must be eliminated. Building height should also decrease towards the War Memorial so that the new building is not overbearing. Notwithstanding the above, the proposal for a tall building (or buildings) or up to 8 (or 12) storeys on KOS2 is unacceptable. Any tall building would be overbearing by virtue of its height and bulk, out of keeping with the typology of neighbouring buildings and would be likely to introduce unacceptable levels of shading to neighbouring roads and buildings. The proposal for a tall building on KOS2 fails to recognise that this section of Ballards Lane approaching the Arts Depot is narrow – another tall building would introduce an unacceptable sense of enclosure. Buildings on KOS 2 should be no greater than 6 -7 storeys in height (and that subject to no material adverse effects on neighbouring buildings or the amenity of their occupiers arising), sloping down to 3 storeys in the southern part of the site, so that they are in keeping with the scale of the retained St. Kilda's part of the site, and (as currently proposed), to the north, gradually decreasing to 4 storeys towards the traditional shopping parades on Ballards Lane. As with the proposed tall building on KOS 1, it should be stipulated in relation to KOS2 that any potential wind tunnel effects (and taking into account possible schemes of development for KOS 1) must be eliminated	A height of up to 8 storeys at KOS 2 rising from 4 storeys at Premier House is set out in the SPD. The appropriate height for KOS 2 is considered to be up to 8 storeys. This is an increase from the existing 6 storey building heights but a significant step down from the Arts Depot of 16 storeys which is directly opposite. As previously highlighted further guidance on tall building design quality and micro climate management will be included in the SPD.	Height of up to 8 storeys at KOS 2 rising from 4 storeys at Premier House is set out in the SPD. The text and diagram have been amended to clarify that the building line extension is to be improved and mitigated by any future development.
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 29, 6.16) This is a “gateway” site and potentially a tall building. Accordingly, the required design should be an “example of outstanding and distinctive architecture” and the standard should be “exceptional high quality”- refer to page 18, Objectives Theme 1, paras 4 and 5. It should be stated that advancing the building line will only be acceptable if the design is such that any potential wind tunnel effects (and taking into account possible schemes of development for KOS 1) are, as far as possible, eliminated	see previous comments	see previous revisions
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 32, 6.21) KOS 3 Finchley House Paragraphs 6.21 and 6.23 are inconsistent/ lacking clarity as regards residential use. It is unclear whether the policy for the proposed redevelopment requires employment use on the first floor or just the ground floor. This should be resolved.	Residential development is generally encouraged in planning policy as part of mixed use proposals. Within town centres this should be at upper floors. Active uses are encouraged on lower floors.	No change

Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 32, 6.24) Greater certainty is required with regard to building height. What does "approximately 12 storeys " mean? 14, 16, 18? Developers will inevitably seek to maximise the amount of floor space/residential units on the site and yet a key role of the SPD should be to eliminate costly planning delays by providing certainty as to what will be acceptable. Para 6.24 should be amended to read " to reach up to not more than 9 storeys" This would mean the Council deciding what maximum height is appropriate and specifying this in the SPD- as to which see below. Buildings on KOS 3 should be no greater than 9 storeys in height (as at present, as a "tower" which should be set in a lower podium of not more than 6 storeys), (and that subject to no material adverse effects on neighbouring buldings or the amenity of their occupiers arising), sloping down to 4 storeys in the southern and western parts of the site, so that they are in keeping with the scale of the retained neighbouring houses and flats	The proposed height limit of the site has not been amended (up to 12 storeys) which allows for flexibility in the building design and the opportunity to maximise site viability and deliverability. It also responds to the 16 storey height of the Arts Depot and the existing building height of 9 storeys. Any tall buildings will be expected to align with the tall buildings guidance which has been additionally included in the SPD.	No change
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 32, 6.25) What does "consider" mean in this context? It lacks precision and it is unclear whether it is mandatory or merely advisory. It should be amended. We suggest that the appropriate language is that "New development must be consistent with and complementary to surrounding roofscapes, active frontages, details and proportions and must use high quality building materials throughout its design." This is a "gateway" site and potentially a tall building. Accordingly, the required design should be an "example of outstanding and distinctive architecture" and the standard should be "exceptional high quality"- refer to page 18, Objectives Theme 1, paras 4 and 5	Agreed SPD revised to state 'New development must be sensitive to the surrounding context of roofscapes, active frontages, details and proportions and must use high quality building materials throughout its design. As a gateway building to the town centre it should deliver exceptionally high quality architecture.	See revision to para 6.30
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 32, 6.25) It should be made clear that potential wind tunnel effects must, as far as possible, be eliminated, not merely mitigated.	As highlighted above there is a new SPD section on the design of tall buildings mitigating their impact on character and clearly requiring new buildings to improve the microclimate. At present planning guidance requires new buildings not to make it worse.	see previous revisions
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 35, 6.33) KOS 4 East Wing What does "consider" mean in this context? It lacks precision and it is unclear whether it is mandatory or merely advisory. It should be amended. We suggest that the appropriate language is that "Development must be consistent with and complementary to existing and retained buildings....." The concepts of matching the height of the retained buildings on the High Road and yet simultaneously adding floors above this level are inconsistent. The inconsistency should be eliminated so that additional floors will not	We have replaced 'consider' with 'sensitive and be consistent with' in order to clarify	See revision to para 6.39

	be permitted, in order to protect local character of this part of the town centre		
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 35, 6.34) What does "respond to" mean in this context? It lacks precision and it is unclear whether it is mandatory or merely advisory. It should be amended. We suggest that the appropriate language is that "facades must be consistent with and complementary to the colour, details and materials...."	We have replaced 'regard' with 'must be sensitive to' in order to clarify	See revision to para 6.40
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 26, 6.40) KOS 5 Friern Park/High Road It should be expressly stated that that any retained or re-provided car park shall be exclusively for public use.	A car parking strategy will look at provision across the town centre. In optimising spaces this is likely to involve physical changes to car parks	No change
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 38, 6.42) The concepts of matching the height of the retained buildings on the High Road and yet simultaneously adding floors above this level are inconsistent. The inconsistency should be eliminated so that additional floors will not be permitted, where they would be overbearing or otherwise detrimental to local character of this part of the town centre. What does "consider" mean in this context? It lacks precision and it is unclear whether it is mandatory or merely advisory. It should be amended. We suggest that the appropriate language is that "Development of the sensitive edges on the eastern part of the site should comprise heights of up to no more than three storeys (or less according to the precise context)".	This has been revised to state that development should respond to the sensitive edges on the eastern part of the site, where heights should not exceed three storeys.	See change to scale and massing wording for KOS 5
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 39, 6.48) KOS 6 Lodge Lane See comments above at para. 3.6 (relating to SPD para. 6.8) concerning the market. It should be specified that relocation of the market to a new permanent site is to be a precondition to development of KOS 6	see previous comments	See previous revisions
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 41, 6.50) Subject to our comments below it should be expressly stated in the SPD that in any re-provided or retained car park, at a minimum a number of spaces equal to the number of existing car parking spaces on the site shall be exclusively for public use and available at the Council's usual charging tariff (i.e. not at premium rates). Any spaces for use of occupiers or residents should be new, additional spaces. However, we believe that the opportunity that would be afforded by the redevelopment of Lodge Lane car park as a multi-level car park, as proposed in the SPD, should be used to re-provide a car park which is significantly larger in terms of the number of public parking spaces that it contains. A low-rise multi- level car park, partly constructed below ground level, could provide a significant number of additional car parking spaces whilst still permitting some other development on the site, for example low rise- flats (see para 8.3) . The car park serving_ "The Spires" shopping centre in Barnet would be a useful starting point in terms	The North Finchley Parking Strategy will look at tariffs and the management of spaces. The new development should re-provide the number of existing public car parking spaces at Lodge Lane, recognising the importance of this car park to the town centre function whilst minimising related vehicle movements. The SPD highlights sensitivities in terms of adjacent properties including Northside School and seeks an appropriate solution. A decked car park is an option if it can respond to such sensitivities.	See changes to KOS 6

	of external design and , like that car park, we envisage the structure being surrounded by trees and other planting to screen it and to soften its appearance. See also 10.1 , 11.1 and 11.2 below		
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 41, 6.53) It should be stated that the height of buildings throughout the site should not exceed 2- 3 storeys in order to ensure that none of the existing 2 storey houses along both sides of Lodge Lane (down to the sorting office) is overpowered by new development (and there should be variation between 2 and 3 storeys to avoid creation of a slab-like street scene).	The SPD has been revised to reflect that development will need to appropriately respond to immediate sensitivities including the Victorian terraces on Lodge Lane, the adjacent Northside Primary School and back gardens of Percy Road	See changes to KOS 6
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 41, 6.54) Add " and utilise high quality materials" What do "consider" and "respond" mean in this context? They lack precision and it is unclear whether they are mandatory or merely advisory. They should be amended. We suggest "and must be consistent with and complementary to the character of the nearby properties in Lodge Lane. Any new development must not detract from sensitive views from existing private residential gardens."	Reference added to 'high quality materials'. We have replaced 'respond' with 'being sensitive to' in order to clarify	See revision to para 6.65
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 42, 7.2) Development Principles- Responding to local character What does "consider" mean in this context? It lacks precision and it is unclear whether it is mandatory or merely advisory. It should be amended. We suggest that the appropriate language is that "Development must be consistent with and complementary to existing roofscapes, details and proportions and must use high quality building materials throughout its design." (page 42, 7.3) What does "demonstrate" mean in this context? It lacks precision and it is unclear whether it is mandatory or merely advisory. It should be amended. We suggest "New development must enhance the townscape and shall utilise high quality materials, roofscape and design". (page 42, 7.4) How are such buildings to be protected? Will a new Conservation Area be created to encompass such buildings to prevent their demolition without approval? The SPD must explain how such buildings will be protected. Perhaps an appropriate Article 4 direction could be made.	Revised to say central zone is the most sensitive area' We consider that wording is appropriate As part of a boroughwide exercise there was an opportunity to nominate such buildings as of Historic Interest in 2017. Identification in the SPD as being of merit affords these buildings more protection in planning decisions	See revision to para 7.2
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 44, 7.5) Development Principles- Transport and movement The proposition that privately operated retail car parks offer spare capacity waiting to be brought into use is utter rubbish. Shopping trips are not undertaken at a uniform rate throughout the day. Consequently it is to be expected that at some times there will be spare capacity- that capacity arises because, at that particular time, demand is lower. If the car parks were always fully occupied that	The SPD does not propose any net change in town centre parking provision post-development with the current provision, in terms of space availability across the town centre remaining broadly at present-day levels. The SPD does identify the opportunity for a local parking strategy for North Finchley, building on parking surveys undertaken, in	No change.

	<p>would indicate a lack of capacity at times of high demand. Further any parking strategy must be structured so that pricing is not so high as to drive away potential customers for the town centre. The principle that car parking charges should be set as low as is consistent with maintaining adequate availability and turnover of users should be expressly recognised in the SPD and in any parking strategy. (page 44, 7.7) It must be recognised that with wide roads accommodating two-way traffic, central refuges may be necessary to permit adequate traffic flows, as otherwise the duration of periods when traffic is halted may be excessive.</p>	<p>order to enhance the efficiency and management through a review of pricing, timing and availability. We refer to the High Level Transport Review in clarifying how reallocation of roadspace can be done.</p>	
<p>Friern Barnet and Whetstone Residents' Association and the Finchley Society</p>	<p>(page 44, 7.9) Arguably, in comparison to other town centres... North Finchley appears to be required to accommodate a greater volume of traffic due to the merger of traffic flows from Ballards Lane and the High Road. The draft is deficient in that it contains no objective justification for the principle of re-allocation. In order to reassure local residents, drivers and other stakeholders, the SPD requires the addition of a policy statement that, as an over-riding priority, no roadspace reallocation or other proposal impacting on traffic flows through North Finchley will be put into effect where it would reduce the volume of through traffic the High Road /Ballards Lane are able to accommodate at any time throughout the day, and that any proposals must avoid measures which contribute to "rat-running" on alternative roads. Further, the SPD fails to give due recognition to the role of the High Road (A1000) as a key corridor for the movement of emergency vehicles – particularly ambulances . The existing "allocation" of roadspace to traffic, by offering an effective carriageway width of, at many points, more than just two lanes, frequently offers emergency vehicles the opportunity of manoeuvring around congestion and also the possibility for stationary traffic to move aside to permit the emergency vehicle to pass. This flexibility would be impaired or eliminated if roadspace were to be "reallocated to..footway widening...narrower road crossings, street planting, bus waiting facilities and cycle lanes."</p>	<p>The High Level Transport Review examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes. A full appraisal was made of the existing situation, identified issues and opportunities drawing on traffic engineering expertise, professional judgement, local insight and through benchmarking the town centre with similar locations elsewhere. Such investigations are more typical of actions related to the early stages of schemes for planned implementation. With the North Finchley SPD the Review is intended to provide assurance regarding the feasibility of the proposals given the nature and scale of change implied. The Review looks at :</p> <ul style="list-style-type: none"> o Conversion of the High Road south of the Tally Ho pub to 2-way flow o Limiting of Ballards Lane northbound movement to Access Only (i.e. buses, servicing and local residents) to the benefit of pedestrians, cyclist and public realm enhancement o Improved access flexibility of the two-way system to relocate bus facilities on-street to encourage bus use o Likely traffic flow effects for motorists resulting from the one-way to two-way flow conversion o Merits of changes to bus facilities and services, including the closure of the present bus 	<p>No change</p>

		<p>station for possible re-use (subject to TfL agreement).</p> <p>The Review highlights next steps for implementing the SPD's transport proposals. This includes a comprehensive feasibility study for North Finchley which covers traffic modelling and assessment and provides prioritised, costed concept designs. Recognising the complexity and potential costs to implement change in North Finchley schemes and projects should be prioritised and costed, and where possible, funding identified to ensure projects continue to come forward to support the SPD.</p>	
<p>Friern Barnet and Whetstone Residents' Association and the Finchley Society</p>	<p>(page 45, 7.10) As recognised in the SPD, a detailed technical study is required. The lack of such a study has the consequence that the successful deliverability of the Ballards Lane proposals and of other proposals which may affect traffic flows is a matter of speculation. The lack of a technical traffic study and the lack of a demonstrably workable traffic scheme constitute a major challenge to, and undermine the credibility and validity of, the SPD proposals. We believe that, for the SPD to be acceptable, it must contain a clear and short - timetable for the completion of a full traffic study and the subsequent formulation (including public consultation) of a highway plan (including specific and practicable proposals for buses, including replacement of the bus station if necessary). The availability of the highway plan would then assist the formulation of redevelopment proposals for areas within the SPD. In the absence of a workable highway plan the formulation of redevelopment proposals will take place in a policy vacuum as regards highways and will require an unacceptable element of guesswork. The timetable for, and commissioning of, the traffic study and preparation of the highway plan should be led by the Council, not by developers. We suggest that the study, including analysis of the data obtained, should be completed by no later than autumn 2018 and the highway plan finalised by no later than spring 2019. It is important that these things are completed without delay as the adoption of an SPD which is neither credible nor valid due to the lack of a demonstrably deliverable highways plan will exacerbate the "planning blight" that, in the short term at least, will engulf North Finchley town centre if the SPD is adopted. The execution of the traffic study and the formulation of a highways plan must be the first steps of any phasing/delivery plans. The lack of a demonstrably workable highways plan conflicts with the Council's desire, set out at</p>	<p>The core aim of the SPD is to establish the principles for change, with the detailed design and implementation to follow in the long term in partnership with TfL.</p> <p>As highlighted above a High Level Transport Review has been produced to support the SPD</p> <p>A phasing strategy has been added to the SPD with respect to the delivery of the 6 Key Opportunity Sites.</p> <p>The SPD reflects that a Working Group has been established with LB Barnet working in partnership with TfL to develop the proposals further including technical design feasibility to test them thoroughly to TfL's satisfaction in terms of road network operation, bus service, road safety and air pollution impacts</p>	<p>Phasing added to the Delivery and Implementation section</p> <p>Reference added to Joint working Group with TfL</p>

	<p>paragraph 8.7 of the draft SPD (see 14.2 below), that development “proposals are part of a comprehensive approach in order to avoid piecemeal proposals that are prejudicial to the overall vision”. Even if technical (and of necessity, theoretical) studies indicate that the proposals set out in para. 7.10 of the SPD are potentially achievable, we believe their practical efficacy will be highly questionable. However, in this connection we recognise that there is potentially a significant difference between the consequences of a “simple” re-routing, as shown in Figure 25 of the SPD, if implemented in isolation, and the consequences of such a re-routing if combined with roadspace reallocation as proposed in para. 7.9 of the document. We believe that a priority of any proposals should be to ease traffic congestion, not to increase it.</p>		
<p>Friern Barnet and Whetstone Residents’ Association and the Finchley Society</p>	<p>(page 45, 7.10) The need for continued servicing of the Arts Depot, the Aldi and for servicing of new buildings (commercial and residential) on the redeveloped KOS1 and also for parking of vehicles used by traders at a relocated market must be adequately accommodated. Consideration should be given to measures to restrict “rat-running” by north bound through traffic seeking to enter Nether Street. Subject to the above, the proposals for Ballards Lane in the SPD arguably constitute an insufficiently ambitious vision. That vision could be enhanced, so that the northern part of Ballards Lane may be more fully pedestrianised, rather than being a “shared street” by-</p> <ol style="list-style-type: none"> 1. excluding buses, which would be re-routed along Kingsway and up the 2-way High Road and 2. having service vehicles and vehicles exiting the Arts Depot car park turn south, into Kingsway, rather than north. <p>The intended traffic study should consider both scenarios and, to anticipate the results of that study, the revised SPD should provide for both contingencies i.e. “shared street” and “pedestrianised street” and also for the contingency of maintaining the status quo in Ballards Lane. A more fully pedestrianised street could be more attractive for users of the proposed open space on KOS1 as it would be less exposed to traffic fumes and noise, although we recognise that there are also arguments against any change in the status quo, whether to shared-street or a fuller pedestrianisation.</p>	<p>See previous responses on the High Level Transport Review and working with Transport for London</p>	<p>No change</p>
<p>Friern Barnet and Whetstone Residents’ Association and the Finchley Society</p>	<p>(page 45, 7.11) This is wrong. The central focus of the SPD should be the delivery of the “vision” set out at para 4 of the SPD, which requires that ease of access is maintained for all. Thus whilst the encouragement of cyclists is a valid highways objective it must be</p>	<p>The SPD seeks to reduce vehicle demand and support sustainable travel modes, including walking, cycling, bus and rail use. Further technical work on</p>	<p>No change</p>

	<p>balanced with the reasonable needs and expectations of others. Thus, for example, a serious issue arising with cycle lanes is that they "squeeze" buses- and buses are used by the elderly and disabled while cycle lanes are not. Further, the SPD contains no specific proposals for cyclists. This is understandable, given the overall lack of detail in the document, but what is lacking is a realistic evaluation of whether or not the provision of features such as cycle lanes is both desirable and practicable in the context of the crowded space comprising the town centre. We suggest that the behaviour of some cyclists constitutes a danger to pedestrians and that, for example, it would be unwise to encourage cyclists to mingle with pedestrians. The SPD should expressly recognise this. We doubt whether widespread provision of cycle lanes will prove to be practicable.</p>	<p>cycling infrastructure will be required as part of the future masterplanning of North Finchley</p>	
<p>Friern Barnet and Whetstone Residents' Association and the Finchley Society</p>	<p>(page 45, 7.17) This is a policy objective. However, no indication is given as to where the on-street bus stands would be placed. Para 7.15 recognises that the presence of buses in the town centre can be negative, with kerbside layovers creating a "bus wall". Further detail is required to demonstrate that the policy of closing the bus station is actually realistic. The lack of proper proposals for either a relocated bus station or for an alternative- presumably for buses "simply" to stand on the streets (and staff rest facilities and passenger waiting facilities would still be required, but where?) -is a major challenge to, and undermines the credibility and validity of, the SPD proposals.</p>	<p>See previous responses on the High Level Transport Review and working with Transport for London</p>	<p>No change</p>
<p>Friern Barnet and Whetstone Residents' Association and the Finchley Society</p>	<p>(page 46, 7.25) Development Principles- Parking See objection raised in page 44, 7.5 above.</p> <p>(page 47, 7.26) Lack of readily available car parking is a major issue for both local residents and visitors to the town centre (whether workers, shoppers or those pursuing leisure and cultural activities). Whilst the proposals for encouraging more efficient use of existing car parking spaces are welcome, we believe that the opportunity should be taken to seek ways to expand the number of parking spaces by modifying the proposals for the development of Lodge Lane car park (KOS6) to provide for a significant increase in the number of public parking spaces at that location- maintaining the status quo is not enough. See para 11.2 above. At our members' meeting to discuss the SPD (see para. 3.1) the lack of available car parking in North Finchley was a major concern and there was a demand for action by the Council to increase supply. There is a widespread perception that lack of easily available parking is a major cause of the decline of the town centre and that immediate</p>	<p>The SPD does not propose any net change in town centre parking provision post-development with the current provision, in terms of space availability across the town centre remaining broadly at present-day levels. The SPD requires a parking strategy for North Finchley, building on parking surveys undertaken, in order to enhance the efficiency and management through a review of pricing, timing and availability. This will look further at car parking levels associated with events in the town centre.</p> <p>In terms of additional parking for new residential developments, this will be sought on site. Each of the key opportunity site's presents an opportunity for an element of on site parking to be provided at ground, part basement or underground level. This will be defined through the planning application</p>	

	<p>action should be taken by the Council to deal with this. In relation to parking, the SPD team should urgently consider the implications for parking demand of the proposed expansion of North Finchley Mosque. The SPD makes no mention of the mosque and yet even now, prior to any expansion, those using the mosque at Friday prayer times and major festivals “flood” neighbouring car parks (not just that on the Homebase site- Waitrose as well) to the inconvenience of others wishing to use the car parks for the purpose for which they were intended- as shoppers’ car parks. (page 47, 7.28) The SPD should be clearer on the strategy to be adopted for rebalancing parking provision. (page 47, 7.30) Whilst increased turnover and reduced stay duration should be encouraged there are non- tariff issues which must also to be addressed- in particular there are significant payment issues with the current arrangements. Pay-by-phone is a major deterrent for many people, particularly the elderly. More card payment machines are required at kerbside locations. In relation to tariffs and turnover free parking of 30 minute or 1 hour duration should be introduced, in car parks and also for kerbside locations. It is important that the competitive position of the town centre, as a “destination” for shopping, leisure and as business centre is not undermined by parking policies and tariff structures which are out of line with those applying in competing centres. Policies and tariffs should be framed accordingly. (page 47, 7.31) See objection raised in page 44, 7.5 above It should be stated in each of the Development Briefs for the KOS whether new residential use is to be “car free” (and how this will be achieved) and, if not “car free”, where the vehicles generated by the residential will be accommodated. If “car free development” is intended to be achieved by denial of residents’ parking permits in neighbouring CPZs there is a substantial risk that this device will merely result in residents’ cars being displaced (parked elsewhere). The SPD should allay concerns on this issue by setting out the evidential basis to demonstrate that displacement of vehicles is not a significant occurrence. Further, the promotion of car free developments discriminates against people who are, for example, plumbers and other tradesmen, who require the use of vehicles. The SPD should explain how parking provision for disabled people will be provided in relation to car free developments.</p>	<p>process. Parking for disabled people will be in accordance with Local Plan policy</p>	
<p>Friern Barnet and Whetstone Residents’ Association and the</p>	<p>(page 48, 7.36) Development Principles- Frontages and shopping parades The SPD should make clear the requirements that will apply to</p>	<p>SPD revised to state that shutter security should utilise lattice or grid grills that enable light and display visibility, rather than solid roller shutters.</p>	<p>See revisions at para 7.46</p>

Finchley Society	redevelopment of existing parades and units in them , such as emulating historic examples and traditional building typologies (see para 7.2 on page 42). Otherwise there is something of a lacuna in the drafting of this part of the SPD The street scene can be further enhanced outside shopping hours by the use of security shutters that allow the window displays to be seen whilst still preserving security. The design of many existing shutters sends out a message that the Town Centre "is closed for business" outside shop operating hours and detract from the growing evening economy. This can be addressed by the introduction of an "Article 4 Direction" or other appropriate planning control combined with Design Guidance on shop front security that is specific to the North Finchley Town Centre	Shop fronts are not expected to be uniform, individual and creative shop fronts are encouraged where they meet high quality design criteria.	
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 49, 7.39 and 7.40) It should be recognised that there is a conflict between residential and leisure- especially the evening economy- in town centres. Residents will try to curb noise and close music venues down. The SPD should more fully address this issue.	The SPD cross- refers to the Mayor's Culture and the Night-time Economy SPG which addresses such conflicts. The Draft London Plan introduces the Agent of Change principle which places the responsibility for mitigating impacts from noise-generating development or uses on the proposed new noise-sensitive development.	SPD refers to the Mayor's Culture and the Night-time Economy SPG
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 50, 7.44) Development Principles- Public Realm Strategy Whilst seating outside cafes and the like is to be welcomed, "uncurated" seating which may encourage "undesirables" should be designed so as to discourage more than short stays. (page 51, 7.50) Raised tables should not be included as they give rise to increased exhaust fumes, potentially cause damage to vehicles, and injury to those suffering from brittle bone disease. Additionally, these particular proposals are inappropriate in the context of a shared street as is proposed for Ballards Lane. (page 54, 7.54) What is "pedestrian legibility"? This, and other, jargon should be replaced with plain English. (page 55, 7.59) What is a "legible street furniture palette"? Again, to be replaced with plain English	SPD revised to state that outdoor seating with appropriate awnings and canopies can also add to the quality of the high street. We note the comment about raised tables It also states 'wayfinding signage will be included to enhance pedestrian movement and connections. And it also states 'a consistent street furniture palette	See revisions at para 7.46, 7.65 and 7.70
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 56, 8.4) Delivery & Implementation The SPD fails to specify sites for new infrastructure provision. Such sites should be specifically identified. Further, the SPD should set out the policies that will be followed with regard to funding, including how CIL and s.106 receipts generated from the SPD area will be applied. Such receipts should ideally be ring-fenced for use within the SPD and its immediate locality. A "coordinated and comprehensive approach" will include the implementation of measures to offset the loss of more than 45% of the total town	See previous comments on infrastructure delivery and car parking at Lodge Lane and throughout the town centre Ring-fencing is not legally permitted beyond 5 sites.	See previous revisions

	<p>centre off-street car park capacity whilst Lodge Lane car park is redeveloped (KOS6)- see para 7.19. The draft SPD is silent as to what these measures might be. This is unsatisfactory- it suggests the issue has not been addressed. The SPD must be revised to include a clear policy statement and explanation of how car parking will be managed during the entire redevelopment process (not merely that of KOS6). This is necessary in order to re-assure local residents, drivers, businesses and other stakeholders, that the town centre will not be strangled by a major loss of car parking capacity during redevelopment. For example, it might be necessary for the phasing strategy to require that the buildings on another large KOS are cleared, and that KOS used as a temporary public car park, on the Council's usual tariff, whilst KOS6 is redeveloped.</p>		
Friern Barnet and Whetstone Residents' Association and the Finchley Society	<p>(page 56, 8.7) This requirement is likely (and perhaps deliberately) to operate unfairly between different parties as only a party which secures control of key sites will be able to provide a "comprehensive approach" This section of the SPD should be amended to read "The Council recognises that development itself may come forward in a piecemeal manner, and will require that such proposals are not prejudicial to the overall vision."</p>	<p>Wording revised to state that whilst the Council recognises that development itself may come forward in a phased manner, it will require that proposals are part of a comprehensive approach in order to avoid piecemeal proposals that are prejudicial to the overall vision.</p>	See revision to para 8.8
Friern Barnet and Whetstone Residents' Association and the Finchley Society	<p>(page 56, 8.8) Is "will wish" a policy or an aspiration? Again, this requirement is likely (and, again, perhaps deliberately) to operate unfairly between different parties as only a party which secures control of key sites will be able to provide an "overall masterplan". This section of the SPD should be amended to read "Where proposals are for significant developments in the SPD area, these should demonstrate that they are part of and/or contribute to the comprehensive regeneration approach embodied in this SPD"</p>	<p>The wish has been replaced by want</p>	See revision to para 8.9
Friern Barnet and Whetstone Residents' Association and the Finchley Society	<p>(page 57, 8.18) Further detail is required as this will be a major concern for businesses affected by redevelopment proposals. This is especially important as there are many small businesses based in the SPD area and such businesses are likely to be disproportionately affected, when compared with the impact on, for example, a national retailer</p>	<p>The Council will work with partners, to support businesses in North Finchley to relocate where required where it enables and secures the regeneration objectives set out in the SPD. The details of this support will emerge with more detailed proposals.</p>	No change
Friern Barnet and Whetstone Residents' Association and the Finchley Society	<p>(page 57, 8.23) Unfortunately, the nature of the SPD proposals requires that at least an element of phasing should be set out in the SPD as mandatory requirements. Thus policy statements should provide that :</p> <ul style="list-style-type: none"> - before the Lodge Lane site (KOS 6) is redeveloped the market must be reprovided at its new permanent location and adequate temporary public parking provided to replace the spaces in Lodge Lane car park until the replacement car park on that site is fully open for 	<p>The Council will work with any future developer in minimising disturbance caused by regeneration. A phasing strategy has been added to the SPD.</p>	Phasing plan added to SPD

	<p>public use</p> <ul style="list-style-type: none"> - if the market is to be relocated to the proposed new public space at the Tally Ho triangle/ Arts Depot site (KOS 1), then KOS 1 must be redeveloped before Lodge Lane (KOS 6) - because of the importance of the proposed new public space that is suggested should be included within the Tally Ho triangle/ Arts Depot site (KOS 1) and the need to retain servicing arrangements for Aldi and the Arts Depot, and access to and from the Arts Depot_car park, and suitable arrangements for traders' vehicles to serve a relocated market ,before redevelopment of KOS1 a workable traffic scheme encompassing the Ballards Lane proposals of the SPD must be fully developed and any preconditions satisfied - before change of use of the bus station will be permitted, satisfactory permanent new arrangements for buses must be put into effect. Additionally, it should be recognised that servicing arrangements for Aldi and the Arts Depot, and access to and from the Arts Depot car park must be retained - in the absence of other suitable and deliverable proposals, a requirement that the buildings on another large KOS are cleared, and that KOS used as a temporary public car park, on the council's usual tariff, whilst KOS6 is redeveloped. 		
Friern Barnet and Whetstone Residents' Association and the Finchley Society	(page 57, 8.26) See Page 17 Para 4.1 a Vision above "where appropriate" is inadequate. The revisions to the SPD should identify a specific location for a new health centre.	The SPD cannot prejudice infrastructure requirements to be separately assessed by LBB / CCG.	No change proposed.
Friern Barnet and Whetstone Residents' Association and the Finchley Society	How will existing local traders and businesses be protected during redevelopment and what will they be offered in terms of new premises where their current premises are to be redeveloped? How will this be "guaranteed"? The SPD should establish a clear source of funding for, and a budget in respect of, compensation (and which should not be limited to statutory compensation for "statutory blight") for traders and businesses blighted by the SPD and development proposals.	The Council will work with partners, to support businesses in North Finchley to relocate where required where it enables and secures the regeneration objectives set out in the SPD. The details of this support will emerge with more detailed proposals.	No change
Friern Barnet and Whetstone Residents' Association and the	Some existing residents would lose their homes, as they would be redeveloped. What would happen to these people? Barbara Langstone House, located on KOS2, used to be a Barnet hostel for	The Council will work with the developer to support existing residents displaced by regeneration	No change

Finchley Society	the vulnerable. It no longer is. It is regrettable that the SPD seems to include nothing specifically directed at helping the homeless, and other more unfortunate members of the community.		
Friern Barnet and Whetstone Residents' Association and the Finchley Society	The redevelopment proposals would result in the loss of much of the current stock of office accommodation in North Finchley. Where will the businesses concerned relocate to, given that many of the buildings in the area which used to be offices have been converted to residential and there is no guarantee that new business accommodation created by the redevelopment will be sufficient to relocate all businesses affected, or that the accommodation will be affordable for them? What is the Council's assessment of future demand for offices and other non-retail employment uses in North Finchley? The SPD policies should be informed by such an assessment. The SPD should be amended so that appropriate minimum office /non- retail business floor space requirements on redevelopment are specified for each KOS to ensure that sufficient replacement space is created. The SPD should consider and justify its position on this re-provision if the replacement space is to be less than the space that will be lost across the KOS's if all the proposals for demolition were implemented. Office and other non-retail/leisure employment in the town centre is an important source of daytime demand for retail and other town centre traders and a reduction in such employment and the replacement of offices and business space with residential use risks reducing such demand (many new residents will work in other areas, not in North Finchley)- this, of course, conflicts with the SPD's vision of a "vibrant town centre" and of protecting and enhancing the primary shopping area (Objectives, Theme 2). Thus it is important that the overall level of office and other non-retail/leisure employment in the town centre is maintained, and, ideally, increased.	The SPD identifies opportunity areas rather than allocate sites. As a high level strategy it is unable to specify housing numbers or requirements for business floorspace. The Council has plans to introduce an Article 4 Direction to protect the loss of office space to residential through permitted development.	No change
Friern Barnet and Whetstone Residents' Association and the Finchley Society	The Local Plan Policy CS5, concerning creating high quality places, provides that all development should "contribute to people's sense of place...". The SPD should plan to put this into effect by including measures for the provision of enhanced heritage signage throughout the SPD area.	Improving signage / wayfinding and the provision of public art is key to delivering a high quality place in North Finchley	No change
Friern Barnet and Whetstone Residents' Association and the Finchley Society	The site comprising Homebase and the Finchley Mosque forms part of the SPD area and yet the SPD contains no proposals for it. The site lies outside the designated town centre but within the SPD boundary. See Spatial Strategy paras 5.9 and 5.10. It is strange that "no specific sites are identified in these areas" (5.10). By failing to include a discussion of future possibilities for this site in the SPD the Council has, in effect excluded it, and the development principles that might apply to it, from public consultation.	These sites are outside the designated town centre boundary. The focus of the Town Centre Framework is on delivering sites within the town centre. In terms of other sites within the SPD boundary it is clearly stated that Local Plan policies will be applied.	No change

Friern Barnet and Whetstone Residents' Association and the Finchley Society	<p>Local Plan Core Strategy (2012) 2.15 We believe this paragraph incorrectly reflects the provisions of Policy CS4- the affordable homes requirement applies to "sites capable of accommodating ten or more dwellings".</p>	This section reflects the changes from the NPPG in 2016.	No change
Torrington Park Residents Association	Members are mindful of the need for major improvements to North Finchley, an area in decline they have some reservations about the draft SDP. We appreciate that the consultation has been costly but it has been inadequate because many people in our area have not yet been circulated with full details of the proposals. Also, the printed questionnaires people have to fill in, often when home, after seeing the exhibition in the library do not correspond closely to the exhibited plans and are both confusing and difficult to answer, particularly from memory, thus obfuscating the main issues, which are not transparent.	A formal 6 week period of public consultation was undertaken between 16 th October and 27 th November 2017. This involved extensive publicity with nearly 12,000 leaflets being distributed to households within the N12 postal district and letters to local businesses on the High Road publicising the SPD and three drop-in events at North Finchley Library. This was in addition to email notifications sent to contacts on the Council's Local Plan database.	No change
Torrington Park Residents Association	Whilst we appreciate the need for a draft SDP we have several reservations about the detail. Firstly, although new buildings are clearly required in several areas, including Barbara Langstone House, the proposed maximum building heights are far too high - 12 storeys. This will lead to major loss of light (see photo attached) and create potential wind tunnels, as at the Arts Centre. The maximum height should be no more than six storeys but not where valuable cross-light is affected, where the height should be lower. Many of our coffee shops encourage customers to sit outside in the sun. We cannot afford to lose them to yet more closed down shops! The over-development of some sites to the maximum number of permitted storeys will also cause a severe strain on the existing drainage and parking infrastructure.	<p>The comprehensive redevelopment of KOS2 continues to be a core objective of the site which is a key gateway to the town centre and will benefit from an enhanced design quality and public realm. It is also considered to be an appropriate tall building location. Appropriate height is now considered to be up to 8 storeys. This is an increase from the existing 6 storey building heights but a significant step down from the Arts Depot of 16 storeys which is directly opposite.</p> <p>Further guidance on tall building design quality and micro climate management has been added to the SPD.</p>	See revisions to KOS 2 New SPD section on tall building design
Torrington Park Residents Association	There are too many private flats envisaged, and this will further strain existing school and medical provision. No research studies have been carried out on the impact of the increased residential accommodation, and possible ownership by foreign investors affecting the contribution of residents to the area, the phasing of the different zones of the proposal or traffic density and flows.	New homes will include affordable accommodation. In terms of the ownership of the private flats that is outside the remit of planning More information on social infrastructure is provided in the SPD. With residential led growth there will be an ongoing assessment for the need for additional services and the associated funding. The SPD does make provision for a community space at the proposed redevelopment of Lodge Lane.	Delivery & Implementation section of SPD revised

Torrington Park Residents Association	Secondly, the proposed part-pedestrianisation of Ballards Lane though good in principle is unworkable as it will create traffic chaos in the High Road and force drivers to rat-run through the side streets, causing additional danger to pedestrians and cyclists. It will create more pollution in an already highly-polluted area because traffic will be slowed down even more and diesels emit more particulates. Before any pedestrianisation schemes are considered in future much of the heavy through traffic not requiring access must be removed from the High Road - eg heavy lorries which could use the M1 instead. What is needed most of all is an attractive town square with greenery, possibly adjacent to the Arts Depot but better still in the Lodge Lane area. More green space and flowers are needed in the entire area and particularly in a new town square.	In order to support the SPD a High Level Transport Review has been produced. The Review examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.	No change
Torrington Park Residents Association	Thirdly, the proposals to close the bus station and at least one of the car parks to build yet more residential units makes no sense. The bus station needs to be revamped and made much more attractive, including boxing in unsightly air conditioning piping - not removing the buses to park on the already congested streets. The Council needs to encourage bus travel as parking and traffic flow becomes increasingly difficult. We need additional bus routes like one to the Royal Free Hospital. The car parks at Stanhope Road and Lodge Lane should be retained, not removed – Lodge Lane could be rebuilt underground so as not to spoil the character of the area of Lodge Lane and the existing area made into an attractive town square with greenery and pedestrian walkways. The existing war memorial and adjacent buildings built to commemorate those who died in the wars must be retained.	<p>In relation to the Bus Station the SPD will acknowledge that TfL has not agreed to close down North Finchley bus station and would only consider moving part or all of the bus station from its current location if there was a clear operational and passenger benefit.</p> <p>The North Finchley Parking Strategy will look at tariffs and the management of spaces. The new development should re-provide the number of existing public car parking spaces at Lodge Lane, recognising the importance of this car park to the town centre function whilst minimising related vehicle movements.</p> <p>The red line boundary for KOS2 has been amended to exclude the United Services Club. The text has been amended to reflect this and to continue to emphasise the importance of comprehensive redevelopment of the gateway site. Height of up to 8 storeys at this location is proposed in the SPD.</p>	See revisions to KOS 2
Torrington Park Residents Association	Whilst improvement in the area with private funding from reputable developers such as Joseph & Partners is clearly needed there must be clear restrictions on what a developer can do and a much bigger voice for local residents in any proposed planning. The out-of-scale skyscraper that houses the Arts Depot shows what can happen when residents' objections are ignored. It was stated at the planning consultation meeting at the time that a wind tunnel will be created - and this has transpired. If a new town square is made in the restricted space adjacent to the Arts Depot then a lot of screening to alleviate this problem would be required. The need to improve the	<p>The North Finchley Parking Strategy will look at tariffs and the management of spaces.</p> <p>New section provided in the SPD on tall building design and development in order to ensure high quality design and to manage and mitigate local micro climate effects (such as wind tunnelling).</p>	New SPD section on tall building design

	area is urgent – including eliminating the many closed-down shops by CPO perhaps, vastly increasing greenery and planting and modifying the punitive on-street parking restrictions which do not encourage visitors to shop: we need at least 20 minutes' free parking, better still 30 or 1 hour. – otherwise the existing small businesses will not survive. They are already suffering from the restrictive parking regime and high business rates for small businesses and inflated rents.		
Torrington Park Residents Association	We very much hope that the final revised SDP, after consultation, will be widely circulated for final approval by residents before being voted on by councillors. What is worrying that once it is passed, residents will have very little say on developments in the future, and our children and grandchildren will suffer this erosion of democracy!	The SPD represents the first major steps in community engagement. As more details emerge there will be more focused engagement.	No change
Ravensdale Residents Association	As I understand it, if this SPD is adopted, future developments would have to conform to the framework. It will not be a plan which the Council will deliver but one individual developers will need to be part of in order to obtain planning permission. ?	This sets the parameters for more detailed proposals to come forward through the planning system	No change.
Ravensdale Residents Association	The SPD should not be adopted until a traffic study has been carried out to gauge whether the changes are feasible.	In order to support the SPD a High Level Transport Review has been produced. This examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.	No change.
Ravensdale Residents Association	There is no mention of plans for the infrastructure to go along with the planned increase in housing, Even if LBB is not responsible for delivering all of that infrastructure, they should at least be considering it as part of the plan.	More information on social infrastructure is provided in the SPD. With residential led growth there will be an ongoing assessment for the need for additional services and the associated funding. The SPD does make provision for a community space at the proposed redevelopment of Lodge Lane.	Delivery & Implementation section of SPD revised.
Ravensdale Residents Association	Is the need for affordable housing being considered as part of SPD? It should be.	Yes in accordance with Local Plan policies	No change
Ravensdale Residents Association	We are concerned that there appears to be an overall increase in building height. The skyline should remain at its present height.	North Finchley is identified in the LB Barnet Core Strategy as an appropriate location for tall buildings (policy CS5).	No change

Ravensdale Residents Association	We would argue that Lodge Lane is only a point of arrival to the town centre if you are trying to park there. No mention is made of the point of arrival for underground passengers.	Improving signage to the stations is highlighted in the SPD	No change
Ravensdale Residents Association	The development at Lodge Lane transforms the space from open to built up. Is the car park to remain a Council space? if a decked carpark be built should it not be sited as far away from Northside Primary School playground as possible; perhaps in a different location altogether.	In terms of height, the development proposals on the south side of Lodge Lane indicate height of 2-3 storeys opposite the historic terraces, reflecting the existing built form. Heights of up to 5 storeys are proposed to the eastern end which has 3-4 storeys at present. The introduction of residential frontage / community facility along the northern edge is expected to enhance the overall built and urban form of the existing area. The need for a sensitive edge and appropriate height is established both on the east and south side of the site.	See revisions to KOS 6
Woodhouse Ward Branch of Finchley and Golders Green Conservatives	There is natural resistance to the idea of intensifying the residential accommodation in the area without details about adjustments to infrastructure and a dislike of a proliferation of high rise development although it is appreciated that the proposals aim to limit this to certain areas where there is already high rise development such as around the Arts Depot.	North Finchley is identified in the LB Barnet Core Strategy as an appropriate location for tall buildings (policy CS5). A new section has been added to the SPD on tall building design covering guidance on quality and micro climate effects and management. More information on social infrastructure is provided in the SPD. With residential led growth there will be an ongoing assessment for the need for additional services and the associated funding.	New section on tall building design Delivery & Implementation section of SPD revised.
Woodhouse Ward Branch of Finchley and Golders Green Conservatives	The main concern about these proposals, however, relates to the changes to the road systems. There is already serious traffic congestion for much of the day along North Finchley High Road and pressure on parking in surrounding residential roads. The plan to make the part of the High Road to the West of the Tally Ho pub currently limited to southbound traffic into a two way highway is widely regarded as a recipe for disaster, particularly in view of the plans to narrow the space for traffic by widening the pavements and relocating the parking for buses as a result of closing the bus station. The resulting traffic congestion in the High Road will be disastrous for the health of the North Finchley shopping centre.	In order to support the SPD a High Level Transport Review has been produced. This examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.	No change
Woodhouse Ward Branch of Finchley and Golders Green Conservatives	It is also essential for the preservation of the part of the High Road which continues to thrive as a retail centre that there is adequate parking provision. The parking available in Lodge Lane and other car parks off the High Road must be retained as open to the public. It is difficult to see how this can be achieved with the proposed	The SPD is supported by a parking survey and it highlights the need for a future parking strategy which will look at tariffs and the management of spaces.	No change

	increase in residential accommodation abutting the High Road. Very strong local feelings have been aroused by these consultation documents and it is our opinion that the plans cannot command the support of residents without more information and reassurance on the above points	The SPD does not propose any net change in town centre parking provision post-development with the current provision, in terms of space availability across the town centre remaining broadly at present-day levels.	
Member of former North Finchley Town Team	I have been on the town team for past 4 years. At no point was I or my colleagues contacted. I read in your proposal that you did contact us. I have checked with other members and they confirmed no contact either. We have been trying for years tried to help regenerate North Finchley. The money that was wasted with the consultation was a disgrace. I am totally opposed to any building work you have planned as north Finchley is becoming soulless and it's losing its identity. There should be no building but improvements if what is there.	This is surprising as the Town Team has not been active since 2015. There has been extensive publicity to encourage engagement as part of 6 weeks of formal consultation on this Town Centre Framework SPD. The production of this SPD has not been at any cost to the Council.	No change
Member of Barnet Healthwatch, Barnet Cyclists and North London Outdoor Group	I agree with some of your ideas but would like you to consider sustainability and healthy lifestyle options when you consider any applications, This includes looking at energy supply and reducing the amount of idling traffic as an attempt to reduce pollution. I am not sure where you can put the buses but preferably as far away from residential accommodation as possible - maybe space generated in Lodge Lane would be a better home for them? At the time of writing the Local Authority is responsible for public health, and this involves encouraging active and healthy lifestyles.	Proposals will come forward within the parameters of the SPD and will be expected to be consistent with Local Plan, London Plan and national policy	No change
Member of Barnet Healthwatch, Barnet Cyclists and North London Outdoor Group	The regeneration of North Finchley should cater for the new generations of Finchley residents. This will be a population who live more sustainably and are less reliant on cars. The future population is one that will be more inclined to walk, cycle or use public transport to access their local community. Cars in use are more likely to be electric in the future, requiring access to recharging points.	Agreed. The advent of driverless cars will have a significant impact on future land use planning	No change
Member of Barnet Healthwatch, Barnet Cyclists and North London Outdoor Group	There may be a need for more one way streets, eg Lodge Lane so that traffic problems are not caused by cars trying to pass in streets that are too narrow, especially when there are parked cars in residential parking. But allow contra flow for cycles and have 20mph speed limits I think if the traffic flow study shows it is possible to part pedestrianise Ballards Lane I think there should be provision for cyclists and that the other pedestrian routes should be accessible for cyclists too.	In order to support the SPD a High Level Transport Review has been produced. The Review examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.	No change
Member of Barnet	Need more green / plant life. The area needs much more	We welcome this support for the SPDs greening	No change

Healthwatch, Barnet Cyclists and North London Outdoor Group	green/plant life to help mitigate against pollution and wind issues, but these must not obscure vision along the A1000 which is a main arterial road and is used regularly by emergency vehicles. For example you could encourage buildings with green walls and roof gardens. Climate change is resulting in more extreme conditions of wind, rain and sun. Therefore it would be beneficial to users to provide some shelter/covered areas eg for markets, al fresco events and for cycle parking, but ensure that these let in as much natural light as possible and include renewable energy sources as appropriate. Community space should include wi-fi provision and seating.	strategy.	
Local Business Representation (Homebase, 679 High Road)	<p>These representations are submitted on behalf of HHGL Ltd, which trades as Bunnings and Homebase in the UK & Ireland. Bunnings is the leading home improvement and outdoor living retailer in Australia and New Zealand. The home improvement and garden market in the UK & Ireland is growing. Bunnings acquired Homebase as a platform to build the Bunnings brand within the UK & Ireland and have allocated £500 million to launch this over the next 3-5 years. Bunnings' investment has already commenced with the first Bunnings Warehouse store in St Albans Griffiths Way opening February 2017. Since then, a further 10 Bunnings Warehouse stores have opened in St Albans Hatfield Rd, Hemel Hempstead, Milton Keynes, Folkestone, Broadstairs, Basildon, Sittingbourne, Thanet, Worle (Weston Super Mare) and Harlow.</p> <p>Homebase in High Road, North Finchley</p> <p>Bunnings remain fully committed to the North Finchley Homebase store. The store is leasehold, with at least 6 years of tenure remaining. Bunnings will be looking to include this store within its current investment programme and brand launch. This investment will secure new employment, as those Homebase stores already converted to the Bunnings brand have seen, on average, a 50% increase in staff numbers.</p> <p>The draft SPD refers at paragraph 3.6 to the importance of the Waitrose to the convenience offer of North Finchley Town Centre. There is no similar recognition of the importance of the Homebase to the comparison offer of the Town Centre, even though it is in an identical edge-of-centre location to the Waitrose. Paragraph 5.2 also shows the Homebase as falling with a 'Mixed-use Hub', but provides no further details other than to say that this is a location where more intensive residential development could be encouraged that retains</p>	Homebase is on an out of town centre site. Local Plan town centre policies do not support out of centre locations. However it's retail contribution to North Finchley is acknowledged throughout this SPD. As a Town Centre Framework it is right that the SPD which focuses on revitalising the town centre.	No change

	<p>existing commercial uses – the latter is not defined. My clients would request that the draft SPD be amended as follows:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Paragraph 3.6 should recognise the important contribution that Homebase makes to the comparison offer of North Finchley Town Centre, in both complementing the Town Centre and offering the opportunity for linked trips <input type="checkbox"/> Paragraph 3.6 should recognise the importance of Homebase as a source of a large number of local jobs, a value that will be enhanced through the planned investment and conversion to a Bunnings Warehouse and the need to protect these jobs and its retail role given the lack of alternative sites for this form of retail use within the Borough <input type="checkbox"/> Paragraph 5.2 should make clear that the important contribution that Homebase makes to North Finchley Town Centre will be protected and that within any redevelopment scheme the existing store will be retained as is or reincorporated within any new development <input type="checkbox"/> In general, the draft SPD should recognise and support the important contribution Bunnings will make to the local community once the store is converted to a Bunnings Warehouse. Local community organisations such as schools, hospices, emergency services and youth groups will be supported through activities arranged by the store, which will include fundraising sausage sizzles, hands-on projects, local fundraising initiatives and product contributions 		
<p>Local Business owner (16-19 Grand Arcade)</p>	<p>I would like to object to the demolition of buildings as I believe that this is unfair. I have been running 5 properties including 5 Nether Street for over 6 years. There are many employees that currently rely on the income that they earn from these properties to</p>	<p>The Council will work with partners, to support businesses in North Finchley to relocate where required where it enables and secures the regeneration objectives set out in the SPD. The</p>	<p>No change</p>

	<p>fund for their everyday lives. I will also be losing my business as a result of your decision. As you may acknowledge, starting and running a business requires a lot of effort, time and expenditure. Specifically in the recent years, our expenditure increased by a vast amount as we carried out many improvements to make our business better in the long term. In addition, when renting this property a lease of 20 years was agreed on. This means that we have an ongoing lease until 2030. I would like to find out what would happen to this lease. Therefore I would like to kindly ask that you reconsider this plan and get back to me with any further information.</p>	<p>details of this support will emerge with more detailed proposals.</p>	
Local Business Owner (759-765 High Road)	<p>My companies are the freehold owners of 759-765 High Road London N12 8LD. I would like to object to the proposed development at North Finchley, (Tally Ho corner). If London Borough of Barnet are interested in creating a proper business environment in North Finchley they better give up their petty interests is making many from side road parking and allow at least a few hours free parking for some limited hours if they so wish so as we can get people to come and shop in this area. Anybody who visits North Finchley on a Sunday he will easily observe how busy it is this area. The only reason for that is because of side road parking. So with minor changes and little loss of income from the unreasonable parking conditions that exist in the area, North Finchley can become desirable and friendly for customers to shop here.</p>	<p>The SPD does identify the opportunity for a local parking strategy for North Finchley in order to enhance the efficiency and management of spaces through a review of pricing, timing and availability.</p>	No change
Local Businesses (South of Tally Ho Pub)	<p>We are a small business in the building south of Tally Ho Pub. Planning information is well received and noted. Unfortunately, we object the development plan of demolishing the building we are in. There are more than 20 different business running in the building. Most of them are small businesses. Behind them are more than 50 different families relying on those hard working people. They surprisingly survived in nowadays strong competition society and continue contributing to the local community. They pay tax and business rates. There are thousands of local residences have been served by their services or products. They are furniture of North Finchley community. If the plan is gone ahead, those families and local people will be affected greatly. Local council should promote and support more on small businesses in more diversity, rather than destroying them and leave the spaces for the big runners. Small business are the future for development and creativity of local economies. In the Barnet council area, we have got too many shopping malls. However, we did not receive fair and fully supports from the council. More supports to the local small business are the keys to boost local economic and employment instead of bringing</p>	<p>This SPD supports Entrepreneurial Barnet 2015-2020, a strategy that entails a focus on building and sustaining the confidence of the business community in Barnet; confidence to start a business, confidence to invest in and take on more employees, and confidence in the local public sector to work together to create the long-term circumstances that allow people with ideas, energy and ambition to succeed.</p> <p>The Council will work with partners, to support businesses in North Finchley to relocate where required where it enables and secures the regeneration objectives set out in the SPD. The details of this support will emerge with more detailed proposals.</p>	No change

	<p>more high street brands. Local residences need more small businesses providing different range of products and services, especially in this tough economic environment. People are struggling in their pockets for spending. Secondly, parking the buses on the side road is not an ideal solution for changing the traffic in North Finchley area. Instead, it might cause more congestion and risk of safety issues.</p>		
<p>Local Businesses Owner (313 and 319 Ballards Lane)</p>	<p>Thank you for taking the time to see me earlier and for advising me to email your department. I'm really not sure how many consultations have already taken place on the Town Centre Framework and as we own two of the buildings on the 'South Gateway' you can imagine how thoroughly disappointed we are. We are the owners of 313 and 319 Ballards Lane and to date we have not received any letters whatsoever from the Council regarding the development of North Finchley Town Centre. You had informed me today that Council workers had hand delivered letters to the freeholders. However, and as explained in our meeting, we can categorically confirm that we have not received a single piece of paperwork on this from anyone. Indeed the only thing we received was a leaflet through our office door around 21st October 2017. This was the first time we heard about this. We attended a Drop-In event at North Finchley Library on Tuesday 14th November 2017 when we spoke to a planning officer and got to see some pictures of North Finchley, which included our buildings. We were not informed of any further meetings and what the next steps would be. My colleague even handed over her business card for future correspondence. It only occurred to me to call you today as I saw an alarming sign in front of The Finchley United Services Club stating that the Council is planning to demolish the Club. Our properties are located only a few doors away from this Club. This of course is thoroughly unprofessional and totally unacceptable. A property/land owner bang smack in the middle of your proposal should have been properly informed of this and certainly from the very beginning of the consultation process. A simple land search on the land registry site would have revealed the Landlords Name and Registered address. Just reading the SPD on the Barnet site I gather that there were meetings in May 2017 and subsequent meetings which we were completely unaware of. For future correspondence add these addresses to your consultation database. (addresses removed for data protection purposes). As we are a business that also occupies 313B Ballards Lane I'm surprised that we weren't sent the letter on 09th May 2017. The Crown London Estate and Management are our</p>	<p>There has been extensive publicity and opportunities for engagement on this SPD as set out in Part 1 of this Report including the specific meeting that has been referred to. Proposals in this SPD cannot progress without further engagement between landowners in North Finchley and the Council.</p> <p>This SPD supports Entrepreneurial Barnet 2015-2020, a strategy that entails a focus on building and sustaining the confidence of the business community in Barnet; confidence to start a business, confidence to invest in and take on more employees, and confidence in the local public sector to work together to create the long-term circumstances that allow people with ideas, energy and ambition to succeed.</p> <p>The Council will work with partners, to support businesses in North Finchley to relocate where required where it enables and secures the regeneration objectives set out in the SPD. The details of this support will emerge with more detailed proposals.</p>	<p>See revisions to KOS 2</p>

	<p>tenants and they never passed on any letters to us. Irrespective of this, surely letters of such importance should have been sent to the actual Freeholders of the buildings as well as the businesses that occupy them. It is fortunate that we actually occupy an office at 313 Ballards Lane otherwise we would probably still be in the dark about this SPD. I recalled you mentioning to me that the last date for submitting comments was 27th November 2017 and that this has been extended to 01st December 2017. As you can imagine we are utterly shocked to learn this today. Even at the drop in event we attended we were not informed that 27th November 2017 would be the last day. We've not been informed of anything whatsoever and need a lot more time than just 01st December 2017. As already mentioned in my earlier email, we have been left out of all the meetings and events due to lack of communication from the council and as you can imagine we would require all the information and notes on what was discussed in previous meetings. Please can you provide us with these (i.e comments from other freeholders, detailed traffic plans, surveys etc). I would welcome another meeting with everyone as this is not something to take lightly. We are very far behind on this and as a major stake holder we do require every bit of information including the input of other stakeholders. We're not comfortable speaking with other parties other than the council who should be looking out for our interests and the interests of Businesses and residents of North Finchley. So I'm requesting you to arrange another event where the stakeholders can get all the information and have a question and answer session. I am emailing you at 23:12 hours as this has been extremely stressful. Please acknowledge this email and let me know what the next step is.</p> <p>313 and 319 Ballards Lane car parking spaces We will be taking expert advice on this SPD as it can potentially impact our business bearing in mind that we own 3 car parking spaces at the front of 313, 11 car parking spaces at the back of 313, 6 car parking spaces at the front of 319 and 13 car parking spaces in the basement (accessed from Nether Street). In my personal opinion North Finchley is a completely different proposition to what it was just eight to ten years ago. It is far safer and a lot more vibrant now than what it ever was. Having grown up in Finchley I have the seen the transformation with my very own eyes. North Finchley will continue to develop and prosper organically so I am confused as to what the purpose of this plan is? Who really benefits from it? You mentioned that quite a few shops are boarded up and that this</p>	<p>A comprehensive redevelopment of the site at Ballards Lane is proposed to create a new high quality frontage and gateway to the town centre. This should reprovide office at lower floors potentially including some active ground floor retail/leisure uses. Enhanced residential should be provided above. Development should be sensitive to the adjacent United Services Club and Finchley War Memorial.</p> <p>Car parking for the new development is to be provided at the western part of the site with access from Nether Street or Dale Grove only.</p> <p>Having a good environment, good transport links and welcoming public realms are also that makes a town centre more welcoming and attractive too businesses.</p>	
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	<p>rejuvenation would see a shift away from traditional shops. I agree that online shopping is having an impact but is this the main reason why shops remain untenanted? My personal view is that expensive business rates and poor maintenance of the shops by landlords is what causes a quick turnover of tenants. Traditional independent shops are the bedrock of any town. Surely helping and working with Landlords would be a better plan than spending millions on redeveloping the entire area? So much construction is already taking place on the High Road, in fact one such development is right next to your council building.. This comes back to my point about organic growth and development. This mass erection of properties from Whetstone through to North Finchley is going to have a positive impact, not only in Whetstone, but also on the High Street of North Finchley. I can see why a developer would want to get his hands on vast areas of North Finchley. Expensive new buildings with expensive shops leading to expensive rents thus pushing away the traditional businesses of North Finchley.</p> <p>Ballards Lane pedestrianisation</p> <p>The plan to make the "South Gate" a pedestrian walk way will impact our business. Firstly, and from our own perspective, 313 has a car park which can only be entered from the main road. By making the road pedestrian only how are the residents and offices supposed to park their cars? This would not only affect us but also 309 and 311 Ballards Lane. There are accountants, lawyers and dentists that would be hugely impacted by this. With respect to having the car park entrance from Nether Street, we do not agree with this for many reasons. It is a narrow road which has a school only meters away from the proposed entrance to the car park. How will the added traffic impact on the school and the many residents who live at that end of Nether Street? What about further down Nether Street and closer to Moss Hall School? That entire area will become congested (and unsafe) due to the plans to make the road pedestrian only. As someone who uses those streets regularly on a daily basis, I can see many problems with this proposal. The proposed entrance to the car parking from Nether Street belongs to 319 Ballards Lane, i.e. we own that land. It is an entrance to a basement car park. 319 has been occupied by an insolvency practitioner for some thirty years as well as a law firm for quite a few years. The existing parking is used by these firms. There are so many further points we would like to make and have been deprived of doing so as we were not invited to the consultations. We strongly object to making the street pedestrian only and look forward to</p>	<p>Note the response above.</p> <p>A Working Group has been established with LB Barnet working in partnership with TfL to develop the proposals further including technical design feasibility to test them thoroughly to TfL's satisfaction in terms of road network operation, bus service, road safety and air pollution impacts.</p> <p>There will be an opportunity to make further comments on detailed planning application as and</p>	
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	receiving direct communication from the council on this. We hope the Council will support us and protect our interests.	when it comes forward.	
Local Business Owner (High Road)	I am a Business owner and a resident in north finchley for over 19 years. Looking at the Town centre framework (SPD) and the previous attempts to rejuvenate the area have failed in my opinion therefore can't see how this proposal would work. Encouraging business by Reducing business rates and encouraging footfall is to provide extra off main street parking by non closure of existing car parks and not to pedestrianise and limit the buildings of storey max of 4 to limit the burden to local services. These are only some of the points I've made so please consider.	The Council considers that this more comprehensive approach will help to revitalise North Finchley.	No change
Local Resident1 (Lodge Lane)	Sadly I have no faith in Barnet Council or indeed any developers, as I believe that profit, not the welfare of residents in the area is the prime consideration. The lack of acceptable publicity for the consultation is indicative of a council plan to rush through this development without proper consultation with residents. I myself only discovered about the project by chance and word of mouth.	A formal 6 week period of public consultation was undertaken between 16 th October and 27 th November 2017. This involved extensive publicity with nearly 12,000 leaflets being distributed to households within the N12 postal district and letters to local businesses on the High Road publicising the SPD and three drop-in events at North Finchley Library. This was in addition to email notifications	No change

		<p>sent to contacts on the Council's Local Plan database.</p> <p>More details are set out in the opening section of this report</p>	
Local Resident1 (Lodge Lane)	<p>I do welcome plans to renovate the heart of North Finchley (although in my opinion the proposed "heart" is not accurately situated), much of which around Tally Ho is very grim. It is a vibrant area with much possibility, but I do feel that some of the suggested plans have not really looked into the problems of over congestion, over population, lack of infrastructure and green spaces, and a general lack of "feel good" aspects to the local environment. Previous misguided investment in the N12 Arcade and the Arts Depot illustrates wasted tax payer's funds, and I worry these plans might go the same way.</p>	<p>This is a more comprehensive approach to town centre revitalisation with the support of a High Level Transport Review. The Review examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.</p>	No change
Local Resident1 (Lodge Lane)	<p>I am adamantly against the proposed plans to redevelop the Lodge Lane car park (I am a Lodge Lane resident) as at present our narrow lane cannot support the existing level of traffic, let alone accommodate additional traffic which would arise from an increase in local residents. We have already expressed the historic importance of this road, with which I agree; the High Road end is already blighted with ugly development and the Royal Mail sorting office vans/lorries which thunder up and down the road every day apart from Sundays do not help matters.</p>	<p>Development proposals on the south side of Lodge Lane indicate height of 2-3 storeys opposite the historic terraces, reflecting the existing built form. Heights of up to 5 storeys are proposed to the eastern end which has 3-4 storeys at present. The introduction of residential frontage / community facility along the northern edge is expected to enhance the overall built and urban form of the existing area. The need for a sensitive edge and appropriate height is established both on the east and south side of the site.</p>	See revisions to KOS 6
Local Resident 2 (Lodge Lane)	<p>6 week period consultation doesn't give the general residents and traders of North Finchley an adequate chance to respond to it. We wonder how the council plan to respond to issues raised when they have no contact details for the responders?</p>	<p>Consultation involved extensive publicity with nearly 12,000 leaflets being distributed to households within the N12 postal district and letters to local businesses on the High Road publicising the SPD and three drop-in events at North Finchley Library. This was in addition to email notifications sent to contacts on the Council's Local Plan database. The Council adopted a pragmatic approach to late submissions and accepted representation even after the consultation period closed. More details are set out in the opening section of this report.</p>	No change
Local Resident 2 (Lodge Lane)	<p>Overall I am in favour of regeneration of North Finchley town centre, especially the southern end where the Arts Depot is. The area is uninviting and run down, and badly in need of improving. If a detailed traffic study (essential to establish the viability of the</p>	<p>This is a more comprehensive approach to town centre revitalisation with the support of a High Level Transport Review. Further technical work is required</p>	No change

	majority of the SPD) does show that the plan to make Ballards Lane a shared street is viable, that and the creation of a community space where Rex House currently is would I think be a good thing – provided that the wind tunnel aspects are addressed. The High Street generally could do with a facelift and improvements to the shops and services on offer.	to support the regeneration as proposals progress through the planning stages.	
Local Resident 2 (Lodge Lane)	The SPD is vague on where buses might be relocated to from the current bus station, other than suggesting they take to the (already congested) streets. Rather than do away with the station, would it be better to remodel it and make it a more welcoming and accessible place? It is at least not open to the elements! Releasing the space (presumably for retail) is pointless as there will be little footfall on the more traffic-dominated Kingsway area. Putting more retail space on the south side of Kingsway in the Finchley House redevelopment would be pointless for the same reason, though office space would be viable, with improved pedestrian crossing at Ballards Lane and Woodhouse Road for access to the centre.	TfL identify they will only consider bus station removal if there is clear operational and passenger benefit and are working actively alongside the council in examining this and related transport matters As existing transport land, the bus station is safeguarded by TfL and any changes will need to ensure that operational transport uses are retained within or adjacent to the town centre in order to support the bus network and meet bus demand, as explored in more detail in the transport strategy of the SPD. The SPD does not refer to retail uses being provided at KOS 3	See revisions to paras 6.5 and 6.6
Local Resident 2 (Lodge Lane)	The SPD does not give any indication of the scale of housing development, other than references to ‘significant boosting’. This makes quantitative evaluation of the impact of the SPD impossible, however the general emphasis on residential development is far too high. While some new housing is no doubt necessary to bring new people to the town and to bring profit to the developers/ income to the council, what appears to be being encouraged is massive high rise and large scale expansion. This would damage the character of the town and contravene the Residential Design Guidance document para 6.12, where development must “respond to the distinctive local building forms and patterns of development and respect the scale, massing and height of the surrounding physical context.” The Arts Depot flats and Finchley House are the only structures of significant height in the town centre, and they are unsightly aberrations, not the design norm. An increase in usage (and thus trade) will be caused by making the town centre an attractive place to come. Most of the people I talk to would gladly spend more time in North Finchley (rather than say Brent Cross or central London) if there were better shops, better restaurants, a nicer ambience and more to do (e.g. the small cinema idea). The housing targets as set out in the 2015-25 Barnet Housing Strategy surely do not need massive growth in North Finchley, as currently existing and planned developments (Cricklewood, Bittacy Hill,	The SPD is not a site allocations document so it would not be appropriate to specify densities or housing numbers. Figures for housing developments currently completed/ planned are available on the Council’s website under Authorities Monitoring Report. Barnet’s housing target is set out in the London Plan	No change

	Sweets Way and myriad other developments throughout Barnet) should more than meet the target. Does the council have figures for housing developments currently completed/ planned, and will they make them public?		
Local Resident 2 (Lodge Lane)	I am strongly opposed to the planned development of Lodge Lane car park. It would be completely out of character with the majority of the buildings in the Lane, not just 45-63 but the whole row of 1830s and later cottages down its narrow length. The proposed building would not be appropriate in scale or character, would not respect the local context of the whole Lane and would undermine its unique character, in contravention of Local Plan Core Strategies 4, 5 and 6 (see SPD paragraphs 2.15-17). Development would be insensitive to existing housing (including those on Percy Road that any car park building would overlook) and would turn pedestrian access from Winifred Place and Percy Road into overhung, dark, dangerous places, especially by the school and Percy Road playground. Mature trees shielding Northside School would have to be destroyed, contravening paragraph 6.54 of the SPD. Increased movement from new accommodation would choke an already busy road (altercations are common during busy periods) and potentially cause danger to Northside School children and clashes with Sorting Office vans/ existing traffic. The YVA development should retain its current scale to match the buildings opposite, but how to deal with the electricity substation?	In terms of height, the development proposals on the south side of Lodge Lane indicate height of 2-3 storeys opposite the historic terraces, reflecting the existing built form. Heights of up to 5 storeys are proposed to the eastern end which has 3-4 storeys at present. The introduction of residential frontage / community facility along the northern edge is expected to enhance the overall built and urban form of the existing area. The need for a sensitive edge and appropriate height is established both on the east and south side of the site. The SPD reinforces the importance of a sensitive edge and treatment of the school adjacency as well as identifying the importance of engagement with the school at an early stage in the development of any proposals associated with a planning application. Opportunities of school collaboration with the new community space will also be promoted. The diagram and text has been revised to include and identify the Percy Road Playground and connection through the site from Lodge Lane to the playground, recognising the value of this route as a north south connection.	See revisions to KOS 6
Local Resident 2 (Lodge Lane)	The SPD is short on detail on the delivery and implementation of the plan. While section 8a talks about "proposals [being] part of a comprehensive approach in order to avoid piecemeal proposals that are prejudicial to the overall vision", it also states that "market trends and viability will influence the ordering of proposals". How will these opposing statements be reconciled?	The SPD has been revised to incorporate a phasing strategy. The Council will expect to see early progress to development in the opportunity sites and will work proactively with relevant stakeholders to achieve the objectives set out in this SPD for the areas. Market forces will influence how sites come forward for redevelopment.	See revisions to Section 8 in particular para 8.24
Local Resident 2 (Lodge Lane)	Where will people be put while rebuilding of their houses/ flats/ shops is taking place? What will happen to the businesses closed down to fit the re-zoning? What about parking provision during development?	The Council will work with the developer to support existing residents displaced by regeneration. The Council will work with partners, to support	See revisions to KOS 6

		<p>businesses in North Finchley to relocate where required where it enables and secures the regeneration objectives set out in the SPD. The details of this support will emerge with more detailed proposals.</p> <p>Car parking levels will be maintained at Lodge Lane during any redevelopment</p>	
Local Resident 3 (Lodge Lane)	<p>Regarding the framework for North Finchley which includes building flats in the car park in Lodge Lane – where I live opposite – I object strongly. I purchased my flat some 35 years ago – and one of the reasons (we do not have a garden), I am on the second floor and overlook the car park – I have large picture windows in all my rooms which are really light and bright – I need natural day light – I have a wonderful exposure of sky and fantastic sunsets – I really need this daylight and sky as I cannot get out so much due to health issues. Building flats and any buildings opposite me will have a massive effect on my health and well-being.</p>	<p>The car park is previously developed land which was once occupied by housing.</p> <p>In terms of height, the development proposals on the south side of Lodge Lane indicate height of 2-3 storeys opposite the historic terraces, reflecting the existing built form. Heights of up to 5 storeys are proposed to the eastern end which has 3-4 storeys at present. The introduction of residential frontage / community facility along the northern edge is expected to enhance the overall built and urban form of the existing area. The need for a sensitive edge and appropriate height is established both on the east and south side of the site.</p>	No change
Local Resident4 (Lodge Lane)	<p>I feel that the consultation process has not been well publicised or fairly researched as I do not believe that any residents of Lodge Lane, and only two roads off the High Road, were invited to participate in the pre consultation process. As the proposal for a rather large development metres from my home will affect traffic along a tiny, narrow lane, together with the fact that our road is probably historically of significance being the oldest in the area , I feel that we should at least have been invited to contribute.</p>	<p>Consultation involved extensive publicity with nearly 12,000 leaflets being distributed to households within the N12 postal district and letters to local businesses on the High Road publicising the SPD and three drop-in events at North Finchley Library. This was in addition to email notifications sent to contacts on the Council's Local Plan database. The Council adopted a pragmatic approach to late submissions and accepted representation even after the consultation period closed. More details are set out in the opening section of this report.</p> <p>The historic nature of houses on Lodge Lane is reflected in the SPD</p>	See revisions to KOS 6
Local Resident4 (Lodge Lane)	<p>As the architects seem to imply last Saturday the scheme is already in the hands of the property developers and, seeing and living the impact of the Arts Depot disaster on our High Road, I speak for many residents in North Finchley who do not want to see the same thing happen again. As a designer, I can already see some of the flaws of this scheme. I do hope that we will at least get a chance to</p>	<p>The Arts Depot is a successful arts and culture establishment and certainly not a disaster</p> <p>There will be opportunities for further involvement as more detailed proposals come forward</p>	No change

	properly contribute to the input of this scheme.		
Local Resident 5 (Lodge Lane)	I went along to the North Finchley Library on Saturday November 4 th to view the plans for the town centre Supplementary Planning Document (SPD) and I would like to make the following points. It was particularly disappointing that nobody from the council attended the event on Saturday. The re-generation of North Finchley town centre is described as one of the key projects for the council and I find bewildering that nobody at the council thought that it would be vital to attend the meeting.	The drop-in sessions provided an opportunity to discuss the proposals with the consultant team who produced the SPD.	No change
Local Resident 5 (Lodge Lane)	I truly welcome the aim to re-generate North Finchley, where I have been a resident in Lodge Lane for the last 25 years. The High Road is dominated by congested traffic, empty premises, betting and fast food shops. Streets like the one where I live are constantly full of litter and the overall feeling when you walk through the high road is one of decay and neglect.	Noted	No change
Local Resident 5 (Lodge Lane)	The development around the Arts Depot has been a complete failure and lessons should be learnt from it so that they are not repeated. No more tall buildings please. North Finchley Town centre is already heavily congested and bringing new residential development in its heart will make the congestion much worse. There are several new, tall blocks being proposed; opposite the Arts Depo, along the High Road and in the Lodge Lane car park. These, similarly to the disastrous Arts Depo, will be out of character and will do nothing to either enhance or create a sense of community. A "sense of community" is created by a number of small things but common to them all is first a feeling of pride in living in your neighbourhood. Anonymous tall buildings will instead alienate residents who are desperate for common, safe areas where to enjoy shopping, a meal or a drink or visiting an exhibition not stifled by continuous car traffic.	There is a new SPD section on the design of tall buildings mitigating their impact on character and clearly requiring new buildings to improve the microclimate. At present planning guidance requires new buildings not to make it worse.	New SPD section on tall building design
Local Resident 5 (Lodge Lane)	I am opposed to the proposed development in the Lodge Lane car park. The congestion in Lodge Lane is already brutal and further development will make life for the Lodge Lane resident even more difficult.	Any proposals will be supported by a transport assessment	See revisions to site KOS6.
Local Resident 1 (Fellow Court Avenue)	I found the Hendon and Finchley Times online. An article was printed on the 25th October about the plans, mentioning three drop in sessions taking place in the North Finchley Library on 4th, 11th and 14th November. The hours were 2-5pm on the first two dates and 4-8pm on the 14th November. Whoever decided this was	A formal 6 week period of public consultation was undertaken between 16 th October and 27 th November 2017. This involved extensive publicity with nearly 12,000 leaflets being distributed to households within the N12 postal district and letters	No change

	<p>adequate provision for people who live in this area to be informed about such radical plans, they need some lessons in how to consult and involve the public. In September barnetfirst was delivered to our house, but there is not one word in there about the regeneration scheme or "drop in sessions". This would have been an ideal place to make people aware well in advance of the deadline of making comments by the end of November. There are advertising boards in the borough where the council puts various bits of news.</p> <p>The latest advert by the London Borough of Barnet is about keeping warm in winter. Why has nothing about all the plans for regeneration been put up for people to read as they walk down the street? I have done my own small survey in Tally Ho and surrounding area since the meeting in Nether Street, including Christchurch North Finchley, Finchley Methodist Church, local solicitors, shops, people in the post office, people coming out of Waitrose and the Nat West Bank and in six days I met about 5 people who knew anything about the plans. I was told there had been a meeting or meetings in The Buzz Café. Is this an adequate venue to discuss such serious changes to our local area? Part of a quote from Cllr .Dan Thomas in "The Hendon and Finchley Times" says, we strongly encourage local residents to share their views with us." He goes on to speak about workshops that were held. Where on earth were the workshops held and again how were people informed about them?No one I spoke to in Fallow Court Avenue this week knew anything about these plans, apart from courtesy of The Finchley Society.</p>	<p>to local businesses on the High Road publicising the SPD and three drop-in events at North Finchley Library. This was in addition to email notifications sent to contacts on the Council's Local Plan database.</p> <p>More details are set out in the opening section of this report</p>	
Local Resident 1 (Fellow Court Avenue)	<p>I would like to ask about the Arcade that is probably going to be demolished if the Council plans are fulfilled. Why was £1.3 million was spent on it not so long ago for regeneration? If one walks into the arcade, it is most probable that you have visited more cheerful funeral directors. Talking to the couple that have run the jewellers shop in the arcade for 17 years, one is left speechless at the complete waste of money that has gone on there for no purpose whatsoever over the years. If it is run down and in poor condition, (page 23 of SPD report) someone should be made to pay back the £1.3 million spent on it.</p>	<p>Unfortunately the Arcade has not been a success story for North Finchley. There is an opportunity for a more comprehensive redevelopment to make the Tally Ho site make a greater contribution to North Finchley</p>	No change
Local Resident 1 (Fellow Court Avenue)	<p>On page 45 of the report 7.16 we are told that the bus station, "although offering shelter, is dark and unwelcoming to passengers, hidden from view and discouraging to bus use." How were the original plans sanctioned if it is all so awful? Everyone hates the monstrosity of the building above the bus station, but at</p>	<p>A joint working group has been established with TfL to explore the future use of the bus station. With advances in technology such as the potential introduction of driverless cars in 20 years time we</p>	No change

	least the bus station serves a purpose. How do we know that in 20 years time people will reverse the decisions the Council now want to put into effect, because everything is rushed through with really no long term thought, as has happened in the past.	will have to review land use planning and it's relationship with vehicular transport.	
Local Resident 1 (Fellow Court Avenue)	Page 44 "The High Road/Ballards Lane is presently arranged generally in favour of Vehicular traffic rather than other users and uses". The A1000 or Great North Road has been a main artery into London for centuries. It's purpose is getting from A-B. Pedestrians throughout all my life have walked on the pavement with no problems. If the hidden agenda is to remove all traffic from our boroughs, people should be warned not to carry on buying cars. The majority of us do not want to ride a bike, however much this is being pushed on every level. So maybe it will be back to horse and cart.	Although no specific reference is made to horse drawn transport the SPD encourages sustainable forms of travel. That does not make it anti-car.	No change
Local Resident 1 (Fellow Court Avenue)	Everyone hates all tall buildings. I have heard the comments from people about Colindale and Graham Park and West Hendon. If depression rates rocket in the coming days, I will not be surprised, if or when North Finchley is blighted by the madness of these plans.	Tall buildings have their supporters and North Finchley is identified in the Local Plan as a location that is appropriate for tall buildings.	No change
Local Resident 1 (Fellow Court Avenue)	The document does not show sufficient assessment of the development's effects on traffic or residents,	In order to support the SPD a High Level Transport Review has been produced. The Review examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.	No change
Local Resident 1 (Fellow Court Avenue)	Six weeks is not enough to digest all the information in the draft planning document, which comes in at 69 pages.	A formal 6 week period of public consultation was undertaken between 16 th October and 27 th November 2017. This involved extensive publicity with nearly 12,000 leaflets being distributed to households within the N12 postal district and letters to local businesses on the High Road publicising the SPD and three drop-in events at North Finchley Library. This was in addition to email notifications sent to contacts on the Council's Local Plan database. More details are set out in the opening section of this report	No change

Local Resident 1 (Fellow Court Avenue)	A large block of flats on the car park in Lodge Lane would completely block out light for the little cottages in the road.	In terms of height, the development proposals on the south side of Lodge Lane indicate height of 2-3 storeys opposite the historic terraces, reflecting the existing built form. Heights of up to 5 storeys are proposed to the eastern end which has 3-4 storeys at present. The introduction of residential frontage / community facility along the northern edge is expected to enhance the overall built and urban form of the existing area. The need for a sensitive edge and appropriate height is established both on the east and south side of the site.	See changes to KOS 6
Local Resident 1 (Fellow Court Avenue)	Page 6 1.19 speaks about "stakeholders" in the North Finchley area. I am not sure if residents constitute being stakeholders, but we are more like pawns in the game I think. I don't know anyone who was invited to a Stakeholder Surgery or a Vision Workshop held in May and June. (I have only just read this paragraph). If plans were being discussed in the Spring and Summer, why have the residents only been allowed 6 weeks to know about it all and pass on their comments? Most didn't know until very recently.	The list of stakeholders or other attendees that attended workshops and one to one surgeries are listed in the consultation statement linked to the Draft SPD for consultation available on Barnet's website.	No change
Local Resident 1 (Fellow Court Avenue)	Page 10 2.14 says there is a target for 28,000 new homes. There is not enough infrastructure in our borough for 28,000 new homes. There are not the roads or the schools or the GP's. The ghastly apartments which have recently been built north of Sainsbury's North Finchley are concrete eyesores, overbearing and far too expensive for ordinary people. The old B&Q site in Whetsone reminds me of Colditz at present. If I hear anyone else talk about "affordable housing" I shall blow a fuse. THERE IS NO AFFORDABLE NEW HOUSING! And that is how the Council and Government like it as far as I can see.	With the fourth highest housing target in London we need more new homes and town centres are considered to be one of the best locations to deliver these,	No change
Local Resident 1 (Fellow Court Avenue)	Finchley United Services Club built in the early 1800's and is now the official War Memorial for our area didn't get such a good mention in the very lengthy report, and up until it was brought to the attention of the Council at the meeting last week, looked like it could go under the hammer. That is obviously going to have to be reviewed. Especially as it is the 100th anniversary of the ending of The Great War next year. That no one had done their homework about this building, sums up to me the complete mess that Barnet Council are making at the tax payers expense of all these ideas,	We have removed the Club from KOS 2. The cost of producing this SPD has not been at any additional cost to the Council,	See revisions to KOS 2

	which could be turned into a good mystery novel. A whodunnit! Whoever is responsible for some of what is written in the report should take a sabbatical from work.		
Local Resident 1 (Fellow Court Avenue)	No doubt North Finchley needs some improvement. Improvement and not ruination.If these plans go ahead neither me nor my husband will ever vote in any Council elections ever again.	Noted	No change
Local Resident 2 (Fellow Court Avenue)	New,creative architectural design and slowing of traffic at Tally Ho will be most welcome.	We welcome this support	No change
Local Resident2 (Fellow Court Avenue)	In my view the erection of the tall flats above the bus station was a major blunder. It has created a virtual wind tunnel, often making walking in the vicinity difficult and hazardous for the elderly and disabled. In this context I wish to object to any further developments more than two storeys high.	As highlighted above there is a new SPD section on the design of tall buildings mitigating their impact on character and clearly requiring new buildings to improve the microclimate. At present planning guidance requires new buildings not to make it worse.	A new section has been added to the SPD on tall building design covering guidance on quality and micro climate effects (wind tunnelling) and management.
Local Resident 2 (Fellow Court Avenue)	I also wish to object to the proposed demolition of the British Legion Club which I think provides an attractive period contrast to neighbouring properties. It provides a focal point in the area, as well as housing much-needed leisure accommodation for a number of groups.	There are no proposals to demolish the British Legion Club We have removed the Finchley United Services Club from KOS 2.	See revisions to KOS 2
Local Resident2 (Fellow Court Avenue)	Generally, I consider that further population expansion in the Borough should be curtailed. Life is becoming increasingly uncomfortable as experienced on over-crowded public transport, doctor's surgeries and at Barnet General and associated hospitals.	It is important that growth and change is managed. This SPD is a means of doing that.	No change
Local Resident 2 (Fellow Court Avenue)	I also consider that the Bus Station is an asset which should be retained.	A joint working group has been established with TfL to explore the future use of the bus station.	No change
Local Resident 3 (Fellow Court Avenue)	I do not think that more high-rise blocks of flats or office buildings are in keeping with character of the local area – the ugly block of flats above the Artsdepot is bad enough!	More detailed guidance on tall building design and development has been included as a separate section in the document in order to ensure high quality design and to manage and mitigate local micro climate effects (such as wind tunnelling).	New section on tall building design and development
Local Resident3 (Fellow Court Avenue)	Whilst the idea of pedestrianising part of Ballards Lane appears to be good, the rent and rates have risen so much that there will be few shops worth using. I also question the wisdom of having two way traffic on the High Road as it will lead to congestion, causing	In order to support the SPD a High Level Transport Review has been produced. This examines how the proposed transport proposals would affect movement in North Finchley explaining how	No change

	even more fumes polluting the area.	transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.	
Local Resident 3 (Fellow Court Avenue)	I would not like the Arcade – which gives North Finchley character – to be demolished. Overall, I think this proposal is a very bad idea and will spoil the area.	The retention of the Grand Arcade in the site development strategy is not considered appropriate as it has continued to underperform in terms of its retail offer and retention would restrict the necessary comprehensive development of the site and associated benefits in delivering a new leisure hub, public realm and residential units.	No change
Local Resident 1 (Dale Grove)	Paragraph 6.4 “there is potential for the buses to be relocated onto local streets, releasing the ground floor of the Arts Depot block”: I am absolutely horrified by this. This will ruin the surrounding areas of North Finchley. We have paid a premium to buy a house in a quiet residential street, with none of the noise, dirt, queues of people associated with the busy main road. Your proposals would push the buses into what have until now been quiet, leafy suburban streets. These roads are not made to be transport hubs. Your proposal would damage our environment, increase pollution in our road, create noise nuisance in our road, devalue our properties, attract people to use our roads as a bus station. This is absolutely unacceptable and we vehemently object to this.	TfL identify they will only consider bus station removal if there is clear operational and passenger benefit and are working actively alongside the council in examining this and related transport matters As existing transport land, the bus station is safeguarded by TfL and any changes will need to ensure that operational transport uses are retained within or adjacent to the town centre in order to support the bus network and meet bus demand, as explored in more detail in the transport strategy of the SPD.	See revisions to paras 6.5 and 6.6
Local Resident 1 (Dale Grove)	Paragraph 6.5 “..additional retail, community and leisure uses could be provided at ground floor and activate the Kingsway and Ballards Lane frontage of the building”: This would only be acceptable if you provide additional car park facilities – we already have people parking in our road (Dale Grove) in order to use Arts Depot and, in particular, Pure Gym. This means that despite having to pay to park outside our own home, we cannot use our car easily in the evening because if we do, we know we won’t be able to park. It is unacceptable now and unfair to make it any worse	The SPD requires a parking strategy for North Finchley, building on parking surveys undertaken, in order to enhance the efficiency and management through a review of pricing, timing and availability. This will look further at car parking levels associated with events and activities in the town centre including Arts Depot.	No change
Local Resident 1 (Dale Grove)	Paragraph 7.5 “•Bus services are convoluted in terms of movement around the gyratory and somewhat hidden from general view in the bus station” and 7.16 “The bus station, though offering shelter, is dark and unwelcoming to passengers and largely hidden from view, all discouraging to bus use despite the services available.”: With respect, this is absolute nonsense. Have any of the authors ever actually used the bus station? The bus station gives you somewhere sheltered from the weather to wait safely and comfortably for your	See previous bus comments	See revisions to paras 6.5 and 6.6

	<p>bus. The fact that the buses are “hidden” is a good thing, improving the surrounding area – everyone who lives here knows where to look for them, the clue being that it is a BUS STATION... This bus station is important for people in the area who travel by bus through choice or necessarily due to low income. It’s a life line.</p>		
Local Resident 1 (Dale Grove)	<p>Paragraph 6.8 “the transformation of Ballards Lane into a one-way shared street which encourages pedestrian and cycle movement to Nether Street and Castle Road”: I am concerned that if you make Ballards Lane one-way, this will be to the detriment of residents of the side streets off of Ballards Lane, because drivers will use the side streets instead. This area could become a rat run with many more cars and commercial vehicles using the side streets.</p> <p>Paragraph 6.13 “Car parking for the new development is to be provided at the western part of the site with access from Nether Street or Dale Grove only”: I object to this. We have paid a premium to buy a house in a quiet residential street and you now are proposing to put an entrance to a car park in it. Car from the commercial premises and other vehicles parking or stopping at the end of Dale Grove already make this a dangerous turning. The entrance to a car park would make it even more dangerous and increase the traffic and congestion in the area, which has increased over the past years.</p> <p>Proposals to pedestrianise: This will push cars and other traffic into the currently quiet, peaceful side streets so ruining the area for the residents who pay handsomely to live here. Your proposal would damage our environment, increase pollution in our road, makes the roads where we live less safe, create noise nuisance in our road and devalue our properties. This is absolutely unacceptable and we vehemently object to this</p> <p>Paragraph 7.10: I don’t know whether this is intentional or not, but this is written in a way that is almost impossible to comprehend. If this is suggesting pedestrianisation and/or one way, please see objections above.</p>	<p>We refer to the High Level Transport Review. The Review examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.</p>	No change
Local Resident 1 (Dale Grove)	<p>Paragraph 6.6 “Buildings to the south-east of the site have the potential to reach up to approximately 12 storeys in height,: I have concerns about the suggestion that you will build what sounds essentially to be tower blocks in an expensive, gentrified area of London, where residents have paid commensurately high prices to live here. We do not wish to end up living somewhere that looks like an inner city. This is not in keeping with the area. Here and elsewhere in the document, you indicate an intention to build multiple new homes (which follows on the mass construction of flats that has already taken place in the area north of Sainsburys and is</p>	<p>The SPD has a new section on tall building design covering guidance on quality and micro climate effects and management.</p>	New section on tall building design

	still ongoing in the approach to Whetstone). The proposed mass building of homes in this area needs to be matched, but of course is not being, by a commensurate increase in infrastructure.		
Local Resident 1 (Dale Grove)	Proposals to build multiple new homes: As noted above, the proposed mass building of homes in this area needs to be matched, but of course is not being, by a commensurate increase in infrastructure. What do you propose to do to increase GP services, school places etc etc etc to deal with the influx of people? What you are currently proposing means that such services which are already over-stretched will be unable to provide an acceptable level of service. And what about all the additional cars that this will bring into the area which is already polluted and suffers from a lack of parking? I have concerns that these changes will increase the rubbish and waste in the area. The streets are often dirty with food waste and rubbish and as we've see rats and mice are on the increase in London.	More information on social infrastructure is provided in the SPD. With residential led growth there will be an ongoing assessment for the need for additional services and the associated funding. The SPD does make provision for a community space at the proposed redevelopment of Lodge Lane.	Delivery & Implementation section of SPD revised.
Local Resident (Gainsborough Road)	Changes to north Finchley around the tally ho area are being considered including possible non traffic walkway zone. In the past whenever major changes have been made which would increase/alter traffic flow, no consideration has been given to the affect on the surrounding small suburban roads eg. when the theatre and flats were built at tally ho or the mosque- all of which brought massive extra traffic into the area. Particularly affected has been GAINSBOROUGH ROAD- this is already a major rat run for the main high road, even thou it is a small narrow suburban road, with small houses with no front gardens to protect residents from pollution and noise. already altho an emergency service route, emergency vehicles have problems getting thru due to the endless traffic jams at rush hour times in this, I repeat very narrow small suburban road. we think that as part of the new development, Gainsborough Road should be made into a cul de sac, and the emergency service route redirected to another broader road less affected by traffic and should be glad if you would give this very SERIOUS CONSIDERATION.	The SPD requires a parking strategy for North Finchley, building on parking surveys undertaken, in order to enhance the efficiency and management through a review of pricing, timing and availability. This will look further at car parking levels associated with events in the town centre.	No change
High Barnet Resident EN5	I strongly object to the car park being turned into flats Parking in North Finchley is already an issue and the thought of less parking could reduce the high road's vibrancy even further.	The SPD does not propose any net change in town centre parking provision post-development with the current provision, in terms of space availability across the town centre remaining broadly at present-day levels.	No change
Local Resident (Arts Depot)	Pedestrianising areas currently used for traffic will cause a massive increase in anti-social behaviour and noise. placing cafes and so on	Guidance on addressing noise is set out in the Sustainable Design and Construction SPD.	See revisions at para 8.26

	<p>at the heart of this area will also cause constant noise. Relocation of the Lodge Lane market to the pedestrianised area will cause constant noise. As I'm sure you are aware, noise travels in a range of ways and the height of the building provides no relief from this. Having market traders, shoppers, cafe users, and late night drinkers hanging around will literally make the place a hell hole of noise 24/7. All noise from outside the Arts Depot impacts on this building. Having 2 lanes of traffic probably absorbs a lot of the noise, but the proposals here will spoil that. This does not even count the problems of noise of constant development work while all this set up</p>	<p>Cross reference is made to the Mayor's SPG on Culture and the Night Time Economy and reference is made to the Considerate Constructor's Scheme at para 8.26.</p>	
<p>Local Resident (Arts Depot)</p>	<p>I use the bus station as a commuter and it is actually a very sensible place to collect and drop off passengers. The fact it is a large covered area is useful in all weathers and the space helps to manage numbers at busy times. Relocating the buses to stands will make things really unpleasant and I think far from encouraging bus use, will discourage it. The covered bus station is excellent, I cannot understand why anyone wishes to change this. The loading bay for our building also runs through the bus station - what will happen to that if the bus station is used for other things? If only buses and access vehicles are emerging from the road, there will be a lot more problems with standing traffic directly beside the building, emitting fumes etc. The loss of road space generally - I don't know where Barnet council expect road users to go? Also the local impact on traffic will make bus journeys even longer and after 15 years of living in the area without using a car, I would consider buying a car again. The bus journeys, even outside rush hour, are very long already - having another 15 mins added on and knowing I had to wait around in all weathers would be an incentive to return to driving.</p>	<p>Achieving wider traffic and public realm change does not rely on the removal of the bus station which could remain for either transitional or permanent bus operational use. TfL identify they will only consider bus station removal if there is clear operational and passenger benefit and are working actively alongside the council in examining this and related transport matters.</p> <p>In order to support the SPD a High Level Transport Review has been produced. This examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.</p>	<p>No change</p>
<p>Local Resident (Arts Depot)</p>	<p>The proposal to pack yet more flats into the North Finchley area - the population has grown enormously and the flats will likely be too expensive for locals to live in anyway. The increased demand on healthcare may not worry the council but it certainly is an issue for residents. I don't expect Barnet Council to take on the problems of world overpopulation single handedly but I do expect them to realise when an area has become overly built on and accept that perhaps more flats should not be introduced to the area. The whole plan looks like a golden opportunity for developers to make money with no benefit for local residents. There are plenty of shops, cafes, etc in the High Road already.</p>	<p>Town centres are considered as suitable locations for the delivery of new homes including affordable units.</p> <p>More information on social infrastructure is provided in the SPD. With residential led growth there will be an ongoing assessment for the need for additional services and the associated funding. The SPD does make provision for a community space at the proposed redevelopment of Lodge Lane.</p> <p>A revitalised town centre where local residents want to shop, rest and play is a benefit for North Finchley</p>	<p>Delivery & Implementation section of SPD revised.</p>

Local Resident (Mayfield Avenue)	There is already a wind tunnel effect in streets adjacent to the existing Arts Depot building. I therefore strongly object to the proposal to build 12 storey buildings on KOS sites 2 and 3. This would only exacerbate the wind tunnel effect. The height of these buildings would dramatically change the appearance of North Finchley detrimentally	The SPD has a new section on tall building design covering guidance on quality and micro climate effects and management.	New section on tall building design covering guidance on quality and micro climate effects (including wind tunnelling) and management.
Local Resident (Mayfield Avenue)	There is mention of preserving the war memorial on KOS site 2. Please note that the Finchley United Services Club building on that site is also a war memorial and must be protected.	This site has been removed from KOS 2	See revisions to KOS 2
Local Resident (Mayfield Avenue)	The proposal for two way traffic to the East of KOS site 1 plus parked busses sounds totally impractical. Will you please carry out a traffic survey to ensure that the proposed plan is a traffic flow efficient one, if that has not been done already.	In order to support the SPD a High Level Transport Review has been produced. This examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes. The SPD reflects that a Working Group has been established with LB Barnet working in partnership with TfL to develop the proposals further including technical design feasibility to test them thoroughly to TfL's satisfaction in terms of road network operation, bus service, road safety and air pollution impacts.	Reference to Joint Working Group added to SPD
Local Resident (Barons Close)	As a resident of the London Borough of Barnet often shops in North Finchley or changes buses there, I am writing to object to the Council's plans to change the traffic pattern and redevelop the area around Ballards Lane, Nether Street, and south of the Tally Ho pub. North Finchley bus station is a valuable resource; it protects people waiting for the buses from the weather, and provides helpful information on local transport. (I'm assuming it also contains useful 'back of house' facilities for the bus drivers and the bus company; how and where would alternative facilities be provided? Have you consulted with the bus company about this?) During the recent closure of the bus station, I found waiting for buses in the open air quite a bleak experience and many people were confused due to the large number of different bus stops. The Council should be encouraging people to use public transport; closing the bus station will do the opposite. It will also increase traffic congestion (as cars have to slow down then overtake buses at the re-sited bus stops) and air pollution. North Finchley is already a relatively pedestrian-	Achieving the wider traffic and public realm change does not rely on the removal of the bus station which could remain for either transitional or permanent bus operational use. TfL identify they will only consider bus station removal if there is clear operational and passenger benefit and are working actively alongside the council in examining this and related transport matters. In order to support the SPD a High Level Transport Review has been produced. This examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.	Reference to Joint Working Group added to SPD

	<p>friendly place, considering it is on a major road route north from London. Further pedestrianisation seems unnecessary.</p> <p>At the same time, making the current one way system into two-way traffic will make crossing the road (which shoppers frequently do, currently) rather more dangerous and reduce the feeling of easy access and relaxation which shoppers experience. Currently, traffic and pedestrians share the same space very successfully; altering this balance will, I fear, be to the detriment of shoppers and other pedestrians. This is likely to have a serious consequent effect on local shops and businesses, as people chose to go elsewhere.</p>	<p>The SPD reflects that a Working Group has been established with LB Barnet working in partnership with TfL to develop the proposals further including technical design feasibility to test them thoroughly to TfL's satisfaction in terms of road network operation, bus service, road safety and air pollution impacts.</p>	
Local Resident (Barons Close)	<p>The Finchley United Services Club is a historic building which should be preserved. Similarly, the war memorial in front of that building is an important local landmark and for reasons of both heritage and respect to those it commemorates, should not be destroyed or moved.</p>	<p>This site has been removed from KOS 2</p>	<p>See revisions to KOS 2</p>
Local Resident (Barons Close)	<p>North Finchley still retains a feel as a special place with its own character, history and 'feel': this is rooted in the varied mix of buildings, the diverse range of shops and eating establishments, the layout of the streets and the ways shoppers can browse widely in a very compact area. The Council's plans would destroy many old buildings and current businesses which give the place its special character. It was as recently as June 2014 that the Grand Arcade was 'relaunched' with much celebration after a refurbishment and the provision of new community spaces; Barnet Council provided some funding for this, as did the London Mayor's office, and it seems perverse that the Council is now planning to spoil what they've helped to build rather than to reap the longer-term benefits of their modest investment. (What is the opinion of the Mayor's Office about the potential destruction of an area it has so recently invested in?) Given the current economic climate, turning places around from 'languishing' to 'thriving' is bound to take time and the refurbishment/relaunch was less than four years ago. More importantly, a sense of community can't be created overnight but it can be destroyed that quickly. The Grand Arcade itself is an architectural/design treasure which the recent refurbishment has really highlighted. It would be wanton vandalism to demolish it and again, characterful architecture such as the Grand Arcade is what makes North Finchley a 'draw'. To destroy this area would be to seriously damage the heart of North Finchley. I urge the Council to reconsider its plans for North Finchley. The buildings in the triangle formed by the Tally Ho pub and the Arts Depot are all individual, characterful shops which most towns would strenuously try to preserve and cherish. They are, I'm assuming, relatively low-rent</p>	<p>The character of the Grand Arcade is recognised in the SPD. However it's retention in the site development strategy is not considered appropriate as it has continued to underperform in terms of its retail offer and retention would restrict the necessary comprehensive development of the site and associated benefits in delivering a new leisure hub, public realm and residential units.</p> <p>The Tally Ho Triangle (KOS1) can help make a significant step change in the overall town centre offer. It has potential to complement the Arts Depot as a mixed use leisure led destination with new activated public realm, residential development and improved connectivity to the shopping parades on Ballards Lane and the High Road.</p>	<p>No change</p>

		and there is no way many of these businesses could find similar, centrally-located but affordable premises in the heart of North Finchley; I'm thinking particularly here of the knitting and sewing shop 'Let's Learn', the Green Room, and the various ethnic food shops, cafes and restaurants. Again, these businesses form part of the spirit of the place, and I would have thought that the Council would wish to support and encourage the entrepreneurship shown by their occupants. If these unique shops disappear, what reason do people have to come to North Finchley when they can find Boots, Superdrug, banks and supermarkets on any other high street?		
Local Resident (Kingsway)		I have today been handed the enclosed leaflet re 'Council Plans for Finchley'. As a resident I am concerned that I have had no communication from the council about this matter. Living on Kingsway I fear I may be adversely affected, but without any proper information I can only surmise what might happen. Based on the little I know, my concerns are as follows:	A formal 6 week period of public consultation was undertaken between 16 th October and 27 th November 2017. This involved extensive publicity with nearly 12,000 leaflets being distributed to households within the N12 postal district and letters to local businesses on the High Road publicising the SPD and three drop-in events at North Finchley Library. This was in addition to email notifications sent to contacts on the Council's Local Plan database.	No change
Local Resident (Kingsway)		Our recent experiences of extra buses stopping on Kingsway (whilst the bus station was temporarily closed) were awful; bad language, bad behaviour and litter strewn everywhere. Some residents of Kings Lodge felt intimidated as they tried to make their way through the crowds blocking the pavement. This was not a pleasant experience and not to be repeated. The bus station should remain open, cleaned up, upgraded and staffed. How will the pedestrianisation of part of Ballards Lane (which part?) affect Kingsway? Will additional traffic be re-routed along Kingsway?	Achieving the wider traffic and public realm change does not rely on the removal of the bus station which could remain for either transitional or permanent bus operational use. TfL identify they will only consider bus station removal if there is clear operational and passenger benefit and are working actively alongside the council in examining this and related transport matters. In order to support the SPD a High Level Transport Review has been produced. This examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes. The SPD reflects that a Working Group has been established with LB Barnet working in partnership with TfL to develop the proposals further including technical design feasibility to test them thoroughly to TfL's satisfaction in terms of road network operation,	Reference to Joint Working Group added to the SPD

			bus service, road safety and air pollution impacts.	
Local Resident (Kingsway)	Resident	With regard to the closing of the car park on Lodge Lane and the building of flats; where will the people using the car park presently, park their cars? What alternatives are being offered? Where will the Market go? How many of the flats will be 'social housing'?	No car parking spaces will be lost as a result of Lodge Lane car park re-development. The SPD provides more clarity around the approach to relocation of North Finchley Market.	The SPD has been revised at KOS 6 with regard to the relocation of North Finchley Market.
Local Resident (Kingsway)	Resident	High blocks of flats along the High Road would be inappropriate (the one at Tally Ho is an eyesore!) 6 storeys should be the maximum. Again how many will be classed as 'social housing'? Overall, how many will be owned/managed by the Council or Housing associations and how many aimed at private/buy to let purchasers?	North Finchley is identified in the LB Barnet Core Strategy as an appropriate location for tall buildings. Affordable homes will form part of the new homes delivered in North Finchley and will be delivered in accordance with Local Plan policy	No change
Local Resident (Kingsway)	Resident	I am concerned about the demolition of buildings south of Tally Ho Public House and what might replace them. But I am also concerned for those who will be displaced, losing business premises etc. What will they be offered?	The Tally Ho Triangle (KOS1) can help make a significant step change in the overall town centre offer. It has potential to complement the Arts Depot as a mixed use leisure led destination with new activated public realm, residential development and improved connectivity to the shopping parades on Ballards Lane and the High Road. The Council will work with partners, to support businesses in North Finchley to relocate where required where it enables and secures the regeneration objectives set out in the SPD. The details of this support will emerge with more detailed proposals.	No change
Local Resident (Eton Avenue)	Resident	The proposed pedestrianisation of the north section of Ballards Lane seems ill thought-out and likely to lead to increased congestion on the High Road.	In order to support the SPD a High Level Transport Review has been produced. This examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes. The SPD will reflect that a Working Group has been established with LB Barnet working in partnership with TfL to develop the proposals further including technical design feasibility to test them thoroughly to TfL's satisfaction in terms of road network operation,	Reference to Joint Working Group added to the SPD

		bus service, road safety and air pollution impacts.	
Local Resident (Eton Avenue)	The replacement of the Lodge Lane car park with residential block will mean a major loss of local parking facilities, which will inevitably impact on local businesses. While I appreciate the desire to build more affordable housing in the area, it is not clear that the proposed plans meet this aim, nor that they will be to the benefit of local residents, from a social, environmental or commercial point of view.	No car parking spaces will be lost as a result of Lodge Lane car park re-development. The SPD highlights the need for a future parking strategy which will look at tariffs and the management of spaces. Affordable homes will form part of the new homes delivered in North Finchley	No change
Local Resident (Woodlands Avenue)	I wish to object to the plans proposed for Tally Ho Corner. Where is the publicity for this, I only heard of the proposals yesterday? While it is true that the arcade is a dump I cannot see why you want to increase traffic congestion and reduce parking space. I have no doubt that Lodge Lane car park represents lots of money to the Council but it is a major community asset. Any social housing included in the plans.....I thought not. The loss of parking space will help to reduce the amount of footfall in the area so more shops will close. Who is financing this, what is the cost to the Council?	The production of this SPD has been financed privately and has not incurred costs for the Council. It is supported by a High Level Transport Strategy which examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes. The SPD highlights the need for a future parking strategy which will look at tariffs and the management of spaces	No change
Local Resident (Ballards Lane)	I strongly object to knocking down the building known as "St Kilda" that houses North Finchley's war memorial. Over the years we have lost too many of the buildings that make Finchley a good place to live - like the Gaurmont Cinema, and Finchley Lido. The council should be protecting our heritage rather than taking it away.	This site has been removed from KOS 2	See revisions to KOS 2
Local Resident (Ballards Lane)	If you build flats on Lodge Lane, you absolutely must put a significant part of the land aside for a park or recreational space. That area of North Finchley – specifically – is lacking in green space.	Proposals in the SPD will contribute to the overall greening of the town centre through, strengthening links to existing open spaces, planting trees and landscaping reflecting the suburban character.	No change
Local Resident (Grove Road)	We wish to register our protest at the plans to demolish the historic building known as St Kilda, home of the Finchley United Services Club. This lovely old house is a relic of an older Finchley and there are few such in the Tally Ho area. Our respected veterans should not be sidelined and shunted off to some undefined location. There is also the matter of the war memorial which is at present suitably placed at a prominent junction and where I have witnessed Memorial services. Is this also to be spirited away to some obscure location?	The SPD has been revised to remove the Club from KOS 2. Further text has been added to highlight the need for redevelopment to respond sensitively to the Club building.	The SPD has been revised to remove the Club from KOS 2.
Local Resident (Grove Road)	The proposal to build on the big car park in Lodge Lane shows a lack of awareness of the huge and increasing pressure on parking	No car parking spaces will be lost as a result of Lodge Lane car park re-development. The SPD	The SPD has been revised at KOS 6 with regard to the

	space in the area. And where will the Friday market go?	highlights the need for a future parking strategy which will look at tariffs and the management of spaces. The SPD wording will be updated to reinforce the commitment to the North Finchley Market.	relocation of North Finchley Market.
Local Resident (Park Court)	I wish to object in the strongest possible terms to these plans - The bulldozing of The Grand Arcade and FUS Club – acts of gross vandalism. These plans will help only developers and big business and chase out already hard pressed small businesses.	The character of the Grand Arcade is recognised in the SPD. However it's retention in the site development strategy is not considered appropriate as it has continued to underperform in terms of its retail offer and retention would restrict the necessary comprehensive development of the site and associated benefits in delivering a new leisure hub, public realm and residential units. The Council will work with partners, to support businesses in North Finchley to relocate where required where it enables and secures the regeneration objectives set out in the SPD. The details of this support will emerge with more detailed proposals. The SPD has been revised to remove the Club from KOS 2. Further text has been added to highlight the need for redevelopment to respond sensitively to the Club building.	The SPD has been revised to remove the Club from KOS 2.
Local Resident (Park Court)	Moving the bus to the roads. This says a lot about the Council lack of care for local people. Two-way traffic on the Main Road – an area that's already highly polluted.	A Working Group between the Council and TfL has been established to develop the proposals further including technical design feasibility to test them to TfL's satisfaction in terms of road network operation, bus service, road safety and air pollution impacts.	Reference to Joint Working Group added to the SPD
Local Resident (Park Court)	Building tall blocks of flat on the same street which will cause a canyon effect and vastly increase pollution.	The SPD is looking to improve air quality in North Finchley issue through a Greening Strategy. Microclimate is also addressed through the revised SPD.	New section on tall building design covering guidance on quality and micro climate effects (including wind tunnelling) and management.
Local Resident (Castle Road)	As residents of Castle Road, we understand there is a proposal to create two-way traffic on the High Road. We are concerned about two issues: 1. Creation of a rat-run around neighbouring roads including Castle Road as increased traffic volumes on the High Road create more congestion; 2. Requirement for additional parking as a result of increased residential space on and around the High Road, impacting on currently available parking space on Castle Road. In relation to point 1 - Reconsideration of the proposal to create two-way traffic. Maintain single-direction traffic either side of	In order to support the SPD a High Level Transport Review has been produced. This examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.	Reference to Joint Working Group added to the SPD

	<p>Tally Ho corner. Consideration to restrict or prevent access/egress into/off Castle Road from the High Road. In relation to point 2 - of additional underground parking space for new residents on the High Road; Further geographic restrictions to parking permits issued e.g. High Road residents are permitted to park in the Castle Road car park but not on the street itself.</p>	<p>A Working Group between the Council and TfL has been established to develop the proposals further including technical design feasibility to test them to TfL's satisfaction in terms of road network operation, bus service, road safety and air pollution impacts.</p>	
Local Resident (Limes Avenue)	<p>We are writing as long-time residents of North Finchley to set our views on the SPD, which, if implemented, could have a dramatic effect on the lives of residents of North Finchley and their visitors. We must first of all emphasize that we fully appreciate the importance of North Finchley playing its part to tackle the shortage of housing. We also appreciate some comments made by the London Mayor that buildings will have to be built taller to accommodate more flats. We understand that viability may also play a part in the final size of the buildings. For example, viability may be affected by the price paid under the compulsory purchase scheme. A shopkeeper, who is forced to sell its shop, will no doubt be seeking compensation for the value of its land and building, the net worth of its business and the loss of income whilst he restarts to rebuild his business and there will no doubt be legal expenses. We shall not, therefore, complain about the lack of a definite height for many of the proposed buildings. We are content with the sites proposed, particularly as the estimated 2000 flats involved may remove the need for some people in the suburban areas to convert their houses into flats.</p>	<p>The issue of compensation for shopkeepers affected by any future compulsory purchase orders is outside the remit of the SPD. Town centres have an important part to play in delivering more new homes</p>	No change
Local Resident (Limes Avenue)	<p>The idea of closing part of Ballards Lane and channelling all the traffic through the High Street will create chaos. The High Street is not wide enough to accommodate the two way flow of busses and cars, with the bus stops and pedestrian crossings, without seriously disrupting the traffic flow. The effect of this will be felt from the North circular on the High Rd and from Finchley Central to Whetstone. An independent traffic assessment will be necessary. All the car parking spaces in Ballards lane and the High Streets ends of Tally Ho will be lost. The loss will be compounded when building work is carried out in the car park. The pedestrianised area will be between two lines of tall buildings and could become a wind tunnel which will affect all users of the area. Such an idea may be good in sunnier climes but not in London where there will be at the most a demand for two months of the year. My neighbours are certainly not interested in the proposed pedestrianised area and do not propose to walk half a mile to sit in a wind tunnel and in the shade between tall buildings. Question then arises as to why this idea is being put forward in the</p>	<p>In order to support the SPD a High Level Transport Review has been produced. The Review examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.</p> <p>There is a new SPD section on the design of tall buildings mitigating their impact on character and clearly requiring new buildings to improve the microclimate. At present planning guidance requires new buildings not to make it worse.</p>	See changes on tall buildings

	absence of any existing from existing residents. Could it be that it is to provide amenity space for the residents of the flats? It is proposed that this bus station should be closed without any valid explanation and without taking into account that old people and others find the shelter provided very useful when the weather is bad..	Improvements to public realm are not a substitute to the amenity requirements for flats.	
Local Resident (Limes Avenue)	When work is carried out for a year or two on the car park, car parking facilities will be greatly reduced in North Finchley. In view of the lack of public space, which partly led to the idea of a pedestrianised area, someone suggested yesterday that the car park could perhaps go underground with a surface area providing a green space for recreation. This could be also good for the existing market.	Lodge Lane Car Park is not expected to come forward before major regeneration at Tally Ho as the proposed phasing highlights. SPD highlights sensitivities at Lodge Lane in terms of adjacent properties including Northside School and seeks an appropriate parking solution. A decked car park is an option if it can respond to such sensitivities.	See changes to KOS 6. Phasing and Delivery Plan for the KOS added.
Local Resident (Limes Avenue)	Amenities for flat residents should be on site. Space should be provided for some shops eg John Lewis or Marks and Spenser to save people travelling. An atrium housing a variety of restaurants or cafes could replace the parade. The Servicemen's Club near the war memorial is too historical to be demolished We presume that the Council will ensure that there will be extra doctors and school places for the new residents. This is an opportunity to ensure that a large number of affordable homes are provided. With an irrelevant overemphasis on cycling there is an anti old age (who generally do not cycle) and anti-motorist agenda in the SPD.	This is addressed through planning proposals. The shopping experience will be improved, with a range of shops that include independent and national retailers. The SPD is to create suitable spaces for suitable uses. We seek to enhance rather than redevelop the parades as they are a key part of the town centres character. Building has been removed from KOS 2. Developer contributions will help mitigate additional burdens on schools and GPs Local Plan and London Plan policy on affordable housing will be applied. SPD seeks to reduce vehicle demand and support sustainable travel modes, including walking, cycling, bus and rail use	See changes to KOS 2
Local Resident	I am writing to say that I am strongly against the proposed changes to the North Finchley shopping area. These changes are not well thought out and do not consider the lives of people who actually live in North Finchley. The last thing we need is less parking and more flats. The area is becoming overcrowded as it is. Instead we need to try to actually help local businesses. Why would the Arts Depot need refurbishing? It is perfectly fine! And to pedestrianise part of Ballards Lane and make the High Road two way is a terrible idea. A nice place to sit and enjoy the view. More like a nice area for the local homeless people (and if you hadn't noticed, there are a lot more	Retailing remains important in this SPD but the addition of much need new homes adds to the overall diversification and improvement of North Finchley's town centre offer for those who live there, work there and visit for shopping or leisure.	No change

	than there used to be) to congregate.		
Local Resident	I'm writing to register that I am very much against the plans for the redevelopment of North Finchley. All these blocks of flats being built, I take it will be mostly social housing. I look forward to the new wave of refugees and I'm sure they will improve the economy of the borough. I also look forward to the cafes and open spaces where I can relax inhaling the fumes of all the traffic that will be squeezed into the two-way system now that you will pedestrianise the other side of the bus depot. Once again I look forward to the ill thought out badly managed improvements, like the halfway house in Woodhouse Road that would in no way leave us with drunks on the streets which in fact have left us with groups of drunks on the streets that I and young school children have to look at pissing up the walls across the road from my house in Grove road. So once again I'm registering my opposition to these wonderful new improvements, which I'm sure will do me no good at all as you will probably do as you always do which is built them anyway.	We will be working with the developer to provide more public accessibility to toilets and the Metropolitan Police in designing out crime.	No change
Local Resident	I received the glossy basic notification that that there were plans to regeneration North Finchley. I was intrigued and actually very pleased to hear that as we desperately need to revamp the rather run down and seedy high street. Having visited North Finchley Library to gain a better understanding of the proposed improvements, I was very surprised and disappointed that there was no one available to have a chat with. There were some really glossy and impressive boards on display but understood that if I wanted to have full blown information , I would have to download the 'brochure'. What I am trying to say is that it wasn't easy to really understand the proposals & as I didn't have the time to download the forms, I left it feeling very disappointed and rather cross. This is after all a major improvement to a high road that I use often. However from my basic understanding, I want to query/ object to a few matters	It is unfortunate that you did not get the chance to attend one of the drop in sessions or to talk to one of the SPD Team members during the 6 weeks consultation.	No change
Local Resident	Firstly, I am appalled at the idea of building huge amount of flats in Lodge lane car park. There are very few 'open spaces ' in North Finchley. Every available nook and cranny has been used to build even more flats. This car park is always full and used a lot by the local school and the Finchley market. I understand that this will be relocated but not sure where? We certainly do not need more flats in the area and making it an underground car park, fills me with horror. The thought of graffiti and people using the area as a toilet gives me the shudders and is potentially very unsafe. At the moment I worry about walking down the High road at night as it is so the last thing we need is another area which will cause concern.	The new development should reprovide the number of existing public car parking spaces at Lodge Lane, recognising the importance of this car park to the town centre function whilst minimising related vehicle movements. The SPD highlights sensitivities in terms of adjacent properties including Northside School and seeks an appropriate solution. A decked car park is an option if it can respond to such sensitivities. We will work with the developer to provide public toilets and the Metropolitan Police in designing out crime.	See changes to KOS 6

Local Resident	Secondly, we already have a wind tunnel at the Arts depot area. The Arts depot itself is an eyesore, towering over everything else in the area and completely out of character. If other 12 storey buildings are erected, this will lead to loss of light, create a feeling of claustrophobia as well as creating further wind tunnels. The maximum permitted height should be about 6 storeys. Large vehicles should no longer have access to the High Road and should be diverted off to the North circular or M1	There is a new SPD section on the design of tall buildings mitigating their impact on character and clearly requiring new buildings to improve the microclimate. At present planning guidance requires new buildings not to make it worse.	New section on tall building design covering guidance on quality and micro climate effects (including wind tunnelling) and management.
Local Resident	Lastly, the closing of the bus station will cause great inconvenience. I spoke to an elderly lady who was really upset about not having shelter whilst standing around for a bus. Also it is a safe place and buses are neatly tucked away rather than parking on the High road causing more congestion. It could be improved and made much more attractive to encourage more people to travel by bus and therefore have a great impact on our environment.	In order to support the SPD a High Level Transport Review has been produced. The Review examines how the proposed transport proposals including the future of the bus station would affect movement in North Finchley	No change
Local Resident	I welcome and accept the need for improving North Finchley but would be grateful if local people views are respected and listened to.	The SPD represents the first major steps in community engagement. As more details emerge there will be more focused engagement.	No change
Local Resident	I do not agree with the proposed changes to North Finchley shopping area. I cannot understand why the council would want to pedestrianize part of Ballards Lane and make the High Road two way. This seems ridiculous. I do not think there is enough room for two cars. This would mean removing parking.	In order to support the SPD a High Level Transport Review has been produced. The Review examines how the proposed movement proposals would affect movement in North Finchley	No change
Local Resident	It is also proposed that Lodge Lane car park be removed - why? I don't understand where cars are supposed to park, if parking is reduced. This will do untold damage to the already failing shopkeepers.	New development should reprovide the number of existing public car parking spaces at Lodge Lane, recognising the importance of this car park to the town centre function whilst minimising related vehicle movements	No change
Local Resident	The proposed removal/demolition of shops on Ballards Lane to build more flats is beyond me. Why would we want more accommodation?	With the fourth highest housing target in London we need more new homes and town centres are considered to be one of the best locations to deliver these,	No change
Local Resident	We need to support the shopkeepers and promote their businesses.	The objective of the SPD is to help make the town centre a vibrant and successful area to work, live and visit.	No change
Local Resident	I don't understand why the Arts Depot would need refurbishing, it is not that old. It is wasting public money.	Money for improving the public realm will come from developer contributions. The SPD highlights the success of the artsdepot as a centre for arts and culture	No change
Local Resident	I wish to comment that this is a massive undertaking building and demolition works, the noise , dust and disruption to local people and local business let alone the effect on peoples mental and physical	The Council will work with any future developer in minimising disturbance caused by regeneration. A phasing strategy has been added to the SPD.	Phasing plan added to SPD

	health. These plans really need to be reviewed as the disruption will last for years.		
Local Resident	Some of your plans for North Finchley seem good but the one that stands out as being completely wrong is closing the car park in Lodge Lane and building a block of flats. The main problem with the North Finchley shopping area at the moment is the lack of parking. Building a multistorey car park here would make some sense. The Lodge Lane car park is the only reasonably sized one in the whole area and we absolutely do not need another block of flats, bringing in more people with more cars to park. The only motivation for this move has to be making more money with no regard to the need of the people of North Finchley	New development should reprovide the number of existing public car parking spaces at Lodge Lane, recognising the importance of this car park to the town centre function whilst minimising related vehicle movements	No change
Local Resident	The one way system around Tally Ho as proposed is not I believe based on a traffic survey. I cannot see this working. I live at the northern end of N Finchley and traffic frequently backs up to us. I often pass buses while walking in that direction. The approach from Finchley Central is no better often queuing from Waitrose or even further south.	In order to support the SPD a High Level Transport Review has been produced. The Review examines how the proposed transport proposals would affect movement in North Finchley	No change
Local Resident	I recognise it is high level document however the developers will have a view as to how many residential units will be built – (my guess is within 15%). Why are they so scared to tell us? You, the Council should be asking for this information.	The SPD is the Council's document setting out the parameters within which development will come forward.	No change
Local Resident	The above point also points to much more traffic in the area. The parking plan suggested I believe incorrect. There is too much on street parking and there needs to be more education on getting people to park in car parks. But, Lodge Lane is a really narrower road with lots of traffic on it. I waited 4-5 minutes recently trying to get down the road while the congestion at the high road end cleared. Not a positive situation for this road.	The North Finchley Parking Strategy will look at tariffs and the management of spaces. Redevelopment at Lodge Lane should reprovide the number of existing public car parking spaces at Lodge Lane, recognising the importance of this car park to the town centre function whilst minimising related vehicle movements. The SPD highlights sensitivities in terms of adjacent properties including Northside School and seeks an appropriate solution.	No change
Local Resident	There are no public toilets in North Finchley. The plan needs to include some (more than 1).	The Draft London Plan is introducing new policy on the provision of free publicly accessible toilets in new developments such as shops and leisure facilities. We expect this to be reflected in our emerging Local Plan	No change
Local Resident	Doctor Surgeries and school places need expanding. The basic infrastructure in the area is struggling now and I see no mention of this in the report. How about another doctors surgery and school being built. Where, I do not know, however these are needed and quickly.	More information on social infrastructure is provided in the SPD. With residential led growth there will be an ongoing assessment for the need for additional services and the associated funding. The SPD does make provision for a community space at the proposed redevelopment of Lodge	Delivery & Implementation section of SPD revised.

		Lane.	
Local Resident	Opportunity areas in centre and south of high road which would benefit from redevelopment to improve visual and aesthetic contribution to town character. Key opportunity to Tally Ho Triangle – Arts centre (12 Storeys) is wrong. Traffic connections are good.	We have interpreted these comments as support for the SPD proposals	No change
Local Resident	To encourage local people to shop and use a pleasant North Finchley Community Centre walking for less pollution and noise. Global-warming.	We have interpreted these comments as support for the SPD proposals	No change
Local Resident	£1.4 million wasted from Mayor's fund as main aim was to improve round arts centre.	This is a reference to the Mayor's Outer London Fund. The SPD supports more comprehensive development and investment to help revitalise North Finchley. The artsdepot have set out their support for the SPDs proposals.	No change
Local Resident	Improve arts centre front to use outside without wind tunnel with green wall.	We are addressing the microclimate in revisions to the SPD	A new section has been added to the SPD on tall building design covering guidance on micro climate effects and management.
Local Resident	Pedestrianise ballards lane to bring art centre and arcade (has improved) for High blocks being in shadows More parking buses to be relocated onto local streets releasing ground floor for cinema. 12 storeys courtyard Ballards Lane – nether street. 12 storeys one way would bring in arts greenery pedestrian. Kingsway houses are nice on high street 12 storeys Lodge Lane set back good where market 2 level car park	We have interpreted these comments as support for the SPD proposals	No change
Local Resident	I'm emailing with my concern over the planning of demolishing the St Kilda's building. I'm happy with finding ways to create and build new houses/homes however, I think we should look at saving the historical buildings and monuments by restoring them not demolish them.	The SPD has been revised to remove the Club from KOS 2. Further text has been added to highlight the need for redevelopment to respond sensitively to the Club building.	The SPD has been revised to remove the Club from KOS 2.
Local Resident	I agree with traffic going both directions past Argos. One way system should be removed. The no-right-turn opposite Homebase should be removed and allow traffic to flow better.	We welcome your support .	No change
Local Resident	The vacuum created by flats above Arts Depot needs desperately to be addressed. The strong wind tunnel created by the poor design is knocking people over on a regular basis, especially the elderly and is extremely dangerous. I hope this will finally be rectified before a class action law suit ensues.	There is a new SPD section on the design of tall buildings mitigating their impact on character and clearly requiring new buildings to improve the microclimate. At present planning guidance requires new buildings not to make it worse.	New section provided in the SPD on tall building design and development
Local Resident	Strongly object to yet more flats to be built in this already over developed area. This trend has to stop despite it being purely	National planning policy supports housing growth in locations with good public transport accessibility and	No change

	money driven. Listen to the residents who pay taxes and should have a voice. Or why bother asking? As a formality that you will ignore anyway?	access to services. North Finchley town centre is such a location.	
Local Resident	I think the whole exercise has been a total waste of Barnet Residents money. Everyone knows that the easiest way to help regenerate North Finchley is for Barnet to look at its parking policy first. People will not pay to park no matter what you say as they can go to Brent Cross especially as you are extending that area. I cannot see how you can put this plan forward without doing a traffic survey. Surely this should have been the first thing to have been done. I also have issue with the car parking count, since when are residential parking spaces taken into account - Aldi car park has nowhere near 100 public parking spaces - half of the spaces in Castle Road car park are rented out to a business. Please reassess this important issue. We do not need Land Mark buildings to tell us that we have arrived in Finchley, the Arts Depot does that.	The SPD is supported by a parking survey and it highlights the need for a future parking strategy which will look at tariffs and the management of spaces.	No change
Local Resident	I also suggest that the company that you have employed get the plans right, also make sure that what they tell you at North Finchley Library is the same as at the meeting in Trinity Church Hall. The lack of consultation with the residents of North Finchley is awful, you made no attempt to ask the ordinary person, who will be the ones to use North Finchley.	A formal 6 week period of public consultation was undertaken between 16 th October and 27 th November 2017. This involved extensive publicity with nearly 12,000 leaflets being distributed to households within the N12 postal district and letters to local businesses on the High Road publicising the SPD and three drop-in events at North Finchley Library. This was in addition to email notifications sent to contacts on the Council's Local Plan database.	No change
Local Resident	Two way traffic along the High Road plus parking for buses is not going to work. Traffic from Woodhouse Road will have to turn right across the traffic.	In order to support the SPD a High Level Transport Review has been produced. The Review examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.	No change
Local Resident	With all the flats that are planned where are the Medical facilities, where are the schools?	More information on social infrastructure is provided in the SPD. With residential led growth there will be an ongoing assessment for the need for additional services and the associated funding. The SPD does make provision for a community space at the proposed redevelopment of Lodge Lane.	Delivery & Implementation section of SPD revised

Local Resident	Whilst you are busy planning have you thought about the people that you will uproot. Once the businesses have moved out for the this new plan they will not come back to pay higher rents and have to build up there customer base again.	The Council will work with partners, to support businesses in North Finchley to relocate where required where it enables and secures the regeneration objectives set out in the SPD.	No change
Local Resident	The knocking down of St. Kildas is not acceptable, but then the people that did this plan no nothing of the area, the memorial needs to be kept as it is without a huge block of flats behind it.	The SPD has been revised to remove the Club from KOS 2. Further text has been added to highlight the need for redevelopment to respond sensitively to the Club building.	The SPD has been revised to remove the Club from KOS 2.
Local Resident	I have had a look at the proposals for the regeneration of North Finchley Town Centre and there is a lot to consider. However, my main concern is the development proposals for the car park at the back of Percy Road N12. I understand there are proposals for a multi storey car park, as well as residential units. My concern is that whilst is a substantial plot, it will be over-developed to the detriment of nearby residents. How many residential units will be built? And will this not increase the amount of traffic coming into the area?	Development proposals on the south side of Lodge Lane indicate height of 2-3 storeys opposite the historic terraces, reflecting the existing built form. Heights of up to 5 storeys are proposed to the eastern end which has 3-4 storeys at present. The introduction of residential frontage / community facility along the northern edge is expected to enhance the overall built and urban form of the existing area. The need for a sensitive edge and appropriate height is established both on the east and south side of the site.	See changes to KOS 6
Local Resident	I should also like to know where exactly the buses that are currently housed at North Finchley Bus Depot will be relocated to. There is reference to them being on the 'street'. What does this mean?	In terms of the bus station, the SPD aims to contribute to improved bus services and facilities within the town centre helping to encourage greater bus use. Achieving the wider traffic and public realm change does not rely on the removal of the bus station which could remain for either transitional or permanent bus operational use. TfL identify they will only consider bus station removal if there is clear operational and passenger benefit and are working actively alongside the council in examining this and related transport matters.	No change
Local Resident	The plans for Finchley are vastly over developed. Lack of parking for shoppers, especially if buses are parked on the roads. A simple solution to Finchley's problems is to build a large, low level free car park.	In preparing the SPD the council commissioned a related parking survey to inform the parking assessment and the SPD's approach to future town centre parking provision. The SPD does not propose any net change in town centre parking provision and requires a parking strategy for North Finchley in order to support future proposals.	No change
Local Resident	16 storey blocks are domineering and eye sores, like the arts centre. These can be wind tunnels and do not entice people to browse the area.	North Finchley is identified in Barnet's Local Plan Core Strategy as an appropriate location for tall buildings (policy CS5). New section added to SPD	A new section has been added to the SPD on tall building design covering guidance on

		on tall building design covering guidance on quality and micro climate effects and management as well as the need to respond to character.	quality and micro climate effects and management.
Local Resident	Why is the deadline for objections so soon, when you have not advertised these plans?	The consultation took place over a period of six weeks and the Council adopted a pragmatic approach to late submissions and accepted representations after the consultation period closed.	No change
Local Resident	The consultant at a meeting conceded that there were inaccuracies within the draft document, if this is the case how can anyone make an informed comment. We were told that the document stated that building storey heights were inaccurate, this is not a minor point as I am sure that you will concede. I would have thought that it should be redrafted and resubmitted in a revised format and recirculated to a much wider audience, minus the inaccuracies. I think this reinforces the argument that a further, wider, consultation should take place before the proposals are submitted to the planning committee. This is a major development and we need to get it right and for residents to have confidence in what is being proposed.	A correction has been made to site KOS2. The text has been amended to align with the diagram which indicates that a height of up to 8 storeys would be acceptable for any redevelopment of KOS2.	Correction on storey heights at KOS2.
Local Resident	I believe that a two way High Road at TallyHo will be very congested and a real feasibility study needs to be made and published before planning is granted. I understand the bus garage is to close and buses will park on the street. You must identify where exactly the bus stands will be before planning approval. How would buses mix with pedestrians in Ballards Lane? What is the plan for cyclists?	In order to support the SPD a High Level Transport Review has been produced. This examines how the proposed transport proposals would affect movement in North Finchley explaining how transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.	No change
Local Resident	Surely it goes without saying that all residential developments need their own garaging facility.	Additional parking for new homes will be sought on site. This will be defined through the planning application process.	No change
Local Resident	Since parking was brought up as a major issue with the Lodge Lane car park as the principal site, how about an underground car park with as many floors as necessary and the town square on top. This could be a lovely green space with a multitude of uses. This would be so much more pleasant than the idea of the square near the Arts Depot where the wind tunnel makes it an area in which not to hang around.	Lodge Lane car park is surrounded by a school /playground and private residential properties therefore from safeguarding point of view it is not a suitable site to be developed as a public square.	No change
Local Resident	The provision of amenities such as medical centres may not be the brief of the council, but you cannot go ahead with large scale residential plans without definite plans for all the necessary infrastructure.	More information on social infrastructure is provided in the SPD. With residential led growth there will be an ongoing assessment for the need for additional services and the associated funding. The SPD does make provision for a community	Delivery & Implementation section of SPD revised.

		space at the proposed redevelopment of Lodge Lane.	
Local Resident	I understand you wish to bring more shops to the area. Are you sure there are businesses that can afford rent, business rates etc etc? It seems to me shops close not open.	The Portas review has suggested that a town's success is based on good environment, jobs, amenities and transport links too. The better the environment of a town centre, the more businesses will be attracted to it, more people will visit the town centre which means more footfall for the businesses and more affordability for rents and rates. There are many factors that attract businesses to any town centre including the size of units, safe streets, location, transport links, shoppers comfort and amenities. North Finchley town centre is in need of some serious intervention which must be more than just a facelift in order to keep shoppers from heading to other nearby town centres.	No change
Local Resident	Lastly, I would like to say that I really welcome a revamp of North Finchley but just a glance at the plan gives the impression of a rather disjointed scheme which runs the risk of becoming a bodged job.	This is a well-considered proposal for revitalising one of the largest town centres in Barnet	No change



North Finchley – High Level Transport Review

Final Report

January 2018

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High Level Transport Review Summary

High Level Transport Review Summary

The Draft North Finchley SPD

The draft North Finchley Supplementary Planning Document (SPD) sets out the Council's vision and framework for this important district centre in Barnet. Once adopted, it will provide specific guidance on interpreting and implementing Barnet's Local Plan policies.

New development within the boundary of this SPD should be in accordance to the vision, strategy and development principles contained within. The SPD's Delivery Strategy states that a coordinated and comprehensive approach is needed and points to those key areas for action.

Delivering Draft SPD Objectives

Of these, transport plays a key role, and the SPD contains a number of transport principals and proposals, most notably the conversion of the Tally Ho gyratory to two-way operation and a re-planning of bus services, taking advantage of the flexibility offered by a two-way High Road between the Tally Ho and Kingsway.

Clearly, the two-way conversion is a significant undertaking, but along with other benefits across the town centre, and in line with the draft SPD's objectives, will enable the transformation of the public realm of Ballards Lane between the Tally Ho and Kingsway, providing:

- o High quality public realm
- o Much improved conditions for shoppers and business
- o Convivial social space
- o Street greening and seating
- o Rationalised parking and deliveries
- o A shared street benefitting walking and cycling, and
- o A new town centre gateway.

Testing the Concept

Bold strokes are needed to achieve transformative change in North Finchley and the concept proposals within the draft SPD aim to deliver that scale of change. A full technical study for such a specific scheme proposal for planned implementation, would involve comprehensive data collection, detailed highway operation modelling and extensive technical stakeholder discussion. However, such work may take several years and would require the full support of TfL. The concept testing work describes the reasons and rationale for the SPD taking the concept scheme forward and presents the findings of the initial work undertaken during draft SPD preparation along with the further examination undertaken since November 2017.

Clearly there is so much to do in taking these proposals further, though the early stage work has already commenced in partnership with Transport for London. Transport is not a means to its own end and should be provided to support clear objectives; this is the essential rationale for the principals and proposals presented within the draft SPD and described further here.



North Finchley Town Centre Framework

Draft Supplementary Planning Document

OCTOBER 2017



Roadspace reallocation proposal, Ballards Lane and High Road (see Section 7)

High Level Transport Review Summary

High Level Transport Review

This report reviews the existing situation and goes on to explore how the proposed movement proposals would affect movement in North Finchley, looking at the:

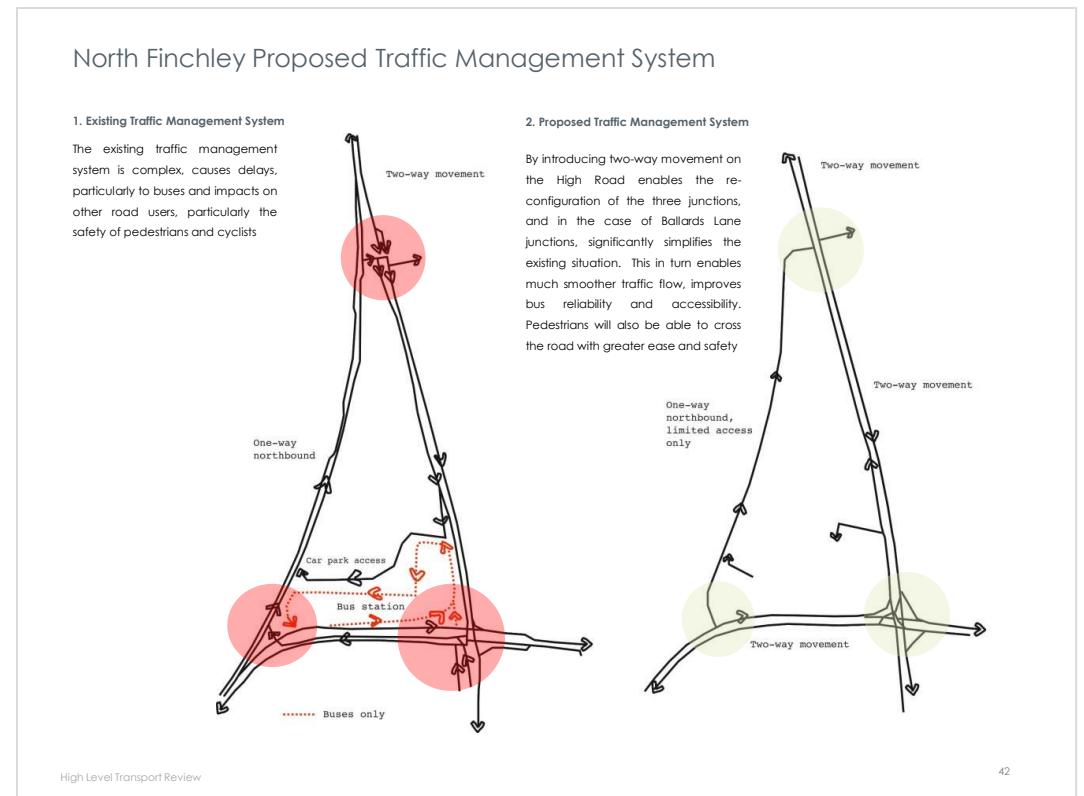
- Conversion of the High Road south of the Tally Ho pub to 2-way flow
- Limiting of Ballards Lane northbound movement to Access Only (i.e. buses, servicing and local residents) to the benefit of pedestrians, cyclist and public realm enhancement
- Improved access flexibility of the two-way system to relocate bus facilities on-street to encourage bus use
- Likely traffic flow effects for motorists resulting from the one-way to two-way flow conversion
- Merits of changes to bus facilities and services, including the closure of the present bus station for possible re-use (subject to TfL agreement).

Methodology

To further this work, existing movement data and information was reviewed along with policy and guidance to gain an appreciation of North Finchley within the local and wider context.

Site visits including that with technical officers at TfL were undertaken to best understand how the existing network operates and start to establish behaviours and trends in how people move through and within the town centre. A full appraisal was made of the existing situation, identified issues and opportunities drawing on traffic engineering expertise, professional judgement, local insight, real-world understanding and through benchmarking the town centre with similar locations elsewhere.

Such investigations are more typical of actions related to the early stages of schemes for planned implementation, but applied here to provide assurance regarding the concept proposals feasibility given the nature and scale of change implied.



See Section 7



TfL Site Meeting

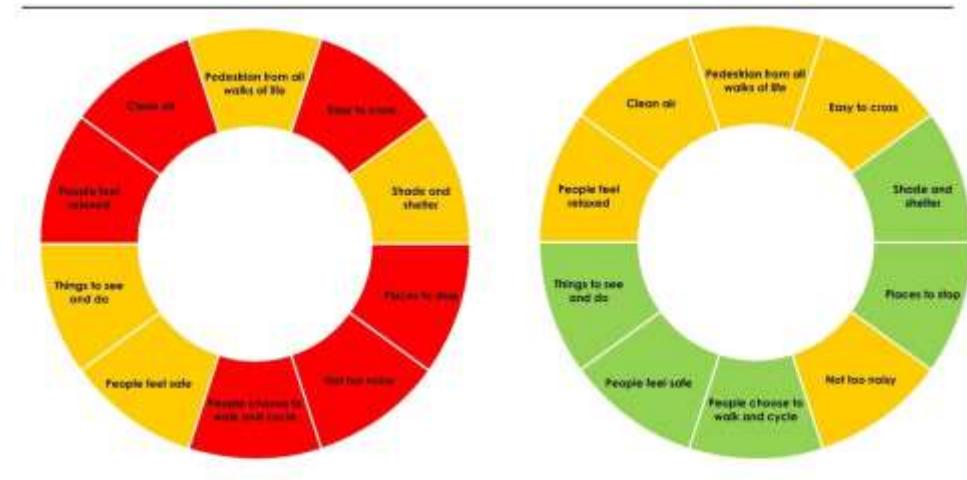
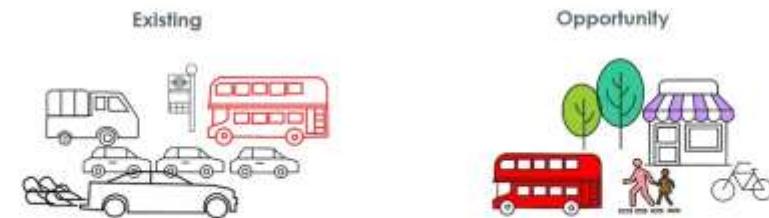
High Level Transport Review Summary

The Existing Transport Situation

The transport and movement environment in North Finchley performs against the vision and objectives set out by the Mayor's Transport Strategy and supporting agendas including air quality and Healthy Streets. Amongst the other identified issues:

- There is a pressing need to reverse the negative impacts of private car on the area, particularly strategic movement, thus enabling greater town centre accessibility, movement and coverage for buses, cyclists and pedestrians
- Buses have a poor street profile and often negative street presence, limited movement access, with their service operation severed by the gyratory system and wider road network limitations
- The pedestrian, cyclist environment and road safety is poor, which is reflected in the concerning collision record in the town centre

The draft SPD principals and proposals will help address those shortcomings in relation to the Mayor's Transport Strategy and assist greatly in delivering the SPD objectives, providing tangible improvements for local people and town centre activity.



'Health Check' Appraisal of the existing situation and opportunities for change (see Section 6)

High Level Transport Review Summary

Staying Local

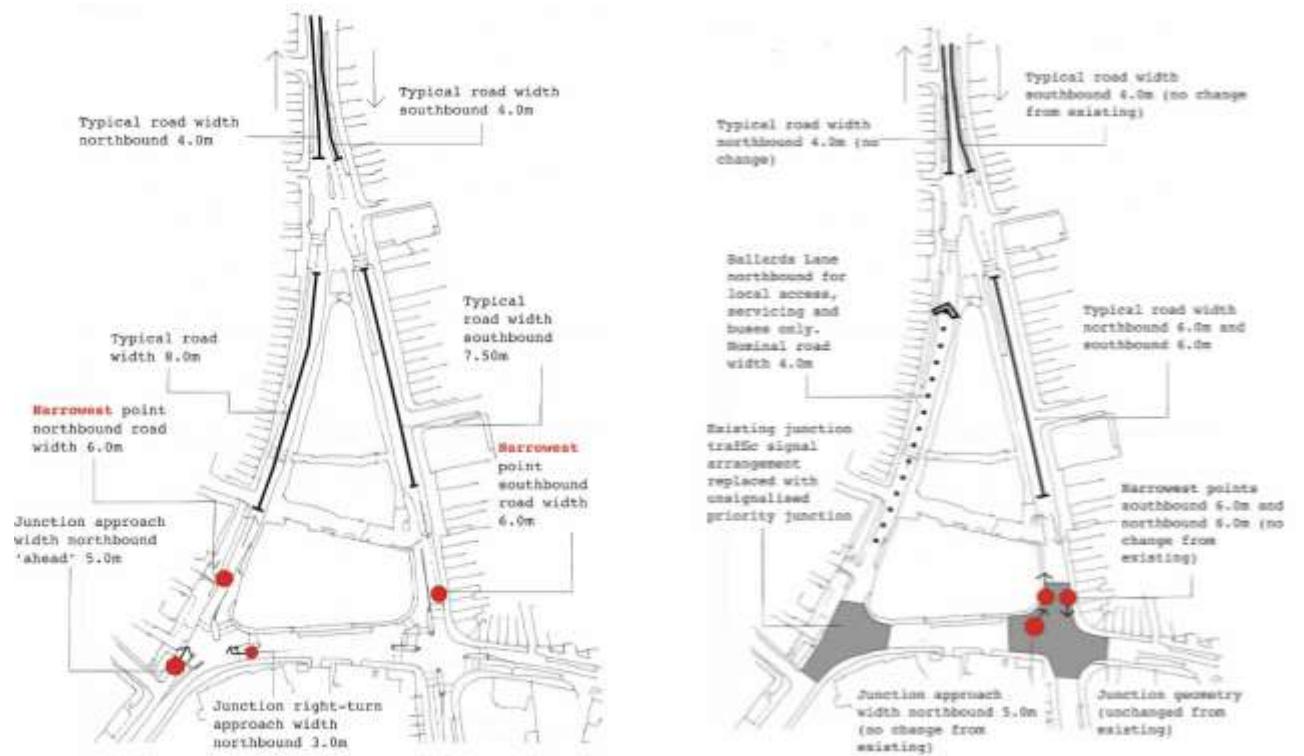
A central objective of the draft SPD is to deliver public realm improvements to support local businesses and encourage people to stay local. Ballards Lane is the focus for this approach with the proposed to limit access to northbound, local access traffic only, including buses and servicing vehicles.

By removing the strategic through traffic Ballards Lane will become first and foremost, a place for walking, cycling, shopping and leisure. Through traffic will relocate to the High Road which becomes two-way in operation from the present one-way southbound.

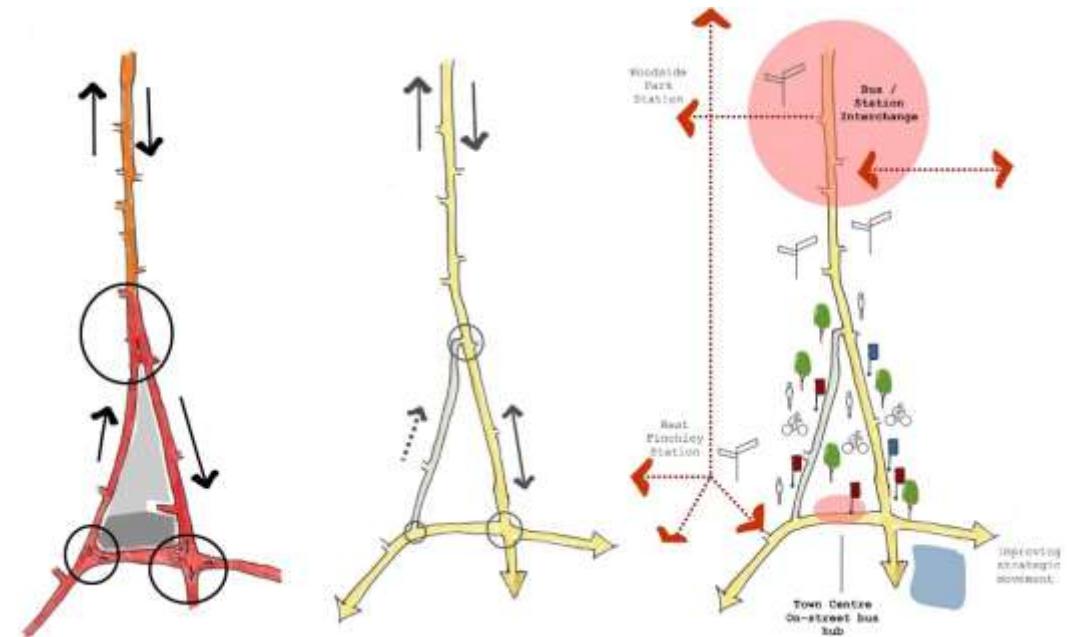
Reallocating the Roadspace

The High Road alongside the Tally Ho island is considerably wider than the single lane carriageway to the north of the Tally Ho and the newly introduced northbound traffic will make further use of that roadspace, representing a re-balancing of the town centre road network.

Under the new arrangement, the roadspace available to traffic volumes in North Finchley, will be comparable to (rather than in excess of) other nearby centres such as Totteridge and Whetstone. Although the High Road/ Kingsway junction may have some additional turning movements, the Ballards Lane/ Kingsway junction will be considerably simplified for all traffic with the removal of the traffic signals and attendant waiting at that location.



Carriageway assessment (see Section 2)



Traffic management amendment (see Section 7)

High Level Transport Review Summary

The Wider Benefits of Change and SPD Support

From the high-level review of the existing situation, technical stakeholder discussions, London policy and best practice guidance, the benefits of implementing the movement themes identified within the SPD and unlocking the gyratory appear substantial:

- Providing additional space that can be given over to substantial and high quality public realm improvements, helping to support local businesses, encourage more visitors to the town centre and encouraging people to stay local, walk and cycle
- Disentangling strategic vehicle movements from local vehicular access, helping to reduce delays, smooth traffic, improve bus reliability, pedestrian and cyclist safety
- Enabling greater, more legible and reliable bus access, in turn is likely to encourage greater use and a reduction in vehicle delays
- Offering a more legible and direct movement environment for all users, including local motorists, with minimal route diversion, reduced rat-running
- Benefitting cyclists with an additional northbound route via the High Road, and a calmer route through Ballards Lane, with the potential to offer new dedicated cycling facilities on both routes
- Making town centre parking more accessible as a result of changing the High Road to two-way operation, providing greater opportunity for 'stop and shop' as well as convenient access to the existing underground Tally Ho underground car park.



Archway Gyratory Replacement Scheme

TfL Support and Next Steps

Initial and early stage Working Group meetings have already been held with Transport for London on the gyratory conversion proposals and changes to bus operations. Though further and comprehensive study, design and road network performance will be needed, which is set out in more detail in section 10, this report provides the rationale for such action and represents a significant and exciting opportunity for North Finchley. As shown by the precedent of nearby Archway (above) and others, such transformations in busy urban areas are both possible and beneficial, benefitting local people and businesses whilst delivering an efficient movement network across all modes.

1. North Finchley Supplementary Planning Guidance

The North Finchley SPD – Identified Issues

Below and over page, is a summary of the North Finchley SPD main movement related issues and principles for change:

- **'1.6** With investment in main town centres such as North Finchley the outcomes can be diverse, distinctive and attractive places which are well connected and where the public realm is well maintained and there is a sustainable mix of retail, leisure, business and residential uses'
- **'1.8** North Finchley suffers from a traffic dominated environment with often poor quality public realm, acting as deterrents to increased footfall and dwell time. There is significant potential to enhance the physical environment as part of an overall spatial and land use strategy which maximises existing and emerging assets in the retail, leisure, culture and evening economy'
- **'5.2** The area south of Tally Ho and around the Tally Ho pub gyratory has a number of parades of mixed character and uses, as well as the Arts Depot hub. Significant change is envisaged to improve the evening offer and introduce new leisure, retail and cultural activities, creating a more pedestrian friendly destination to complement the Arts Depot'
- **'7.5** Bus services are convoluted in terms of movement around the gyratory and somewhat hidden from general view in the bus station'.



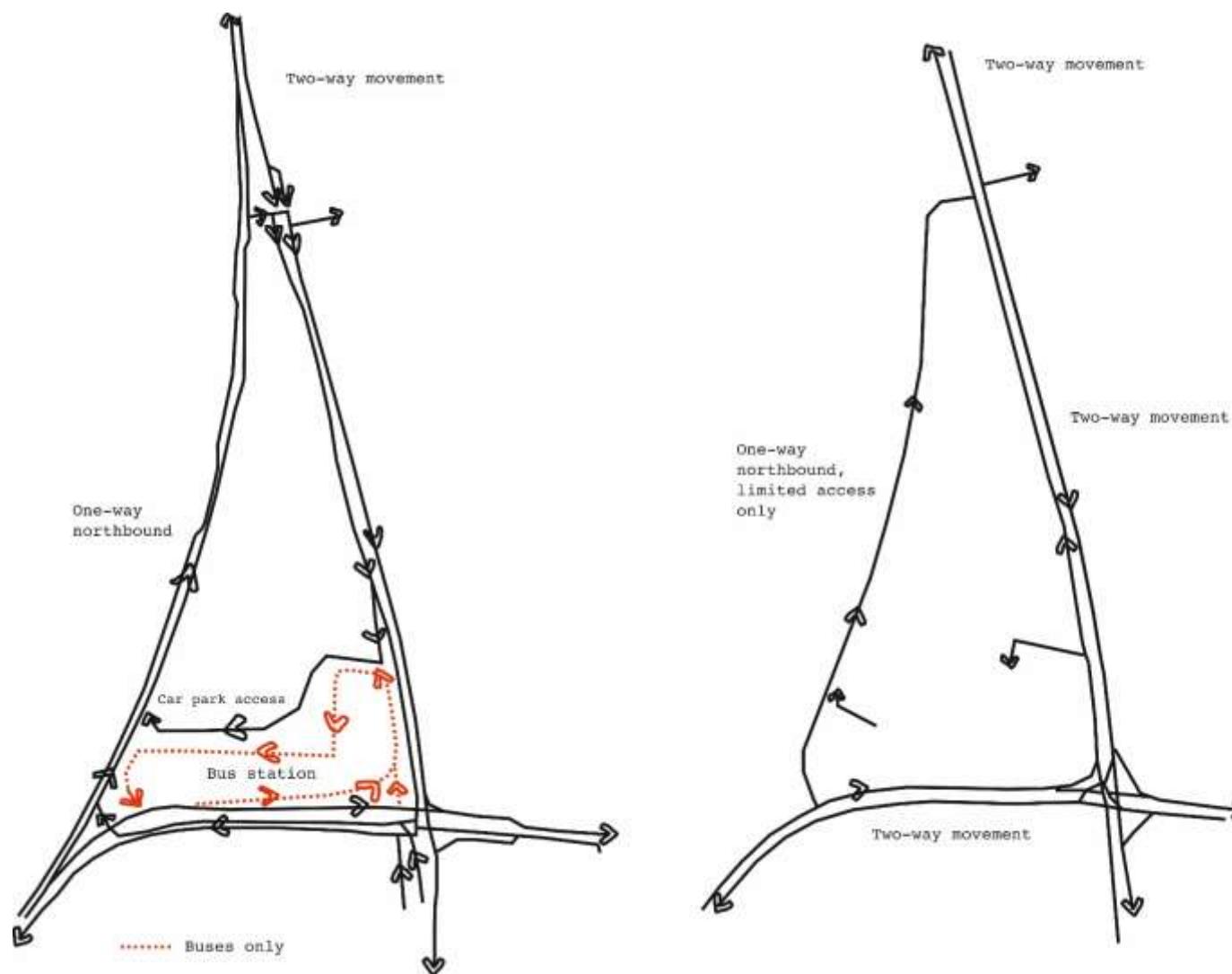
The Tally Ho Gyratory (Google Earth)

The North Finchley SPD – Principles for Change (continued)

o **'7.8** In comparison to other local centres on the A1000 at Totteridge and Whetstone to the north and East Finchley and Finchley Central to the south, North Finchley appears to be offering considerably greater roadspace to traffic in comparison. This suggests that some of the roadspace could be beneficially reallocated away from traffic carrying and given over to other movement and public realm improvements, such as footway widening and narrower road crossings, street planting, bus waiting facilities and cycle lanes'

o **'7.9** A substantial public realm improvement on Ballards Lane may be achieved by limiting through movement to access traffic, retail and business servicing and buses. In this way, a greater degree of street sharing would be made possible. Associated with this is the re-routing of the present Ballards Lane northbound through traffic onto Kingsway and onto the High Road, itself converted to two-way operation. Achieving such a substantial traffic management amendment would require a detailed technical study requiring the gathering of detailed technical information relating to traffic flows, junction operation and highway geometry, along with local and wider area road network modelling. In addition, there would be related public and technical stakeholder consultation to discuss, amend and sign-off scheme development. The borough and Transport for London would be involved in modelling traffic impacts and ensuring smooth road network operation. But the possible wider town centre gains accruing from such an intervention would be expected to be considerable, including those benefiting the development sites fronting Ballards Lane, adjacent occupiers and local people'

o **'7.14** Moving buses from the bus station on to the street to clearly marked and optimally designated locations with high-quality facilities will do much to raise this important travel mode's street and passenger provide and encourage use. Bus operations are complex, requiring service layover turnarounds, termination and driver facilities and making such changes will require considerable service planning'



A schematic indicating a reconfigured Tally Ho Gyratory traffic management system

The North Finchley SPD – Movement Themes

Town Centre Movement themes identified in the North Finchley SPD document:



'15. Encourage local people to stay local for shopping, leisure and amenity purposes to minimise car use and parking demand on the town centre's streets and support positive changes to the street environment'



'17. Addressing the impacts of present vehicle domination on the town centre will do much to improve movement conditions for all, reduce real and perceived severance effects, and improve ambience and quality. Where possible, roadscape should be reallocated to the benefit of local people, whilst recognising the A1000 as an important traffic carrying corridor'



'18. Sufficient and well-located town centre parking is important in supporting the town centre's retail, business and leisure activities for those whom travel on foot, cycle, bus or rail is not a viable option. The use of kerbside space and car park sites needs to be optimised to ensure that those areas are worked harder in occupying space that could otherwise be given over to other town centre uses such a footway widening'.



'16. Improving the public realm is of key importance to supporting walking, cycling and bus use by providing an environment that supports those travel modes whether through footway improvements, welcoming bus facilities, benches for walkers and attractive and convenient facilities for cyclists'



'19. Buses should represent a positive presence in the town centre and an attractive movement choice for local people, with high quality waiting facilities, a high profile and good quality route information

15. Wafford Town Centre. 16. Bromley Town Centre. 17. Wandsworth Town Centre. 18. Vancouver parklet. 19. Euston Road bus stops

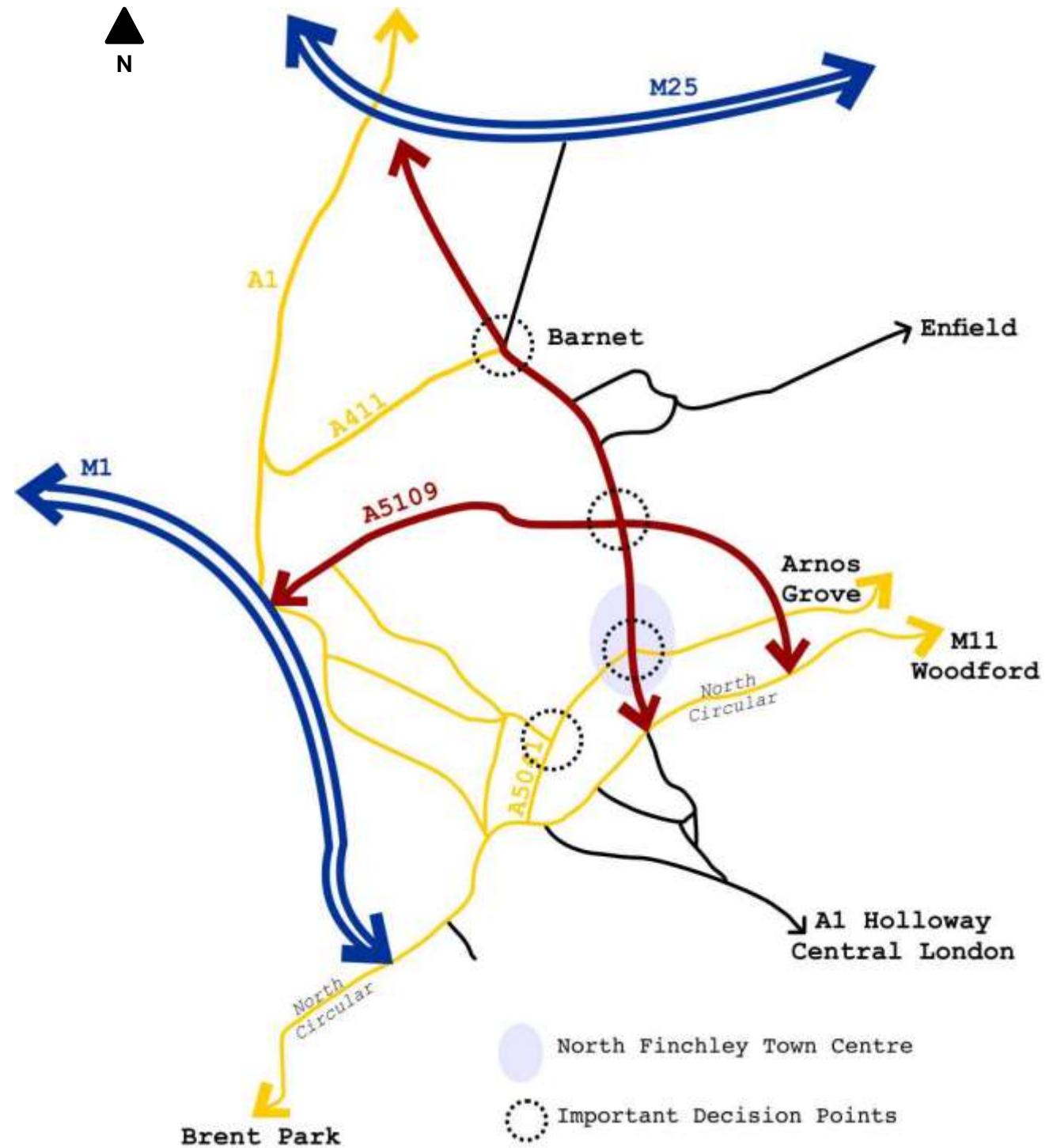
2. Existing Highway, Road Safety and Parking

North Finchley and the Strategic Road Network

North Finchley lies within the London Borough of Barnet in north London, between Barnet to the north and Holloway / central London to the south. The town centre highway network includes the A1000 and A598.

North Finchley is very well connected, with the A406 North Circular to the south, M1 to the west and M25 to the north meaning that North Finchley performs an important strategic road network function.

At a local level, there are a lack of alternative routes, particularly north-south orbital routes, which results in North Finchley performing an important local road network role as well.



North Finchley and the strategic road network



Kingsway

North Finchley and the Local Road Network

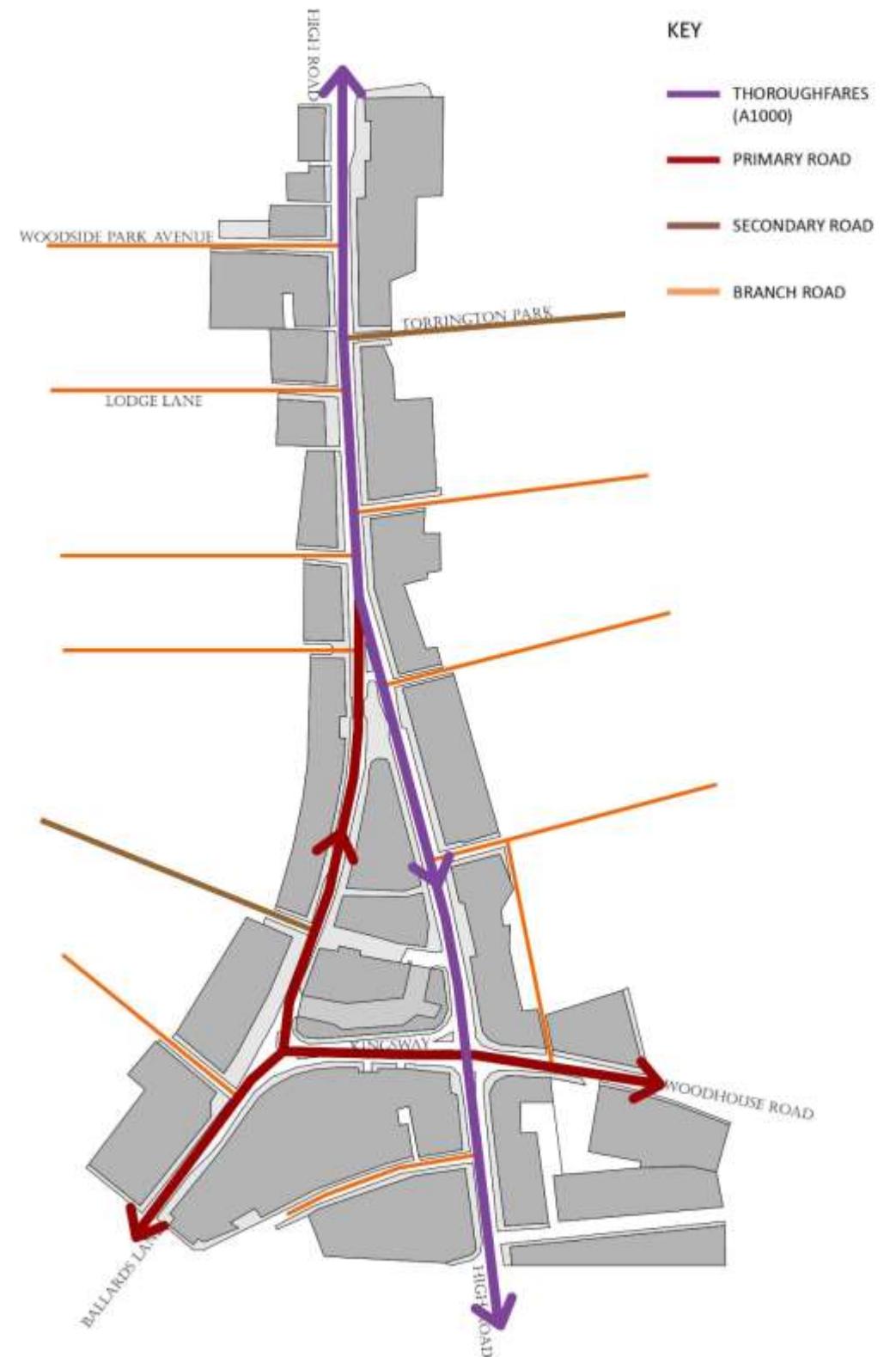
The A1000 High Road, as shown in figure opposite, is a key strategic link and as such carries through traffic as well as providing for many shorter distance local movements.

Although no detailed survey information is available, site observations suggest that traffic delays are a familiar feature of the town centre experience. Queues are though seen to clear relatively straightforwardly suggesting local junction arrangements, including traffic signalisation, the gyratory and kerbside parking and loading activity, are likely contributing factors in this and may offer scope for improvement to smooth traffic flow.

Overall, the carriageway width and capacity is a favourable element of the town centre's form suggesting considerable scope for roadspace reallocation in relation to town centre needs for all users, pedestrians, cyclists, buses, parking and loading and streetscape improvement.



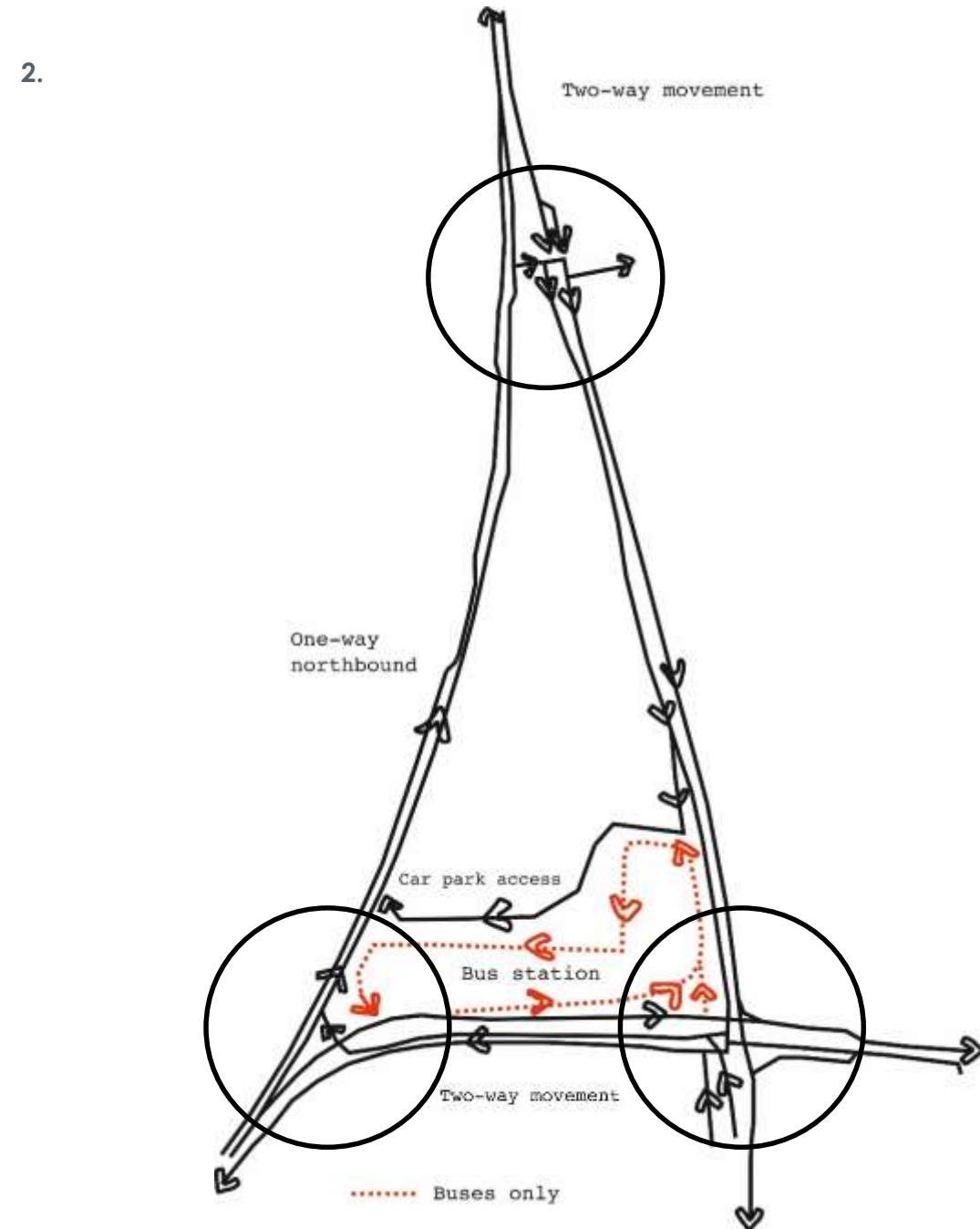
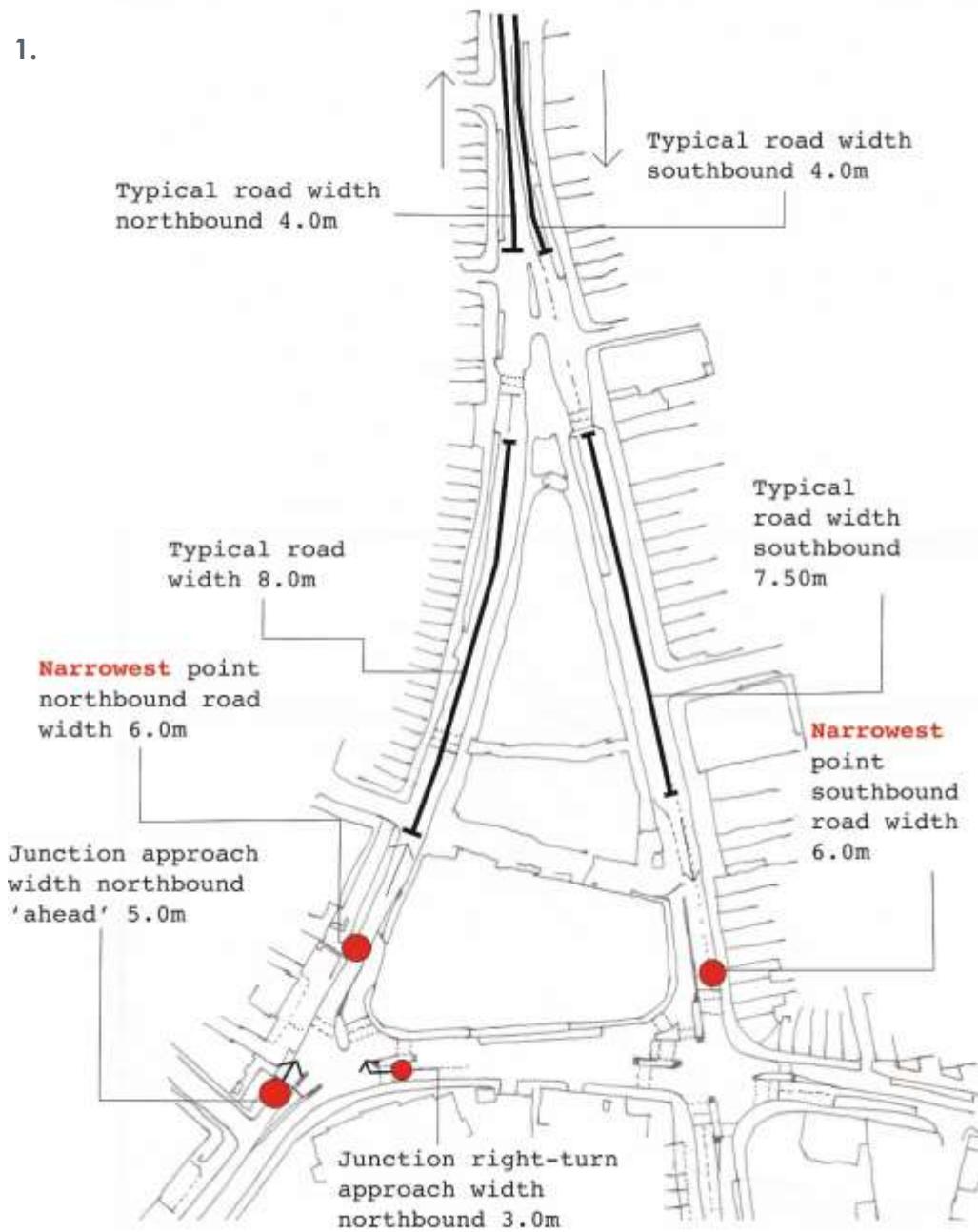
High Road / Ballards Lane



North Finchley Local Road Network

North Finchley Existing Road Layout and Traffic Management System

The schematic plans below summarise the typical existing road layout (1) and traffic management system (2). As these diagrams indicate, the existing road layouts and the traffic management system are not straightforward, road widths vary, junction arrangements are complex and convoluted impacting on traffic movement, road safety and other road users.



Existing Typical Road Widths*

* Road widths are based on O/S mapping only and for illustrative use only. Road widths shown as typical widths of vehicle running carriageway, i.e. excluding kerbside activity, parking etc.

Existing Traffic Management System includes a northbound one-way system on Ballards Lane and southbound one-way system on the High Road, as well as bus only northbound contraflow from Kingsway

Existing Road Layout Comparisons

In comparison to other local centres on the A1000, i.e. those at Totteridge and Whetstone to the north and East Finchley and Finchley Central to the south, North Finchley offers considerably greater roadspace to comparable traffic volumes. This suggests that some of North Finchley's roadspace could be beneficially reallocated away from traffic carrying and given over to other movement and public realm improvements, such as footway widening and narrower road crossings, street planting, bus waiting facilities and cycle lanes.

The opposite images show the different local centres and their associated road widths (between junctions) compared to the road widths offered in North Finchley.

Comparable carriageway space in other locations on the A1000



2. Totteridge & Whetstone



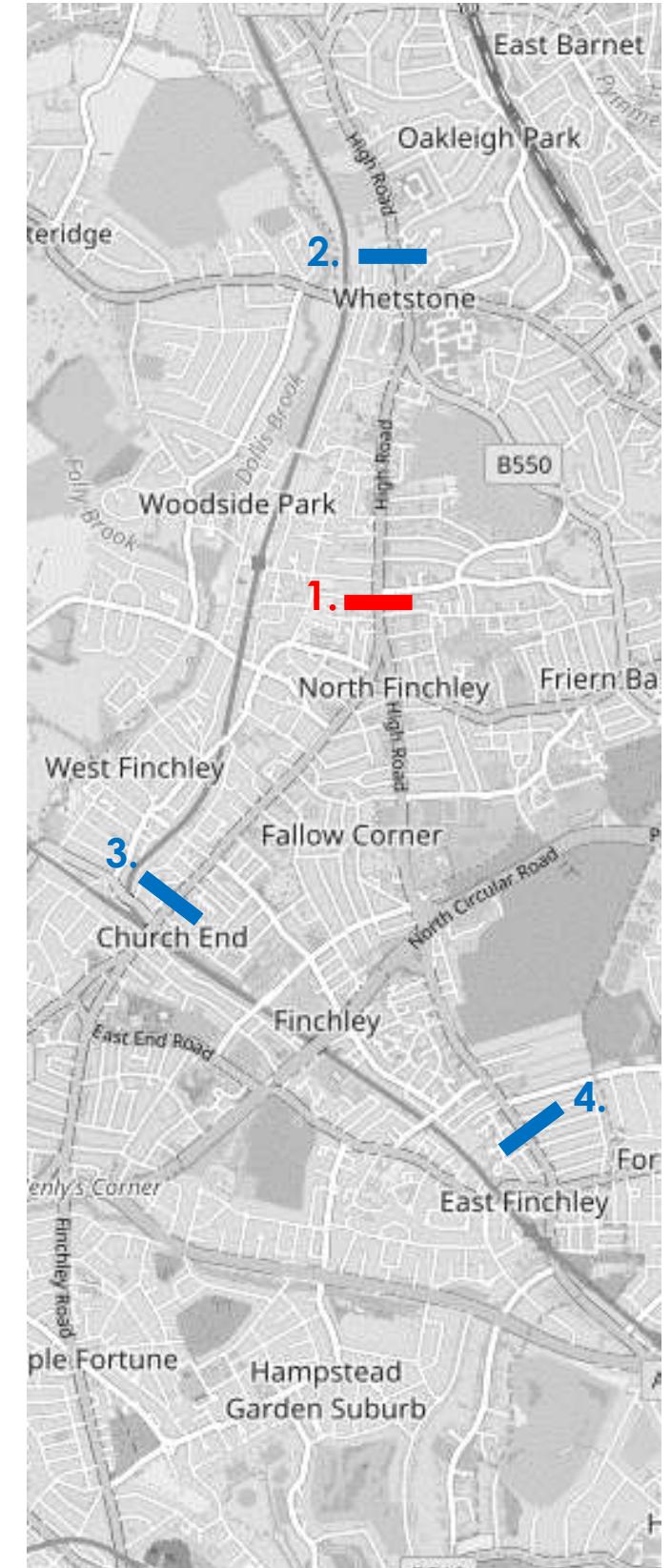
3. Finchley Central



4. East Finchley



1. North Finchley carriageway (High Rd, left & Ballards Lane, right)



Road Safety

Collision data between December 2013 and December 2016 was reviewed for the study area using data supplied by Transport for London. The plan opposite shows the distribution of these incidents.

A total of 49 individual collisions were recorded throughout the entire study area. Of the total collisions none of these were recorded as fatal.

Six of the total collisions were recorded as serious incidents, involving motorcycle (2 collisions), pedestrians (2 collisions) and cyclist (1 collision).

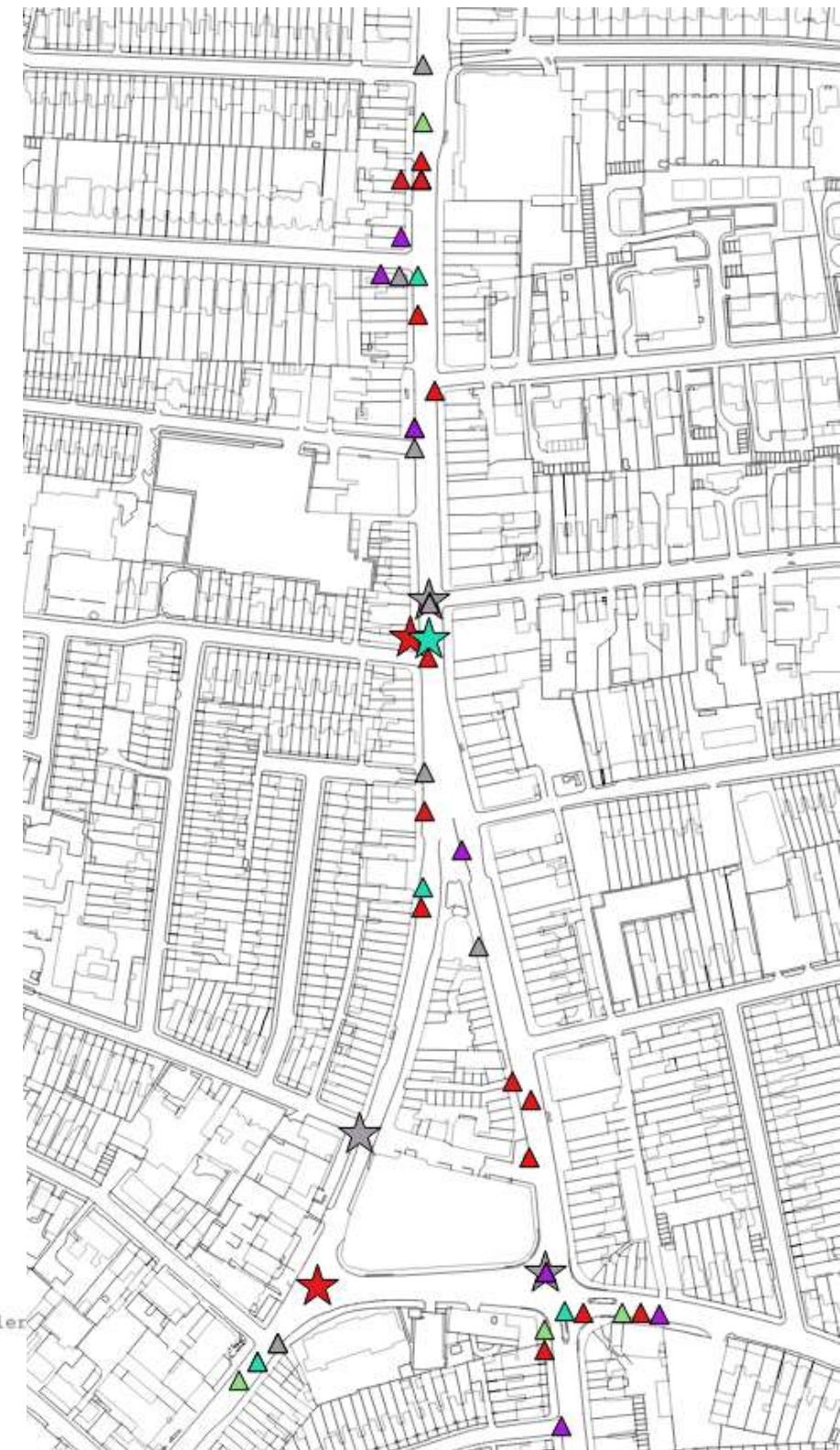
	Count of Mode of Travel
Serious	6
Powered 2-Wheeler	3
Pedestrian	2
Pedal Cycle	1
Slight	43
Pedestrian	15
Car	11
Powered - Wheeler	8
Bus / Coach	5
Pedal Cycle	4
Grand Total	49

Within the study area, 17 of the total 49 collisions involved pedestrians, of which 2 were serious, and 15 were slight accidents.

Clusters of incidents were recorded at both Woodhouse Road Junction (10% of all incidents recorded) and Woodside Park / High Road junction. Two of the incidents at Woodhouse Road involved pedestrians failing to look properly whilst crossing and 3 of the incidents at Woodside Park / High Road junction involved vehicles turning right.

Of the 5 incidents involving buses, 3 of these involved passengers falling due to buses braking and one incident involved a passenger on crutches falling whilst alighting.

Additionally, a pedestrian died in November 2005 after being hit by a 221 bus as it was leaving the bus station's Ballards Lane exit.



A Plan showing collisions by type recorded within North Finchley over a 36 month period (2013 – 2016)

Existing Area Wide and Town Centre Parking, Deliveries and Servicing

Town centre car parks

The total town centre off-street car park capacity is approximately 327 publicly available spaces provided principally by the Lodge Lane car park at 232 spaces, with smaller sites at Stanhope Road and Woodhouse Road offer the balance of 95 spaces. As the plan below shows, considerable shoppers customer parking capacity is also provided at Sainsbury's to the north, with 156 spaces, Aldi with 184 spaces at the Arts Depot and at Waitrose to the south, 170 spaces.



On-street Parking

High Street

High Road and Ballards Lane mostly provide shared parking bays (Mon-Sat 9am-6:30pm for resident permit, or Pay and Display max stay 2hrs), while Woodhouse Road provides parking spaces for permit holders and shared use (Mon-Sat 9am-5pm or Pay and Display max stay 4hrs).

From the parking beat survey undertaken in July 2017, it appears that kerbside parking supply along the High Street could be better managed to provide a better level of service for motorists without increasing supply, whilst rationalising kerbside activity.

Residential Streets

On the other hand the residential side streets provide mainly resident and permit only bays, as well some shared use parking spaces (Mon-Sat 9am-5pm for resident permit or Pay and Display) and Pay and Display parking spaces (Mon-Sat 9am-5pm, max stay 4hrs)

Residents' parking provision on the side streets is mostly well-used, but offers some capacity for further use at specific locations.

On-Street Loading

Approximately 15 loading bays are located on High Road, 4 on Castle Road and 2 on Stanhope Road with the following restriction: "Loading only Mon-Sat 8-10am and 4-6:30pm, 10am-4pm max stay 15mins, no return within 1hr".

Two unrestricted loading bays are also located on Woodhouse Road.

Please refer to the North Finchley Town Centre Supplementary Planning Document, Parking - Information Note (September 2017) for more information on parking.

Identified Highway, Road Safety and Parking Issues



North Finchley provides an important local and strategic road network function- the through traffic volumes contribute to car dominance in the town centre



Ad-hoc loading and parking activity impedes traffic flow, buses and pedestrian movement



The various east-west junction movements on the High Road, cause delay and impacting on road safety



It is an intimidating environment for cyclists and pedestrians due to the wide carriageway and junction alignments and absence of on-street cycling facilities offered



Extensive carriageways encourage speeding and add to community severance impacts

3. Existing Buses Situation

Existing Bus Routes and Stops

The drawing opposite shows the existing seven bus routes that serve North Finchley town centre and the complex routing arrangements.

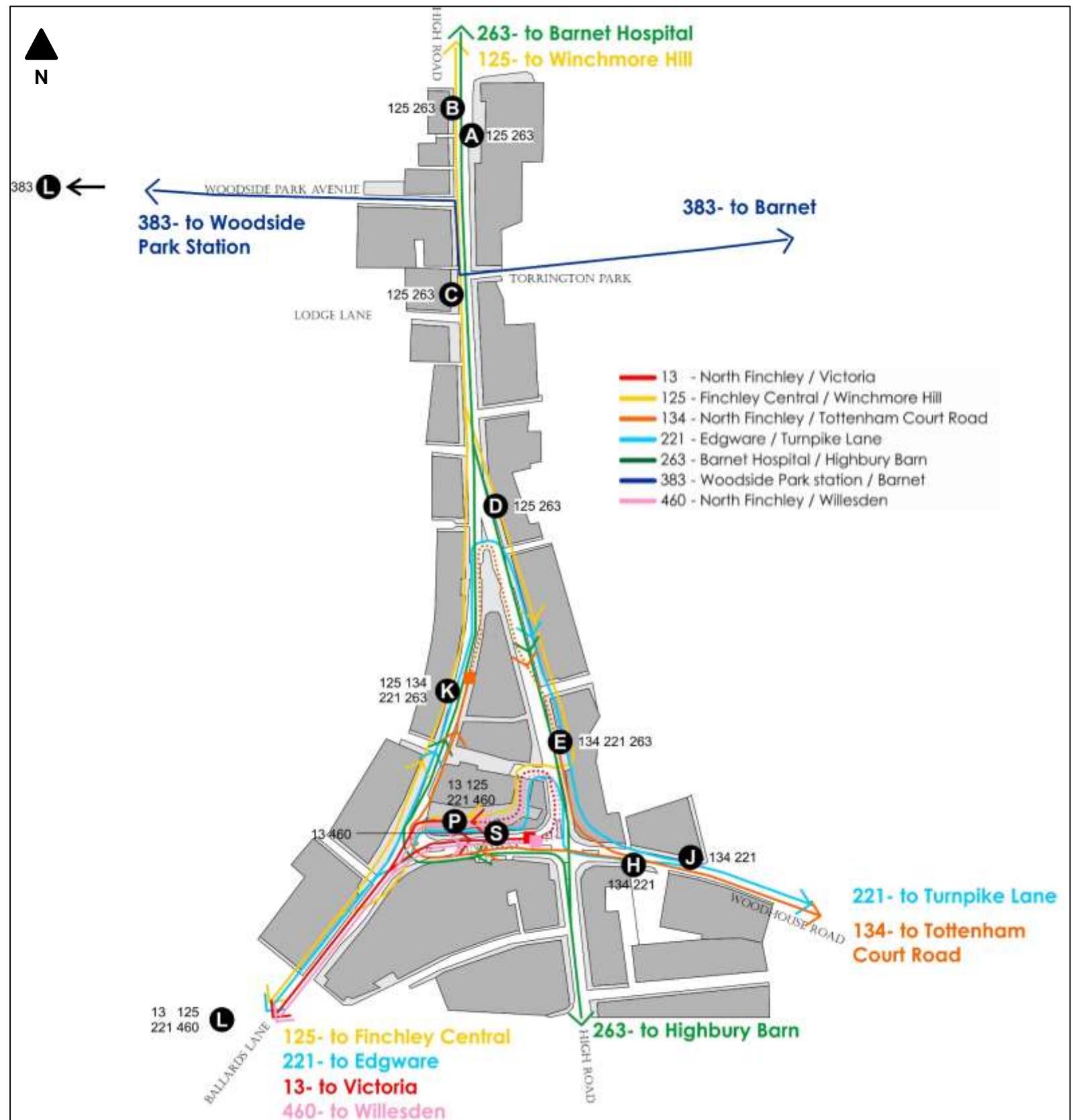
Bus 13, 125, 134 and 263 provide a north-south connection between North Finchley, Winchmore Hill, Barnet (north) and Victoria, Finchley Central, Tottenham Court Road, Highbury Barn (south).

Bus routes 221, 383 and 460 provide an east-west connection between Turnpike Lane, Barnet, North Finchley (east) and Edgware, Woodside Park station and Willesden (west).

Additionally, there are two night buses servicing the area – bus N13 and N20.

Bus frequency varies depending on the service and are summarised in the table below.

Bus route	Frequency
13	3 to 7mins
125	9 to 12mins
134 (24hour)	5 to 9mins
221	5 to 6mins
263	8 to 12mins
460	11 to 14mins



Bus services in North Finchley

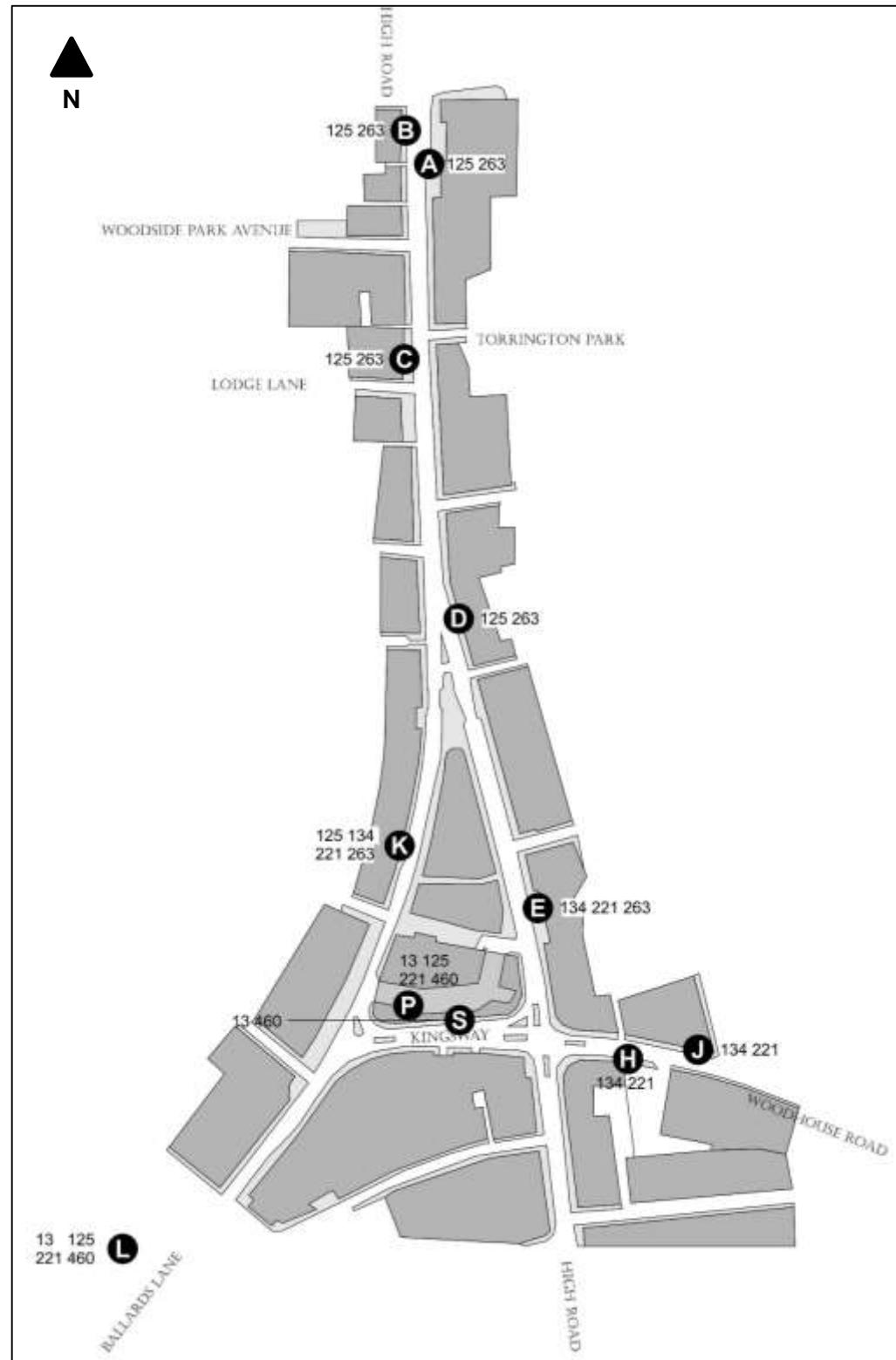
Existing Bus Routes and Stops

The diagram opposite shows the location of existing bus stops and the routes that they serve within North Finchley

Bus stops K and P serve 4 services, whilst the other bus stops within the town centre are serviced by two or 3 bus services

The Tally Ho gyratory area has a concentration of bus stops due to the one-way traffic system, which creates convoluted bus routes and reducing the legibility and comprehensiveness of bus services for passengers.

Four bus services (out of the seven) are 'split services' between Ballards Lane (northbound) and High Road (southbound) – bus 125, 134, 221 and 263.



Bus stop B



Bus stop D

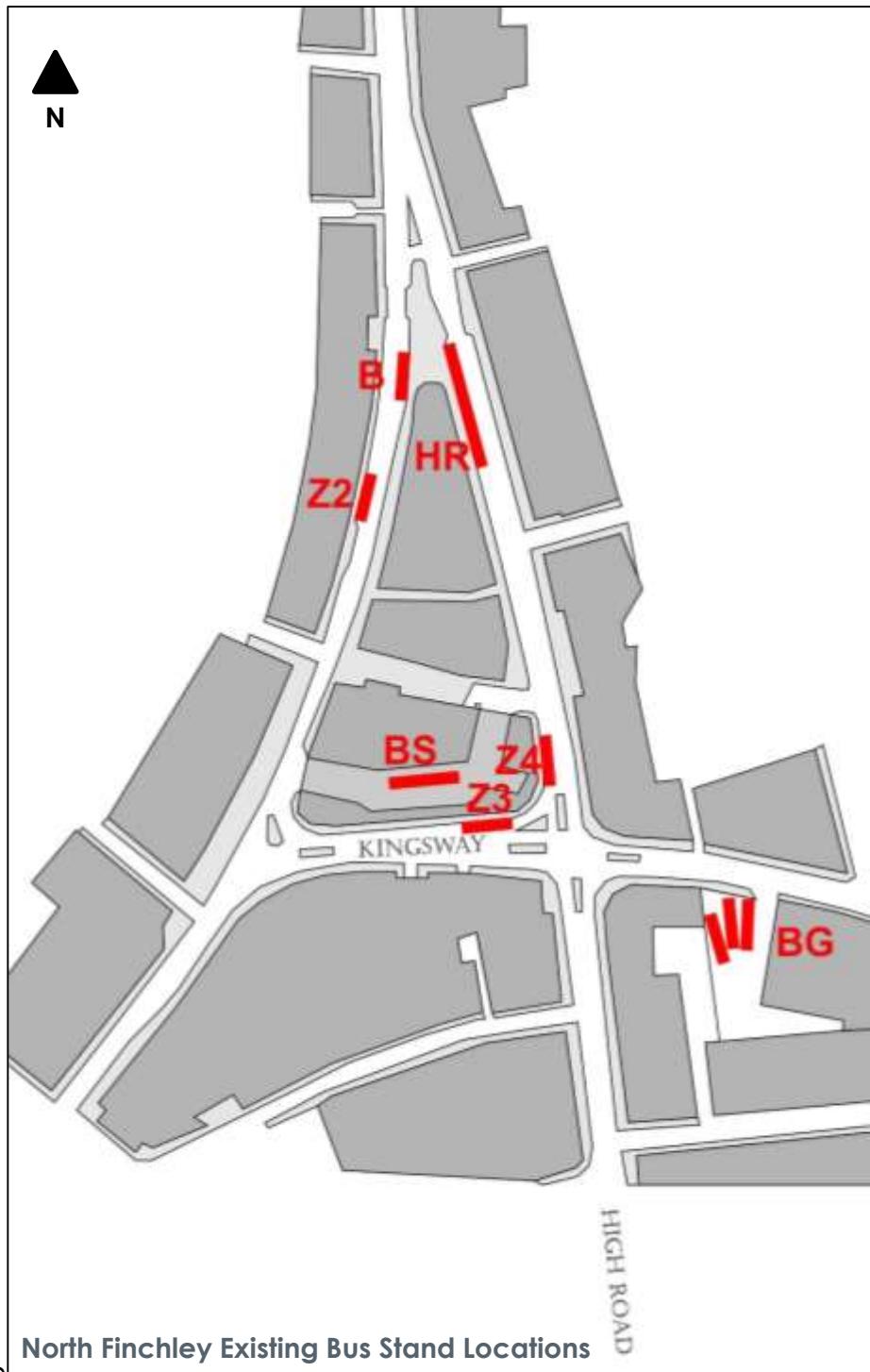


Bus Stop P (North Finchley Bus Station)

Bus Stands

Three bus services terminate in North Finchley (13, 134 and 460).

The diagram below shows the approximate locations for bus stands for these terminating bus services.



North Finchley Existing Bus Stand Locations

Bus stands Z2, B and HR are mainly used by bus 134, while bus stands Z3, Z4 and BS tend to be used by bus 13 and 460. The utilisation of the bus garage on Woodhouse Road (BG) remains unclear with mainly buses 13 or not identified being observed at this location. There would appear to be the potential for further use of this operational facility.



Bus stand on High Road



Bus stand Z2 on Ballards Lane



Bus stand Z3 on Kingsway



Bus Garage on Woodhouse Road

Bus Borders and Alighters

The diagram opposite shows the average total number of passengers boarding and alighting buses over a day, extracted from Bus Occupancy Data (BODS) collected by Transport for London (TfL).

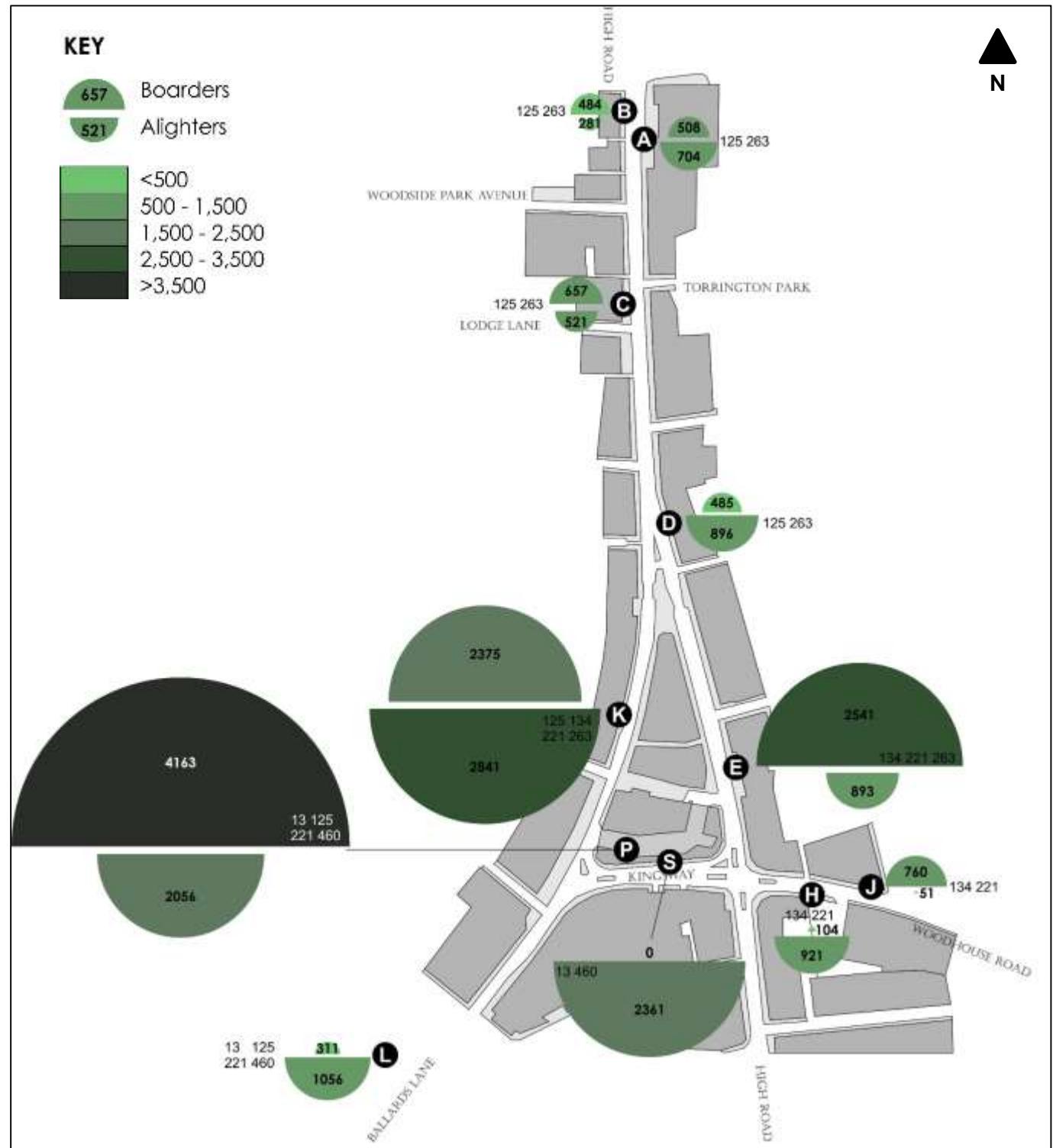
Bus stop P and K are the most used bus stops within the study area. With over 6,200 people boarding and alighting at bus stop P within North Finchley bus station. Over 5,200 people board and alight the on-street northbound bus stop K throughout the day.

Bus stops E and S are also well used, with over 3,400 and 2,300 passengers boarding and alighting these stops respectively per day.

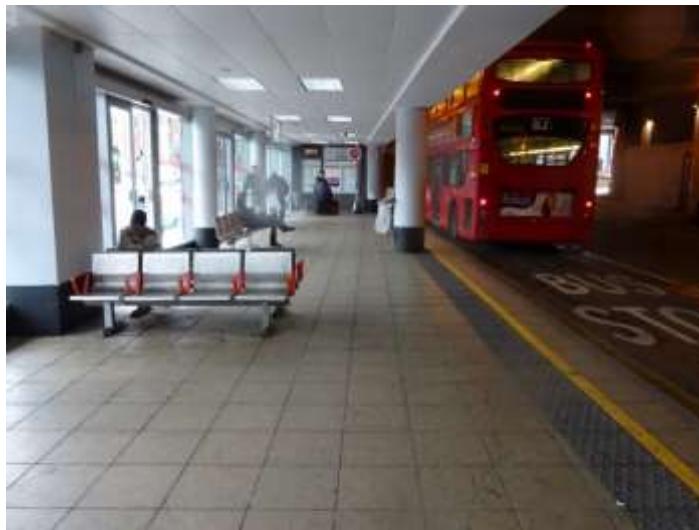
Bus stops B and J are the least busy with an average passenger number of less than 1,000 per day.



Passengers waiting at bus stop K



Identified Buses Issues



North Finchley bus station presents an unwelcoming environment, particularly after dark



The gyratory system, poor carriageway layouts and dominance of traffic impede bus movement and reduce service reliability



The lack of station / bus interchange and orbital bus services resulting in a poor PTAL rating for the wider North Finchley area



Bus stops are not fully accessible and waiting facilities in need of improvement in some locations



Pedestrian wayfinding, crossing facilities and access to bus stops is poor



The present siting of bus stands on High Road creates a 'bus wall' obstructing views to the Tally Ho public house

4. Existing Pedestrian and Cyclist Situation

Area Wide Pedestrian Network

The diagram opposite shows the key pedestrian network, and connections to wider attractors, notably the stations.

Currently, there are extensive residential areas, particularly to the west, which currently have a poor PTAL rating, with a lack of bus services, poor station interchange and wayfinding.

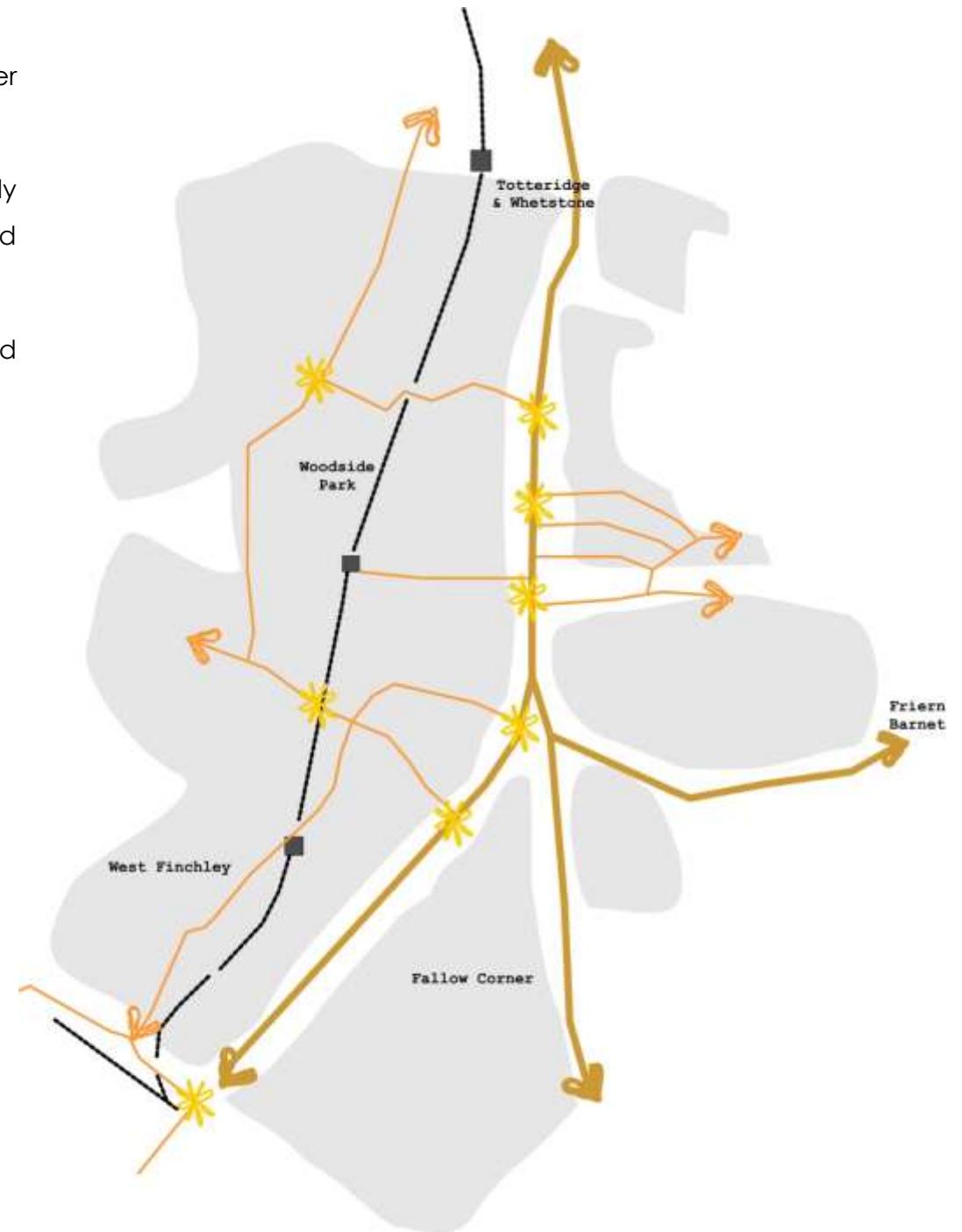
Residential areas to the south, including around Fallow Corner are severed by the A598 and the major junctions to the south of North Finchley town centre.



West Finchley station has a poor profile from street level, with a lack wayfinding signing and bus interchange



Woodside Park stations profile on North Finchley High Road is absent and requires wayfinding/ signing to encourage further use



- Local Residential Areas
- Important Pedestrian and Cyclist Decision Points
- Main Routes
- Underground Stations
- Local important Pedestrian Routes
- Railway Tracks

Important Area Wide Pedestrian Routes

North Finchley Town Centre Pedestrian Network

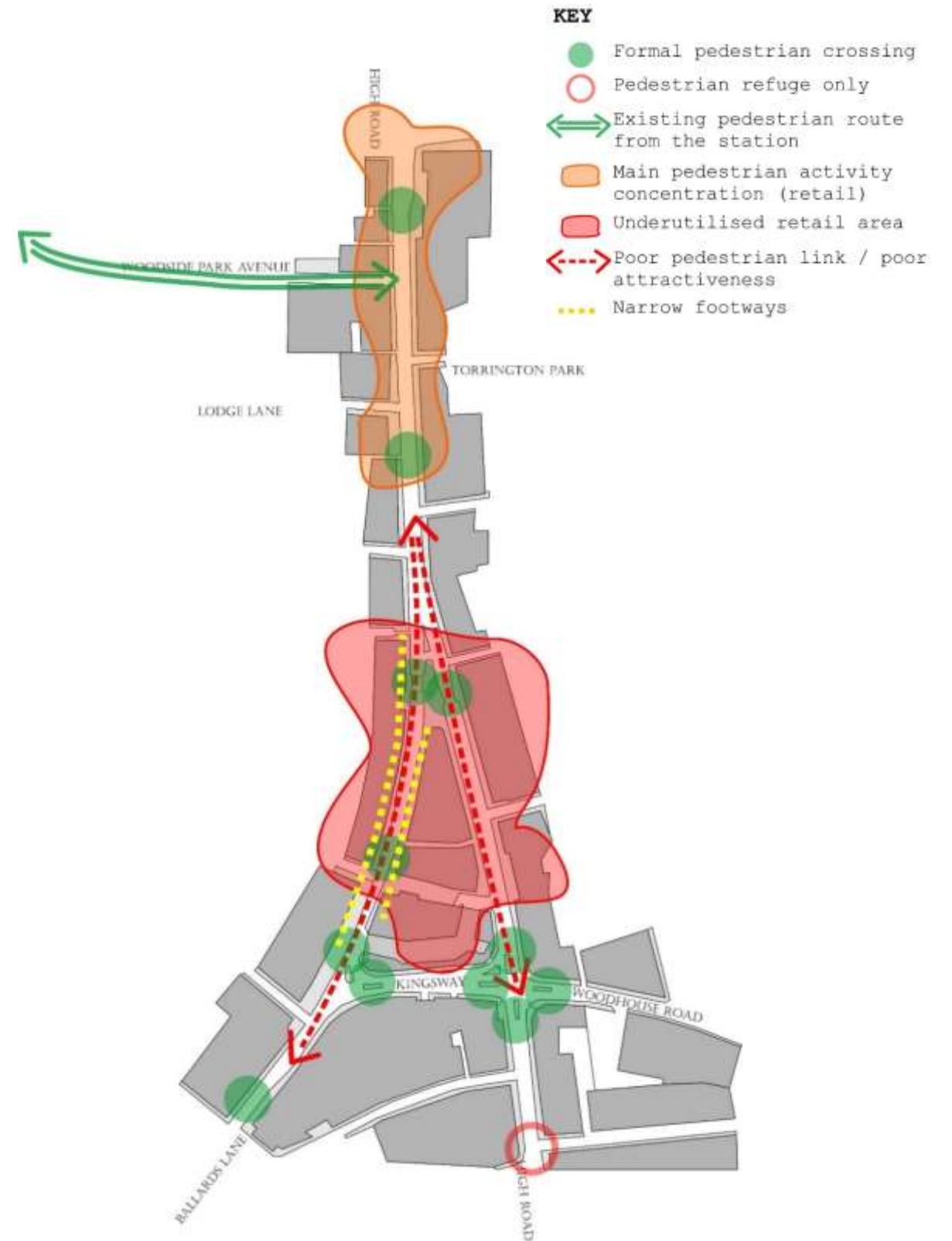
The plan opposite shows diagrammatically the location of existing pedestrian crossing facilities, key routes and main related issues. Whilst there are a number of formal and informal opportunities to cross the road in the town centre, the wide carriageways and vehicle dominance create an intimidating environment for pedestrians.

Wayfinding and connections to wider area attractors including the underground stations are poor.

The existing pedestrian and crossing provision for visually impaired and disabled road users is inadequate.



A wide carriageway and stepped kerbs impede pedestrian movement and connectivity on the High Road



North Finchley Town Centre Pedestrian Environment

The Existing Cyclist Network

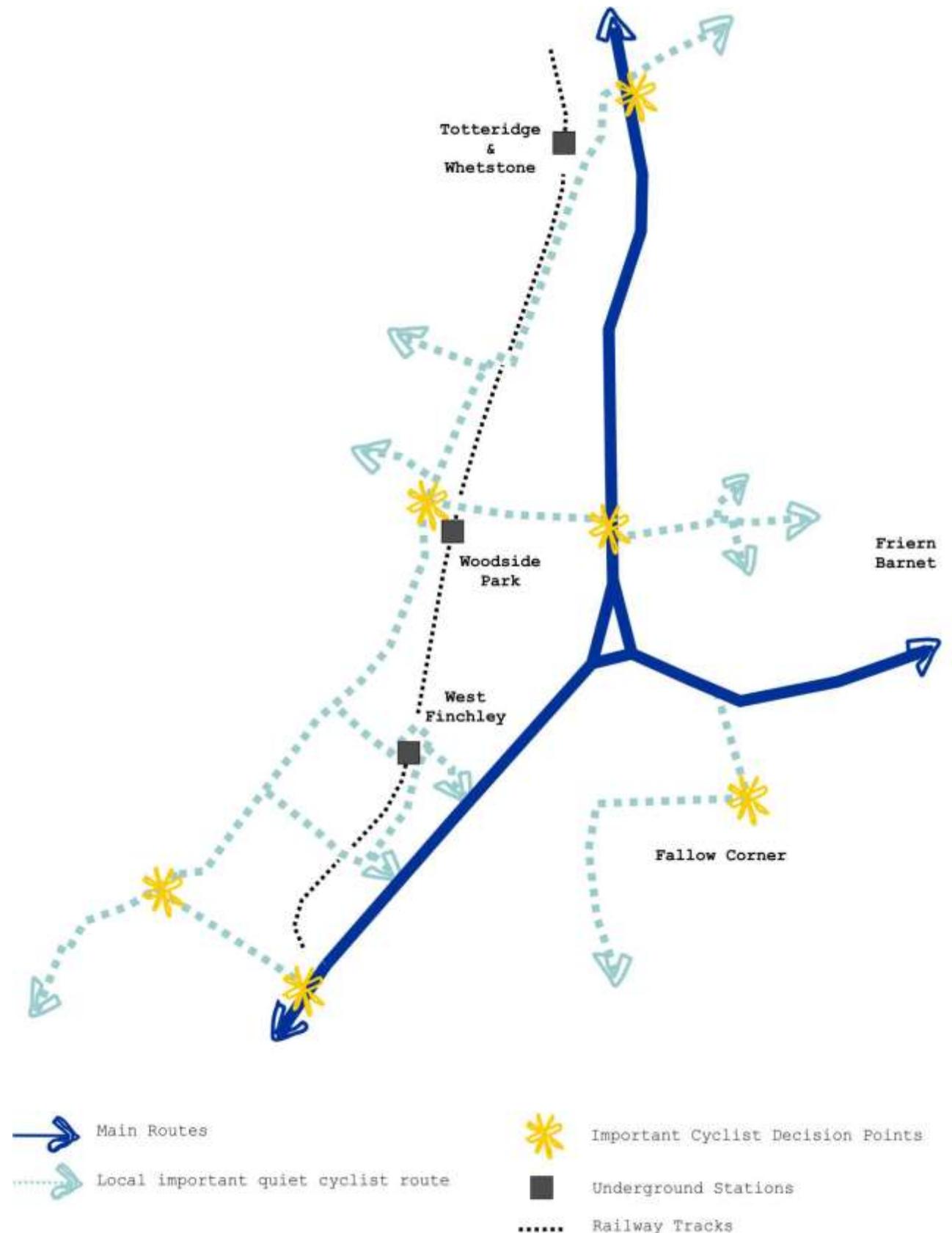
The existing principal road network in North Finchley is an intimidating environment for cyclists. However there are alternative quieter routes, particularly on the western edge, avoiding the busy network in the town centre.

Currently existing cycle routes are not sign-posted, parking and poor road layouts impede cyclist movements and despite the often extensive carriageway widths, no cycle lanes are provided.

Interchange with the station is poor and there is a need to provide better cycle parking provision near the stations and at key locations within the town centre.



Parking and traffic movement on side roads and near stations impedes cyclist movements



-  Main Routes
-  Local important quiet cyclist route
-  Important Cyclist Decision Points
-  Underground Stations
-  Railway Tracks

North Finchley and Area Wide Cyclist Network

Identified Pedestrian and Cyclist Issues



Station access, pedestrian and cyclists links and wayfinding to the High Road are very poor



Wide junctions and numerous turning movements impede pedestrian movement



Wide carriageways, numerous turning movements and dominance of heavy traffic create an intimidating environment for cyclists



The junctions next to the bus station are difficult for pedestrians to cross, particularly for visually impaired users



The Kingsway junctions are intimidating for pedestrians to cross with multi-stage crossing required

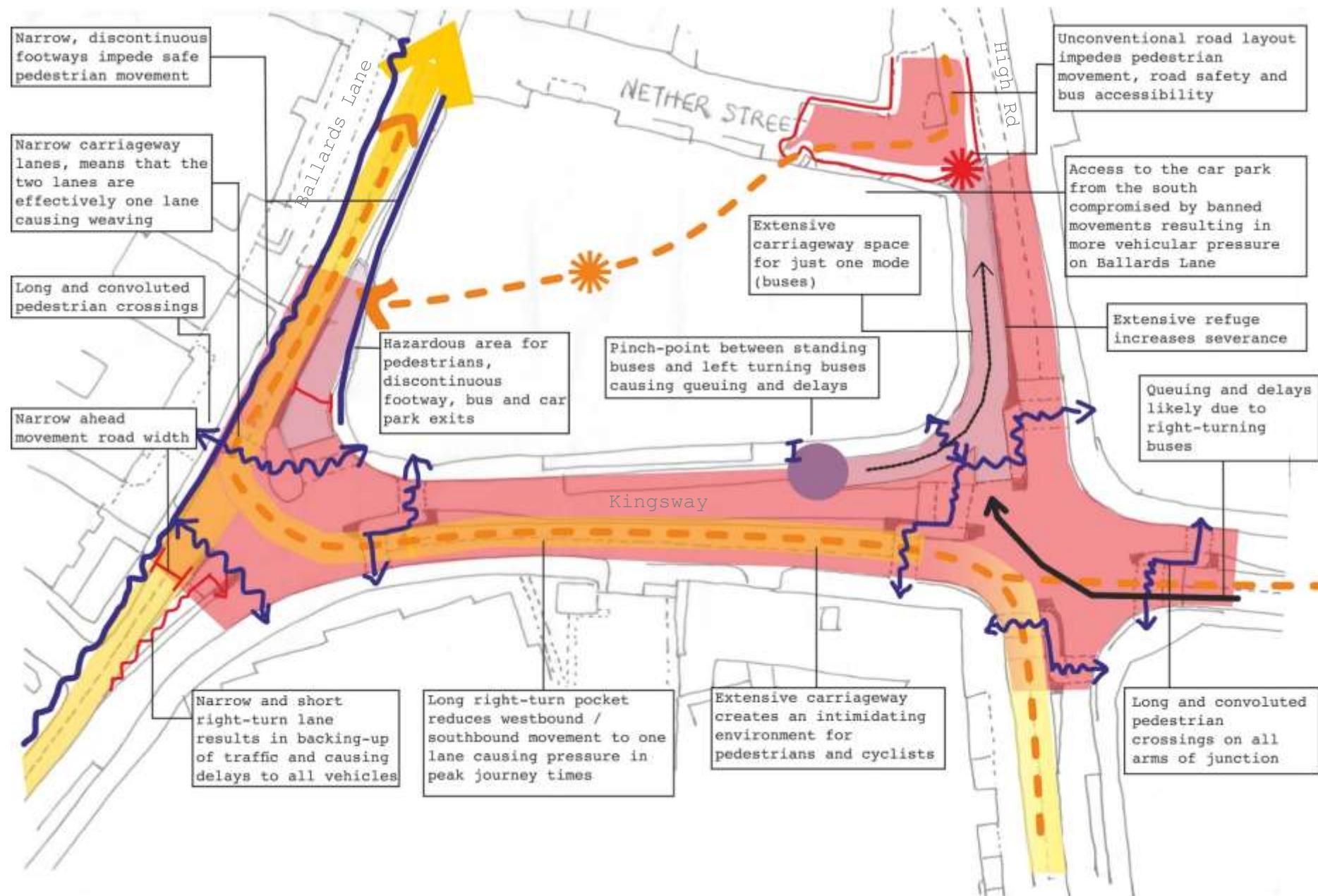


Formal pedestrian crossings are infrequent and many people cross between them. There is a lack of seating and public space for pedestrians to rest

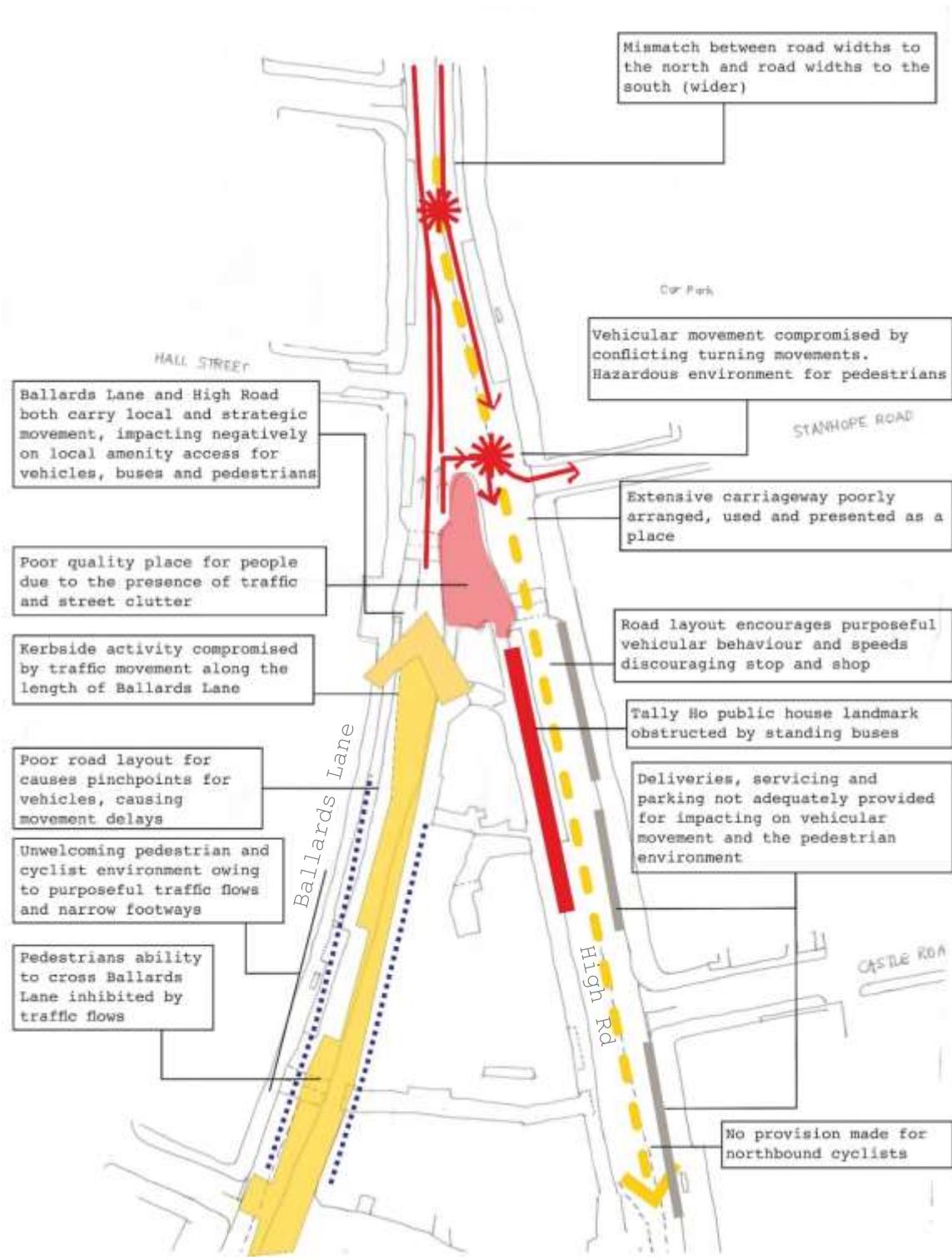
5. Overall Main Identified Issues

Overall Kingsway Area Main Identified Issues

The plan below summarises the overall issues identified for the Kingsway area.



Overall North Finchley Town Centre Main Identified Issues



6. Principles for Change

Balancing Movement and Place

Movement versus Place

Unlocking the Tally Ho Gyratory and high road environment presents a substantial challenge as they serve both an important strategic function and provide the platform for an important local place where people live, go to school, work and spend leisure time.

The tension between the movement and place functions has resulted in significant negative traffic impacts, including those upon bus service reliability, provision for pedestrians and cyclists, poor air quality and inadequate spaces for businesses to operate and for people to move freely and enjoy their locality.

An Ambitious, Prioritised Approach

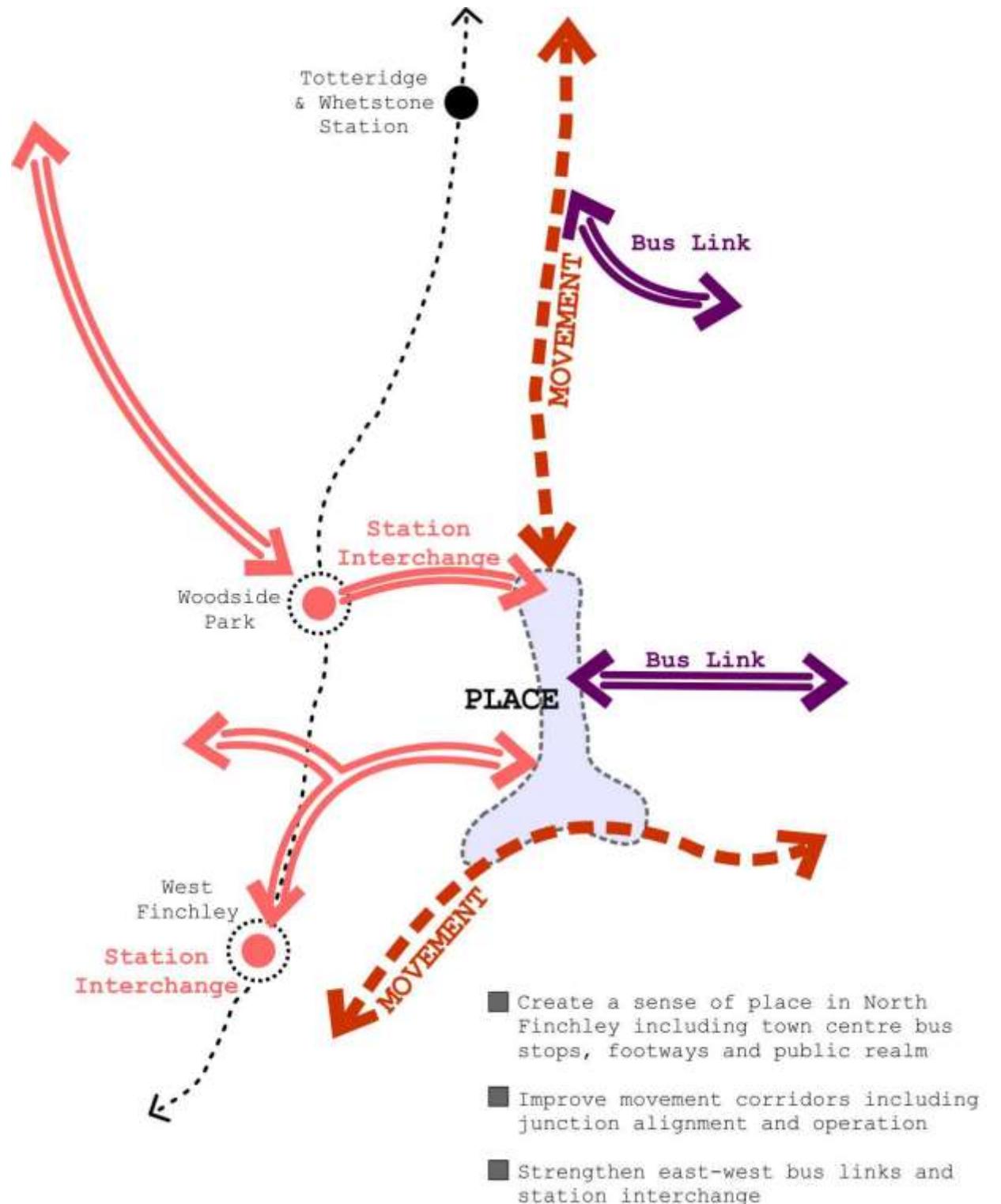
Given the extent of the town centre, its strategic function, local pressures and constraints, there is a need to identify and prioritise schemes that could be taken forward. Such prioritised schemes need to; meet important objectives including supporting the SPD, provide value for money, address the needs and concerns of local residents and businesses, now and in the future.

There are distinct opportunities to better balance movement and place functions that can be accomplished in the short to medium term, however this requires an ambitious and visionary approach.

Such opportunities can provide better facilities for local people, businesses, bus users and visitors. These changes will act as a step towards a longer term strategy to address more challenging issues including bus operation, traffic congestion and air quality.

To fully realise the challenges, collaboration and cooperation is required across all stakeholders; the Council, Transport for London, London Buses, the local community and businesses.

A Placemaking and Movement Hierarchy



Balancing Movement and Place

Movement



Create an environment supporting and promoting pedestrian and cyclist movement



Provide a legible, easily accessible and reliable bus service and stops



Promote an inclusive, accessible and safe environment for all road users



Provide a rationalised and flexible parking and loading environment

Place



Recognise the importance of the community function of the street and spaces for social interaction



Create high quality, flexible and uncluttered streetscape



Create a locally distinctive environment reflecting local character



With sustainable, easy to maintain materials and planting

Bus Objectives



When considering buses, it is important to adhere to the accessible bus stop design guidance by TfL.

With relation to North Finchley the following should be considered carefully when developing a scheme through the design process:

- Individual bus stops and their immediate environment need to be reviewed to take account of the wide range of issues that the area faces
- In line with the Mayor's Healthy Streets agenda, the bus network has a critical contribution in improving the health of Londoners, and therefore more accessible bus stops and more inclusive bus services will help to reduce social isolation and increase the number who can use these services rather than the private vehicle.

Figure 1: Street Types for London



The diagram above, taken from the TfL Accessible Bus Stop Design Guidance, shows how bus infrastructure may typically feature in each street type as per Road Task Force. Those streets highlighted with a black border relate to North Finchley

- Ensure that bus stops have fully accessible design including:
 - Removal of obstacles around bus stops
 - Optimise the location, design and construction of bus stops
 - Motorists and enforcement authorities to recognise the necessity for bus stops to be kept clear of parked vehicles.
- Bus routes, stops and services should be easy as possible to understand and market
- Waiting times should be minimised
- Bus reliability should be maximised and bus priority considered on movement corridors
- A comprehensive coverage is important
- Carefully consideration of the location and number of bus stands within the town centre will be required to minimise impacts on bus services and other high street users.

Walking Objectives



North Finchley town centre has a great opportunity to positively encourage local residents and visitors to switch from using the car to taking public transport, walking and cycling.

The existing transport system and road layouts have a huge negative influence on the character of the area, and whilst traffic levels have remained largely stable across London in recent years, the streets and places in North Finchley still suffer because of high levels of car use.

In line with the Mayor's Healthy Streets agenda, it is important that any scheme brought forward in North Finchley carefully considers the following objectives:

- Prioritising walking, cycling and public transport
- The high street is designed for people
- Where people chose to take the bus instead of driving because buses are prioritised over other traffic
- Delivery and servicing vehicles can get around efficiently

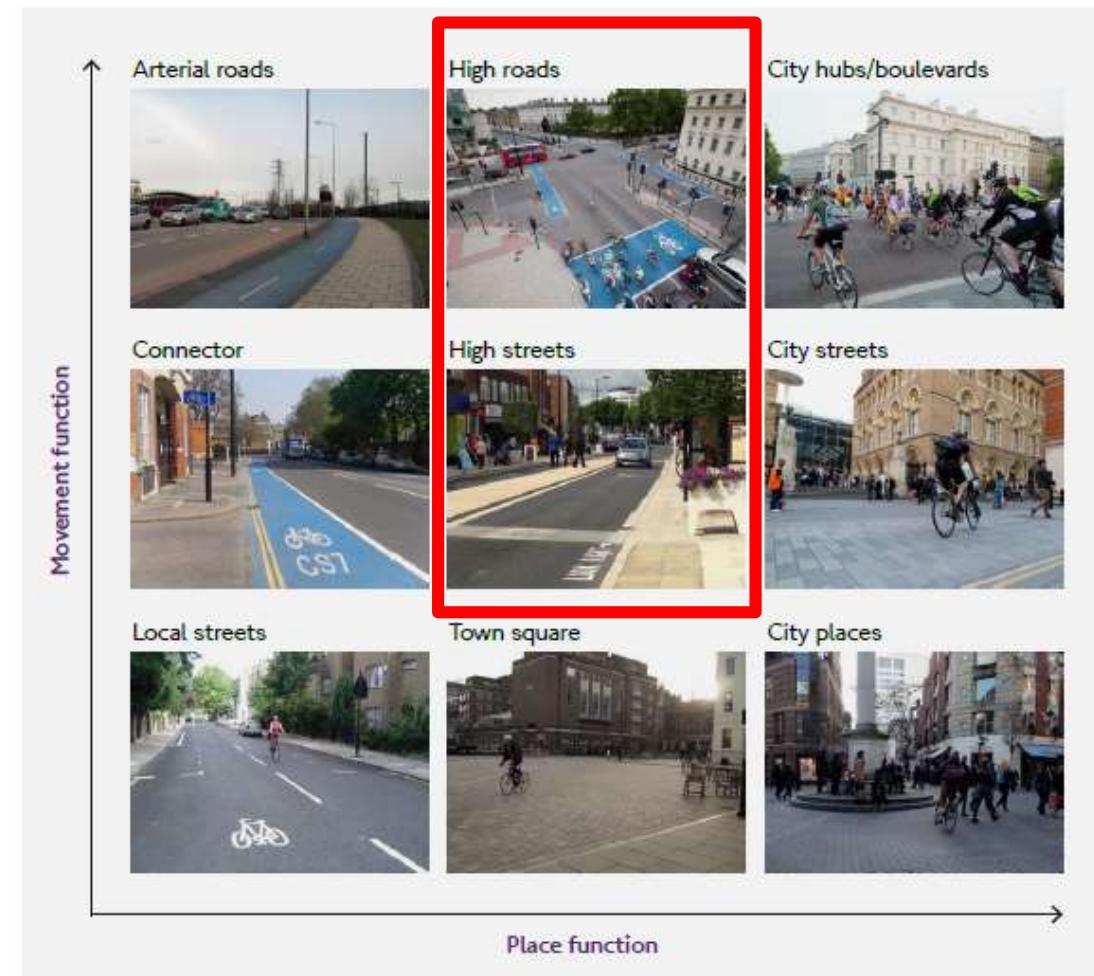
- The streets should be welcoming to everyone
- The streets should feel comfortable and safe and not feel worried about road danger or their personal safety
- The impact of noise should be reduced, and the ambience of the street environments improved to encourage active travel and human interaction
- The streets should be easy to cross and navigate, providing direct routes and access to key facilities
- Resting places and relaxed environments should be provided, as people will be more willing to visit, spend more time in, or meet other people, particularly people with limited mobility
- Shade and shelter should be considered to help protect pedestrians from the elements
- Things to do and see on street will encourage more pedestrian footfall. Consider street art and interesting and stimulating views, buildings, and planting as part of proposed changes.

Cycling Objectives



The Mayor of London and TfL set out clear design standards and guidance for cycling which should be reviewed and considered carefully as a scheme is progressed through the design process. With particular relation to North Finchley, it is important to consider the following:

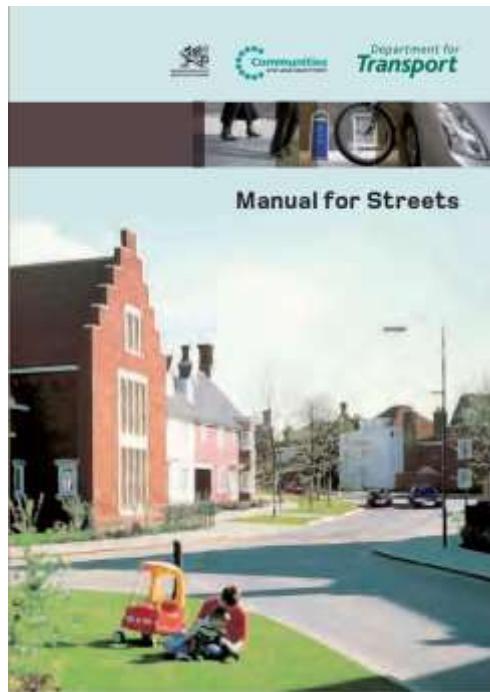
- Cycling is now a mass transport and must be treated as such
- Cyclists must be treated as vehicles, not as pedestrians
- Changes in roadscape can influence modal choice
- Cyclists need space separation from volume motor traffic, this will be particularly key on Kingsway and adjoining junctions
- Separation can also be achieved by using lower traffic streets, which is possible if Ballards Lane roadscape is reconfigured
- Cyclist interventions need not be attempted on every road, which is particularly relevant to Ballards Lane where a more shared, calmed environment is likely to be more appropriate to enable the space to accommodate all the different users and needs
- Avoid the material trap.



The diagram above, taken from the TfL Cycling Design Standards, shows how cycling infrastructure may typically feature in each street type as per Road Task Force. Those streets highlighted with a red border relate to North Finchley

Parking Objectives

Manual for Street 1 & 2 (2007 and 2010)



Accommodating parked vehicles is a key function of most streets. While the greatest demand is for parking cars, there is also a need to consider the parking of cycles, motorcycles, and in some circumstances, servicing vehicles.

A failure to properly consider the way cars are parked such as the visual quality, street activity, interaction between residents, businesses and road safety is likely to lead to inappropriate parking behaviour, poor and unsafe conditions for pedestrians, and access and reliability of bus services.

Positive Effects of Parking

- A common resource, catering for residents, visitors and service vehicles in an efficient manner
- Able to cater for peak demands from various users at different times of day, for example people at work or residents
- Adds activity to the street
- Typically well overlooked, providing improved security
- Popular and likely to be well-used
- Can provide a useful buffer between pedestrians and traffic.

Car Parking: What Works Where

- The design quality of the street is paramount
- There is no single best solution to providing car parking
- On-street parking needs to be efficient, understandable and increases vitality and safety
- Consideration needs to be given to parking for visitors and disabled people.

Negative Effects of Parking

- Can introduce a road safety problem, particular if traffic speeds are above 20mph and there are few places for pedestrians to cross with adequate visibility
- Can visually dominate within a street scene and can undermine the established character
- May lead to footway parking unless the street is properly designed to accommodate parked vehicles
- Vehicles parked indiscriminately can block vehicular accesses to dwellings
- Providing parking bays potentially reduces footway space, which could be used for cycle parking, trees, benches etc.

Consideration needs to be given to:

- Cycle parking
- Car clubs
- Disabled users
- Residents
- Visitors
- Service vehicles
- Motorcycles.



The North Finchley Town Centre draft SPD also states that *“sufficient and well-located town centre parking is important in supporting the town centre’s retail, business and leisure activities, and for those for whom travel on foot, cycle, bus or rail is not a viable option. The use of kerbside space and car park sites should be optimised to ensure that those areas are worked hard as they occupy space that could be otherwise given over to other town centre uses such as footway widening, loading, public space etc”*.

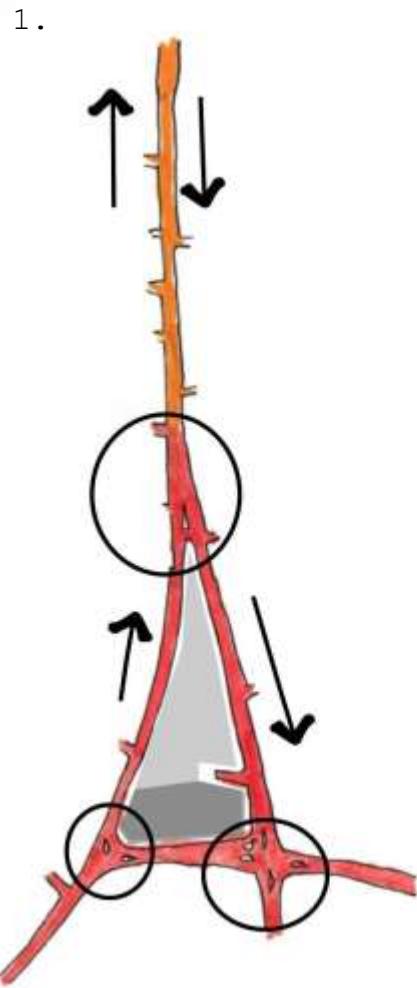


7. Highways Strategy

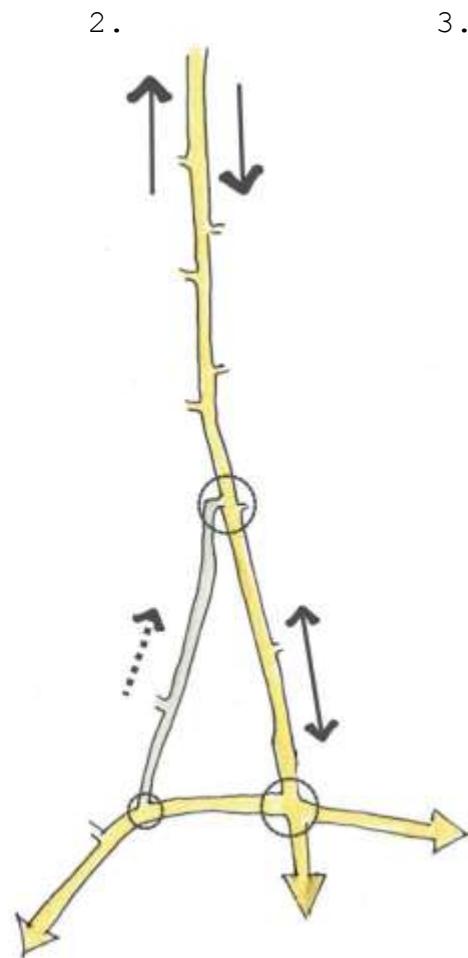
Positive Traffic Management for the Tally Ho Gyratory

The diagrams opposite show the contribution to be made by the reconfiguration of the Tally Ho gyratory in unlocking the town centre for other road users, local people and positive uses.

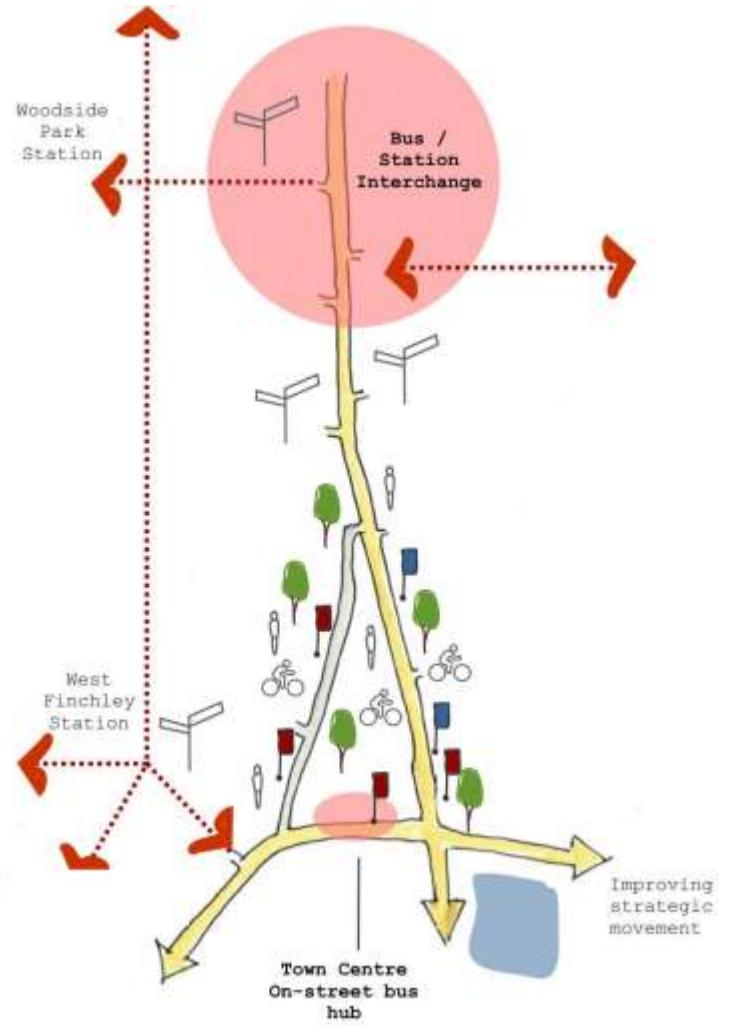
1. The existing road network includes significant areas of highway, three major junctions with supporting traffic management measures
2. The traffic management strategy is to divert traffic movement to the High Street and give back Ballards Lane to the town centre. As part of this reconfiguration of the Tally Ho gyratory, Ballards Lane would be for bus, cycle and local access only. The Highway would be returned to two way movement, as per the northern extent
3. Reconfiguring the Tally Ho gyratory as set out in 2. will help unlock a town centre more welcoming to pedestrians and cyclists. This layout arrangement will also enable orbital bus routes and station interchange to be significantly improved, reducing the impact of local private vehicular trips on the town centre.



From a highway / traffic dominated environment to...



...A place for local people to access and enjoy easily and safely, and unlocking greater coverage of sustainable transport modes



- Identified SPD Development Opportunity site and North Finchley Bus Station
- Complex, large junctions which sever pedestrian and cyclist safety
- The Tally Ho one-way system impacts on pedestrians, cyclists and bus journey times

- More space efficient junction arrangements which enable pedestrians and cyclists to cross safely and conveniently
- Changing the High Street back to two-way movement will help smooth traffic flow and improve bus accessibility and reliability
- Limiting Ballards Lane to bus, cyclist and local access only will help support local businesses and create a nicer environment for people to enjoy

- Unlocking Tally Ho gyratory will help create a more positive and pleasant identity for North Finchley
- Unlocking Tally Ho gyratory will put buses back on-street, enabling high quality bus stops to be provided within the town centre and providing improved station access and interchange
- More space will be created for pedestrians, cyclists, bus stops and public realm improvements
- There is opportunity to better utilise Woodhouse Road bus garage to accommodate terminating buses

North Finchley Proposed Road Layout

Providing Sufficient Road Link Capacity

In order to achieve the reduction in traffic volumes on Ballards Lane, the proposal makes use of the presently underused areas of carriageway on the High Road south of the Tally Ho junction.

North of the Tally Ho junction, the effective road width for vehicles is approximately 4.0m, the downstream width increases to 7.5m and is therefore in excess of the width needed to accommodate that upstream 'regulating' flow.

To the south, the narrowest road width is 6.0m at the High Road / Kingsway junction, some 1.5 narrower than the preceding High Road section.

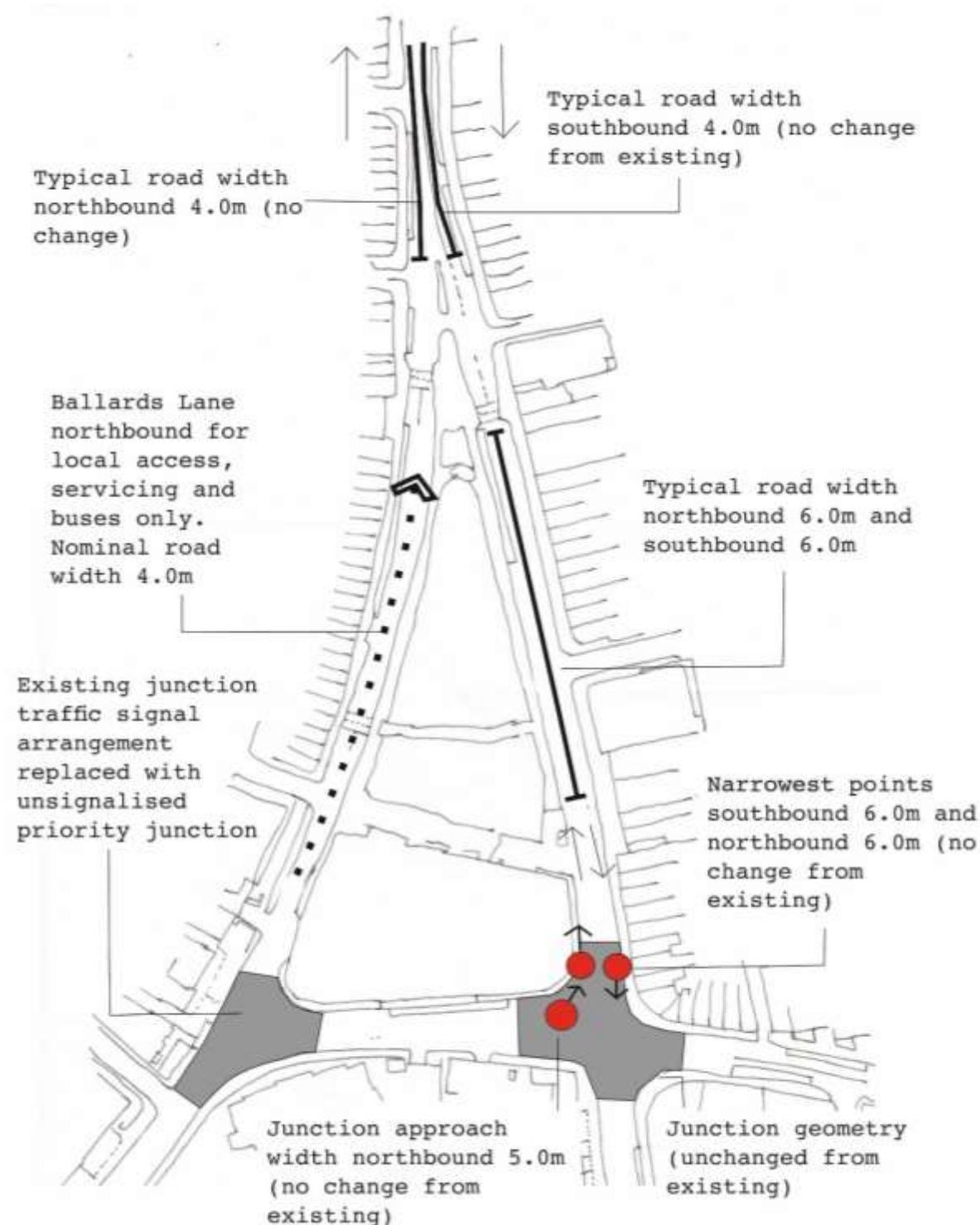
The situation is similar heading northbound, where the section of Ballards Lane between the bus station / car park exit and the Tally Ho junction is substantially wider at a typical 8.0m than the narrowest 'pinch points' of 6.0m to the south and 4.0m road width on the High Road to the north.

The proposed traffic arrangement can reproduce those key flow regulating dimensions whilst providing for 2-way flow on the High Road and restricting northbound movement on Ballards Lane to local access only, i.e. for residents, servicing, business and bus use only.

Those sections of High Road presently wider than the pinch points are used for other kerbside activity including kerbside waiting / loading spaces and bus stops / stands. Although often beneficial, these activities can also create localised disruption to vehicle throughflow. A proportion of those sections also provide for vehicles stacking behind traffic signals. Further development of the proposal would optimise the roadspace reallocation to the greatest overall benefit.

In summary, the proposal:

- o Provides sufficient road widths to accommodate flows proportionate to established road network constraints
- o Makes more positive use of those areas of carriageway presently in excess of present traffic flow needs
- o Seeks to provide a rationalised and higher quality road / street environment for all users without compromising efficient vehicle through flow.



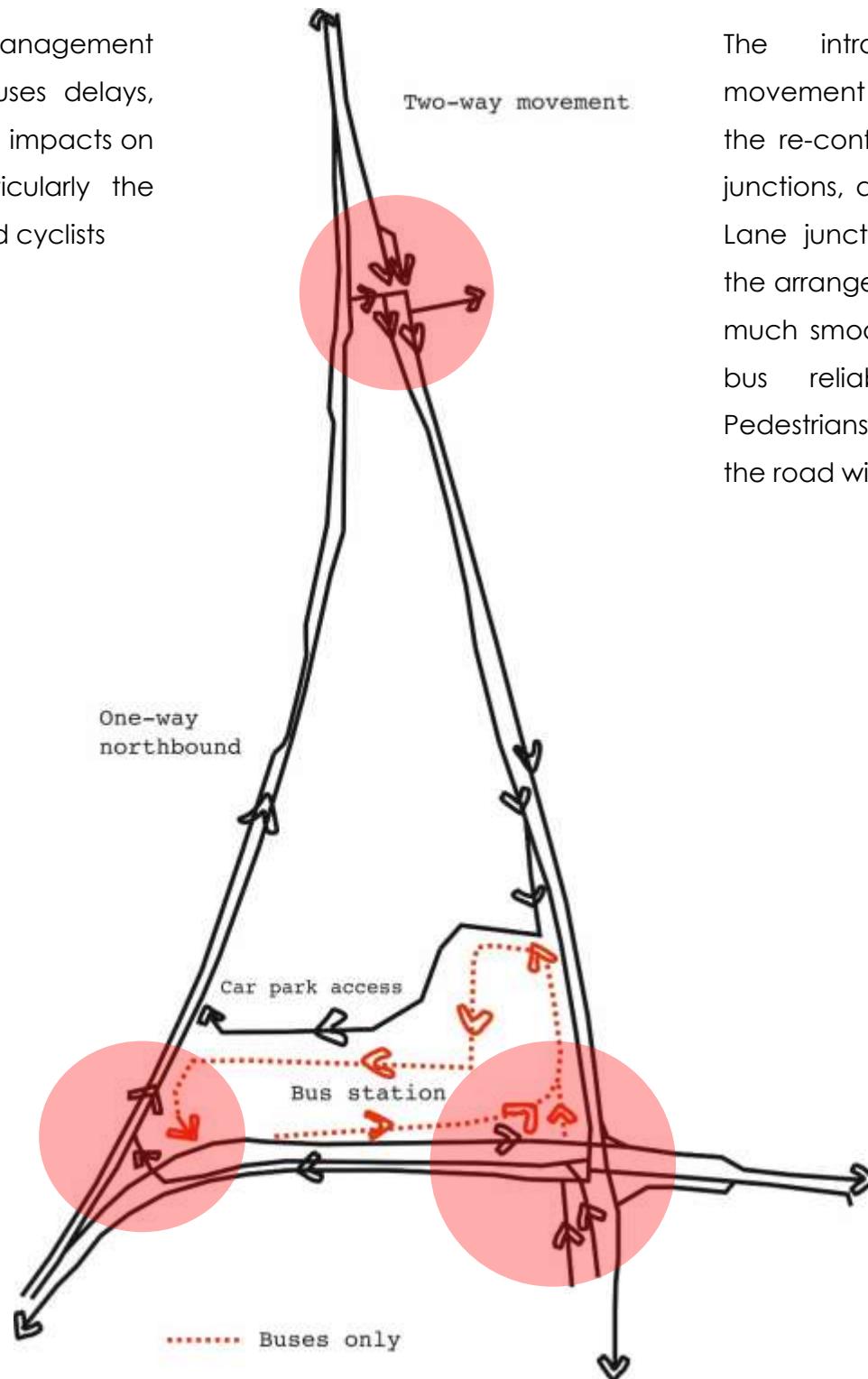
Proposed Typical Road Layout

* Road widths are based on O/S plans only, for illustrative use only. Road widths shown as typical widths of running carriageway, i.e. excluding kerbside activity, parking etc.

North Finchley Proposed Traffic Management System

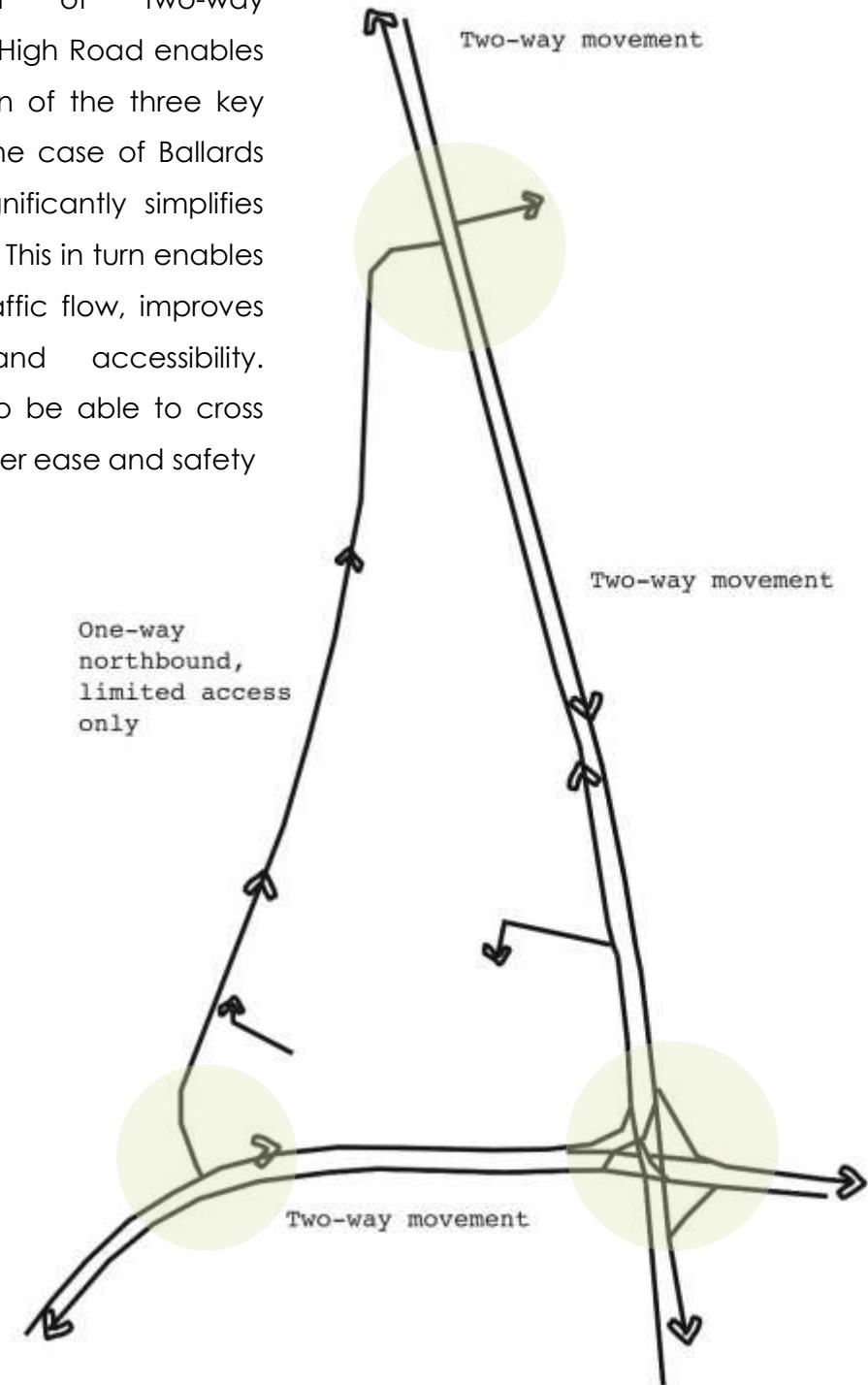
1. Existing Traffic Management System

The existing traffic management system is complex, causes delays, particularly to buses and impacts on other road users, particularly the safety of pedestrians and cyclists



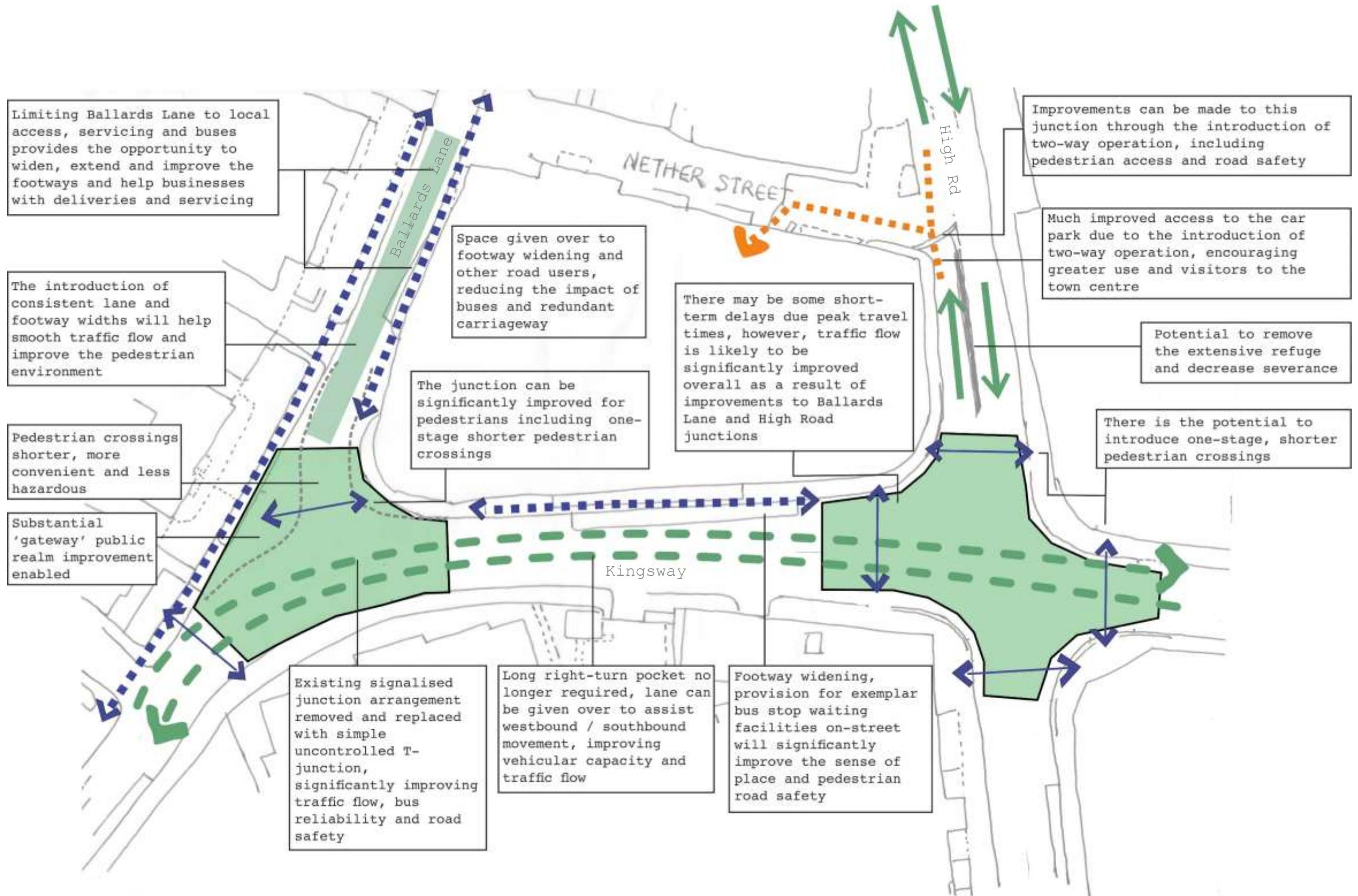
2. Proposed Traffic Management System

The introduction of two-way movement on the High Road enables the re-configuration of the three key junctions, and in the case of Ballards Lane junctions, significantly simplifies the arrangements. This in turn enables much smoother traffic flow, improves bus reliability and accessibility. Pedestrians will also be able to cross the road with greater ease and safety

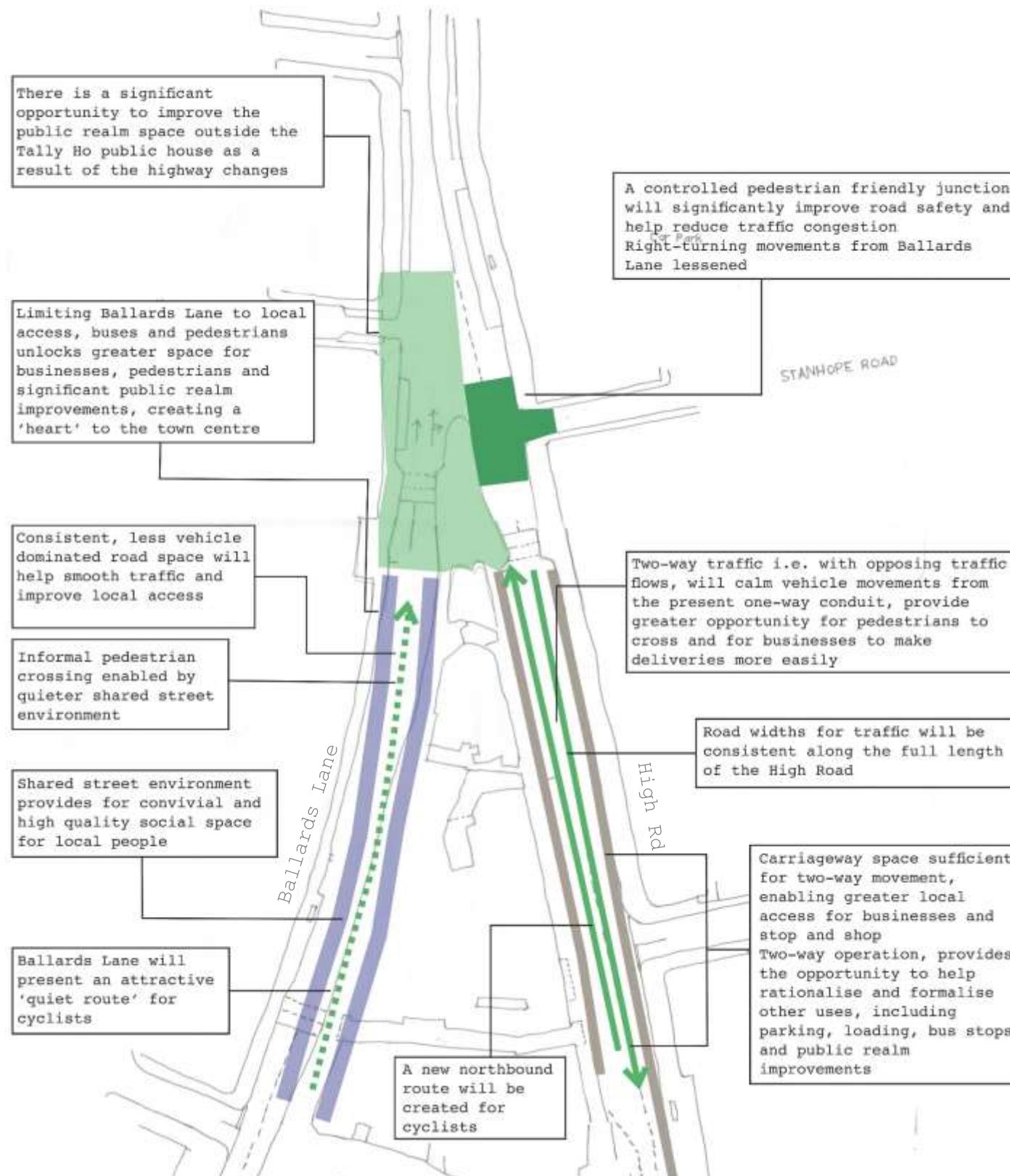


Overall Kingsway Area Main Identified Opportunities

The plan below identifies the main identified opportunities for the Kingsway area of North Finchley. The overarching approach is to provide a straightforward, legible and flexible traffic management system for improved local access and easy interpretation by visitors



Overall North Finchley Main Identified Opportunities



Examples of recent and relevant TfL Schemes in Highbury (top image) and Archway (bottom image)

Reallocating Roadspace on Ballards Lane and High Road

The Existing Roadspace

The schematic cross section opposite shows the existing road layout for Ballards Lane and the High Road. The existing road layout is extensive, with between approximately 18m and 21m of space, largely taken up with parked vehicles, and carriageway on both roads.



North Finchley – Tally Ho Gyratory Existing road layout

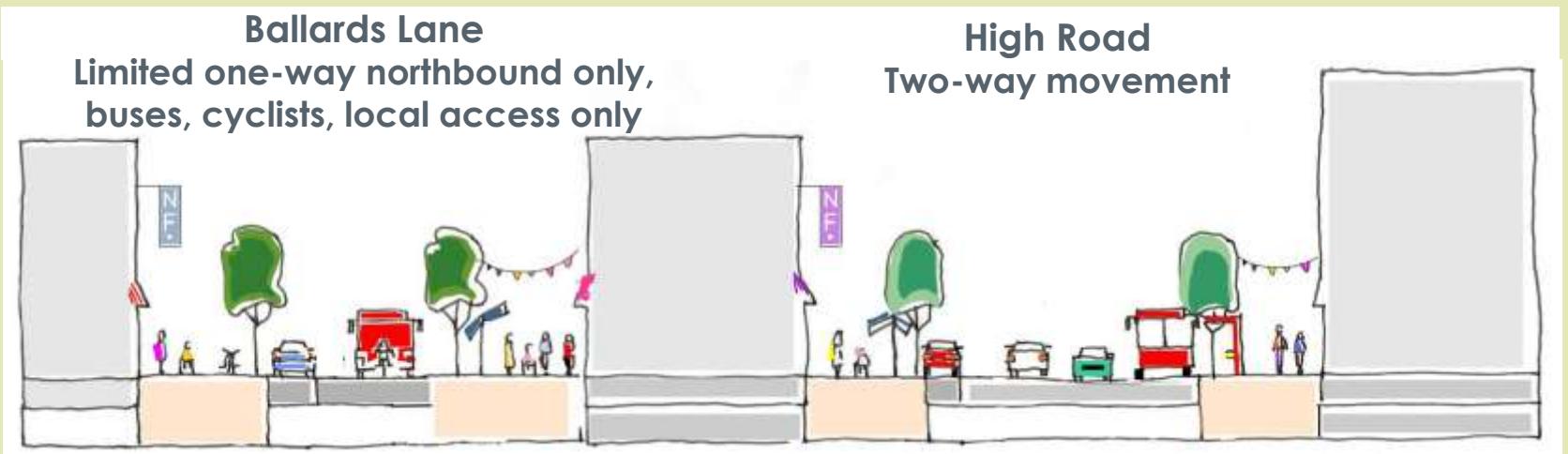
Re-allocating Roadspace

The schematic cross-section opposite examines how the existing roadspace could be reallocated if the Tally Ho Gyratory is modified as set out in the Tally Ho Gyratory Traffic Management proposal on the previous page.

Precise carriageway / footway dimensions would be a matter for detailed design, but the cross-sections show reallocations providing carriageways appropriate to flows elsewhere on the A1000 corridor.

Ballards Lane

Greater, more flexible and calmer space could be provided on this street, including wider footways, associated public realm treatments and planting for people to use and enjoy their high street.



North Finchley – Indicative reallocated road layout – creating places for people and businesses to flourish

High Road

Returning the High Road to two-way operation, will provide greater route flexibility and accessibility for buses, local motorists, pedestrians and cyclists. It will also provide the opportunity to improve parking, waiting and loading, the pedestrian environment and public realm. In essence, the proposal reallocates those presently underused areas of roadspace in the High Road between the Tally Ho and Kingsway for use by northbound vehicles. Ballards Lane, relieved of its through traffic carrying function can then have its roadspace reallocated to local access vehicles, walking, cycling, buses and greater public realm space.

Reallocating Ballards Lane and High Road Junction Roadspace



The Existing Situation, Ballards Lane / High Road junction



Precedent - Southwark

The Existing Roadspace

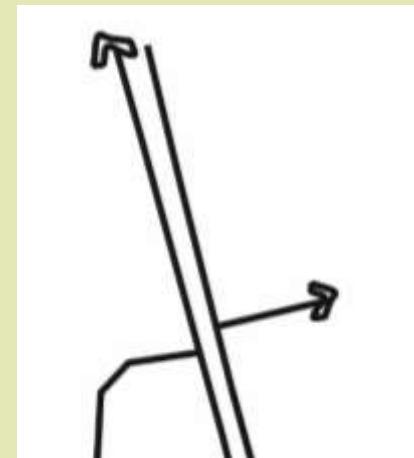
As shown by the example above and (right) in the schematic drawing, the existing road layout is dominated by vehicles, has a complex, confusing and uncontrolled traffic management system and impedes pedestrian access and cyclist road safety.



Existing traffic management

Reallocating the Roadspace

Realigning the carriageway and junction arrangements will help smooth traffic, improve road safety and provide a significant improvement to the look and feel of the area due to a significant gain in public space. Pedestrians will be able to cross safely and more directly.



Proposed traffic management

Reallocating Ballards Lane and Kingsway Junction Roadspace



The Existing Roadspace

Kingsway and junction with Ballards Lane act as a southern gateway to North Finchley, which currently provide a somewhat negative and unwelcoming gateway to the town centre.

Overly large junction arrangements, split pedestrian crossings and wide carriageways create an intimidating place for pedestrians and cyclists. Buses are hidden away in the bus station.



Reallocating the Roadspace

Reallocating the roadspace, including reducing Ballards Lane to one-way bus / cyclist and local access only, would enable an improved road and junction layout to be achieved. In turn this will help smooth traffic, provide greater pedestrian crossings and improve cyclist road safety.

There is scope to provide bus stops to contemporary standards and waiting facilities on-street, creating a North Finchley bus hub, improving the publicising of this important sustainable mode of travel, further reducing the impacts of the private vehicle on this area.

Reallocating Kingsway and High Road Junction Roadspace

The Existing Roadspace

The Kingsway junction is extensive and complicated. Significant areas of space are taken up for buses only. Pedestrian crossings are indirect, guardrailing and other traffic management equipment degrade the public realm.



Reallocating the Roadspace

The images below, show how TfL has progressed major gyratory traffic system changes from one-way to two-way operation, and in the process created new public space, installed two-way cycle routes and street-level pedestrian crossings.



There is opportunity to apply a similar approach at the Kingsway junction. Without unduly impacting on traffic flow, the junction can be significantly improved to enable greater town centre access for all road users and create a much more welcoming gateway to North Finchley town centre.

Highway Strategy Impact Appraisal

The table opposite summarises the existing performance of the road network and appraises the proposed opportunities and against the key objectives.

Red indicates poor, amber is average and green is good performance. The overall indicative rating is based on a thorough review of the existing situation, issues from a desktop review, site visits, camera survey and consultation. This will require further refinement, as and when a scheme is brought forward and further detailed analysis is undertaken.

However, as the table shows, the existing road network currently significantly under performs against key objectives. The opportunities identified as part of the Highway Strategy, help shift this performance from largely a poor to good performance rating. It is believed that unlocking the existing gyratory could significantly improve the area for all road users.

Key Objectives		Existing Road Network	The Opportunities
Traffic Management & Road Safety	Traffic flow	Red	Green
	Traffic speed	Red	Green
	Road safety	Red	Green
Buses	Bus service reliability	Red	Amber
	Bus stop quality	Amber	Green
Pedestrians	Pedestrian Environment	Red	Amber
	Wayfinding/signs	Amber	Green
	Accessibility	Red	Green
	Personal Security	Red	Amber
Cyclists	Cyclist environment	Red	Amber
	Wayfinding/signs	Amber	Green
	Cyclist parking facilities	Amber	Green
Public Realm	Quality of the public realm	Red	Amber
	Sense of place	Red	Amber
	Street clutter	Red	Green
	Vegetation / landscaping	Red	Green
Parking	Parking provision	Red	Green
	Loading provision	Red	Green

8. Bus Strategy

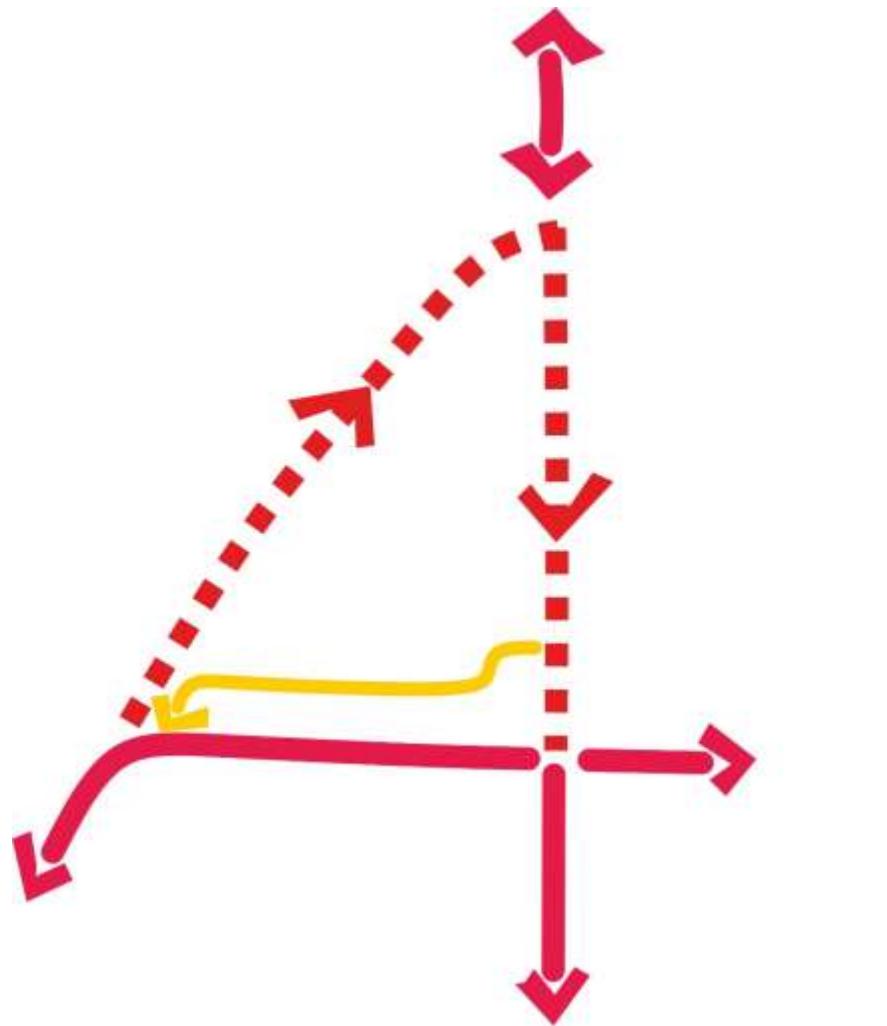
Prioritising Buses – The Overarching Strategy

The Bus Existing Situation

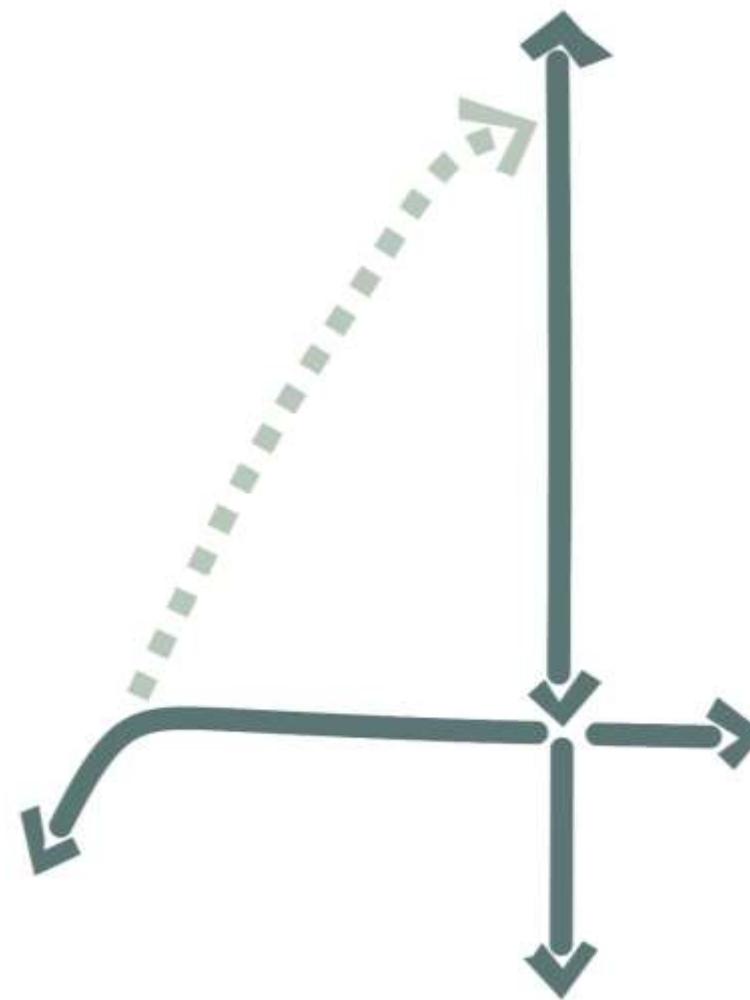
- Bus services / stops are out of view, and consequently impacting on the take up of this sustainable mode
- Bus services are split due to the one-way Tally Ho gyratory system
- Bus stop coverage within the wider town centre is poor
- Bus stands dominate and impact on other road users within the town centre

The Bus Strategy

- Greater coverage of bus stops on-street
- A reduction in the number of 'split' bus services
- Reduction in the impact of bus stands on-street in the town centre
- The bus station to become a bus stand only
- Bus Stop P closed and services provided on-street on Kingsway.



- One-way system impedes bus accessibility and reliability
- Convoluted one-way route required to enter the bus station
- Two-way highway arrangements



- Two-way highway arrangements enables more direct bus access and operation
- A calmed one-way street environment with greater bus accessibility and local access only for other vehicles

Prioritising Bus Services and Stops

The diagram opposite summarises how the proposed bus strategy is likely to impact existing bus services and stops. Further review, analysis and discussion with TfL and London Buses will develop these ideas further.

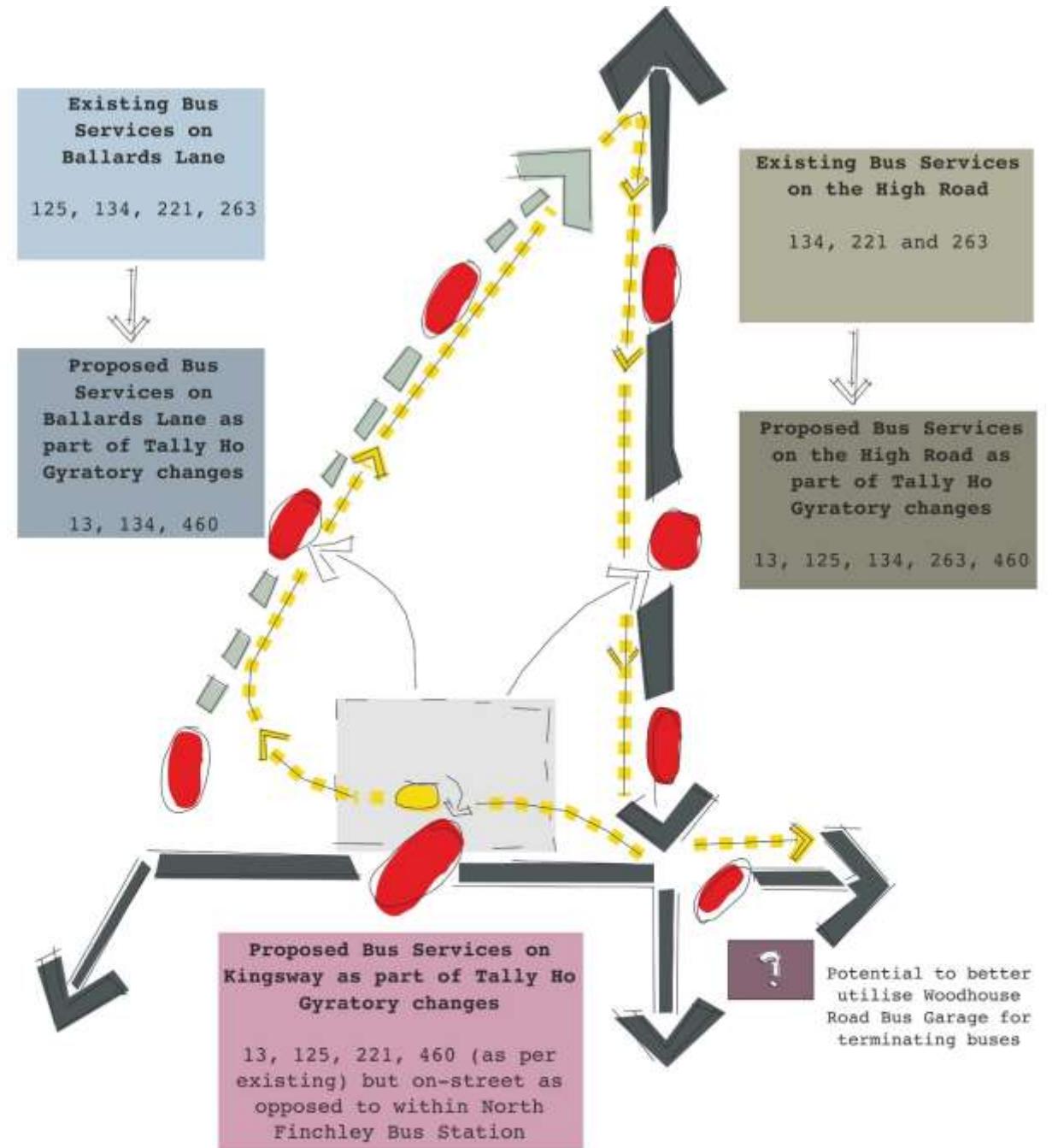
In summary the following main bus changes have been identified:

Bus Stops and Service Improvements

1. As a consequence of changing the Tally Ho Gyratory to two-way operation, additional bus stops could be introduced to help raise the profile of this important mode of travel, improve bus accessibility and importantly, help reduce the number of existing 'split' bus services from six to three, improving service legibility and reliability
2. Bus routes 13 and 460 could have greater coverage within the town centre, however this requires the short extension of these services which will have to be assessed further to ensure the cost / benefit is acceptable
3. There is likely to be bus journey time savings for bus routes 125, 221 and 263 as a result of providing on-street bus stops and the implementation of two-way operation.

North Finchley Bus Station Operation

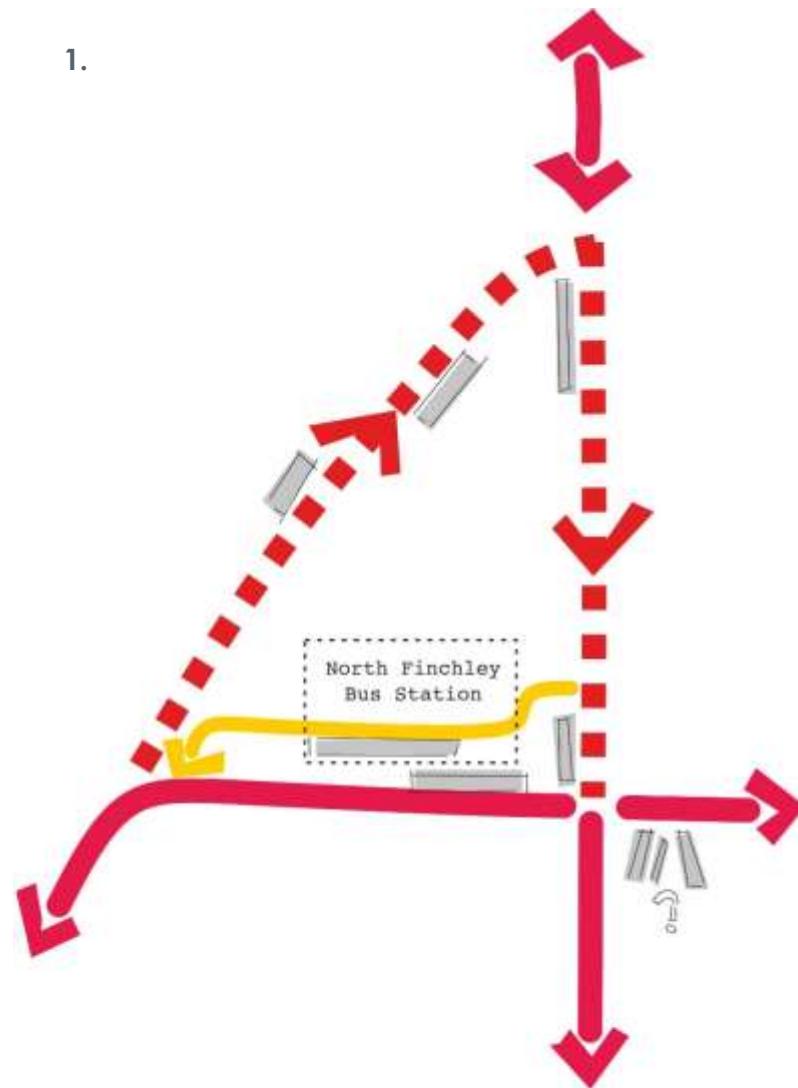
5. North Finchley Bus Station could either become a bus stand facility for the Bus route 134, or potentially closed and bus standing facilities provided on-street and within in Woodhouse Road bus garage. This would require further discussion, review and agreement with TfL and London Buses, to identify a optimum but balanced solution.



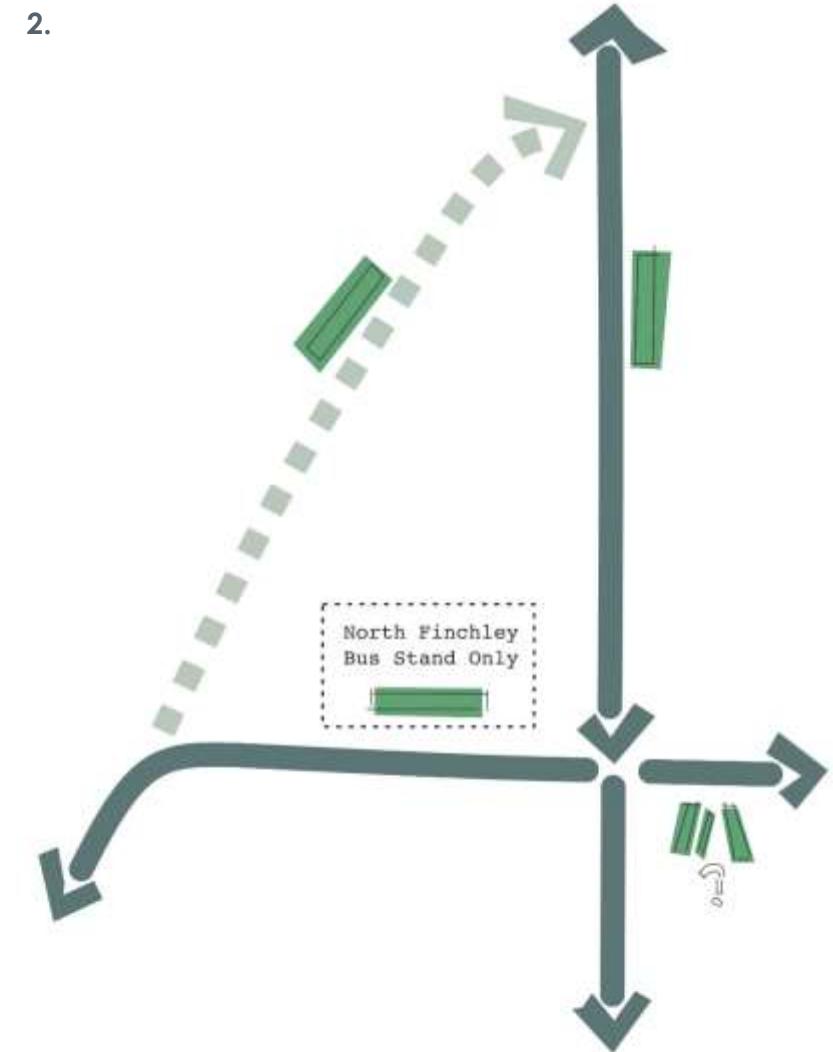
	Two-way highway arrangements enables more direct bus access and operation		The opportunity to have greater bus stop coverage within the town centre		Proposed (extended) route for bus service 134
	A calmed one-way street environment with greater bus accessibility		Bus Station either becomes a bus stand location for bus route 134 or closed and bus stands provided on-street and Woodhouse Road Bus Garage		

Improving Bus Stands

1. Currently bus stands are spread around the town centre, including North Finchley bus station, Ballards Lane and the High Road impacting on other road users and the quality of the public realm
2. The bus strategy aims to reduce the impact of bus stands on-street within the town centre, without unduly impacting on bus operation.
 - o There are opportunities, to consolidate and relocate bus stands, and there is the potential to make greater use of Woodhouse Road bus garage. However this will require careful consideration and discussions with TfL and London Buses, and their agreement.



 Existing bus stand locations dominate the town centre and impede other road users



 Subject to further review and discussions with TfL and London Buses, Bus Routes 13, 134, and 460 could potentially stand within Woodhouse Garage. This would, however require the re-configuration of the bus garage and nearby bus stop H if bus route 134 is to terminate here

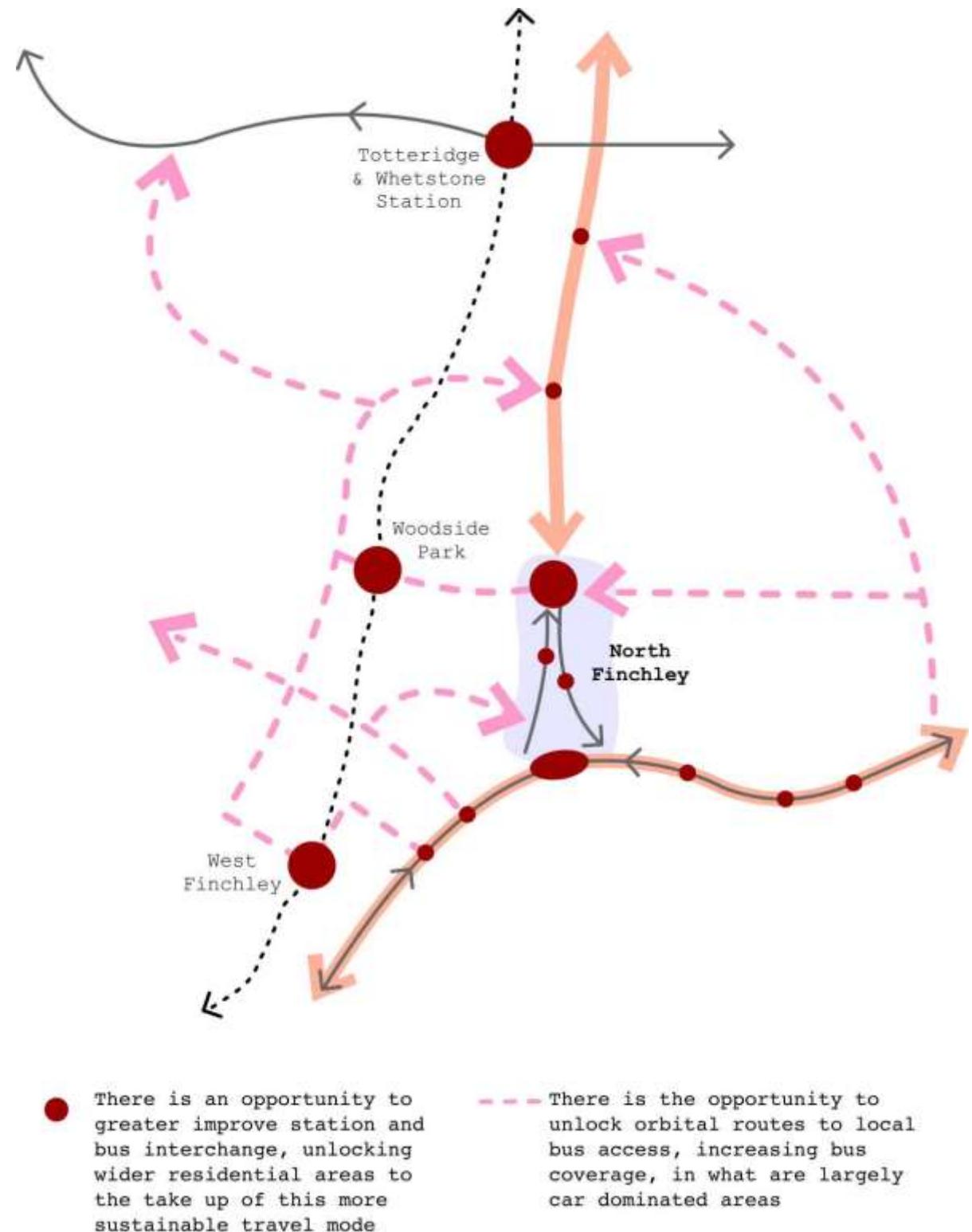
Prioritising Buses – The Wider Network

Buses have the potential to address North Finchley's orbital route severance and reduce the negative impacts of private vehicles on the network.

The North Finchley SPD represents a positive start in improving buses perception, prominence, coverage and accessibility by considering the existing bus station, stop and stand situation, as explored on the preceding pages in this report.

There is the potential to explore how the tube stations, including West Finchley, Woodside Park and Totteridge and Whetstone stations are served by local buses and interchange with North Finchley town centre and wider residential areas.

There is the opportunity to consider bus and cyclist prioritised movement corridors, notably on Kingsway to improve bus reliability and cyclist road safety.



Prioritising Buses within the wider network

Bus Strategy Impact Appraisal

The table opposite assesses the existing and potential opportunities for improving North Finchley bus station, whether through changing the existing station to a bus stand facility only or the complete removal of the bus station, against key study objectives.

A Red indicates poor, amber is average and green is good performance. The overall rating is based on a thorough review of the existing situation, issues from a desktop review, site visits, camera survey and consultation. This initial assessment will require further refinement, as and when a scheme is brought forward, and further detailed analysis and discussions with TfL and London Buses are undertaken.

Study Objectives		Existing	Option 1 - Retain existing bus station / bus stand only	Option 2 - Remove bus station
Traffic Management & Road Safety	Traffic flow	Amber	Amber	Green
	Traffic speed	Amber	Green	Green
	Road safety	Red	Amber	Green
Buses	Simplicity	Red	Amber	Green
	Frequency	Green	Green	Green
	Reliability	Red	Amber	Green
	Comprehensiveness	Red	Amber	Green
	Bus stop quality	Amber	Green	Green
Pedestrians & Cyclists	Pedestrian / Cyclist Environment	Red	Amber	Green
	Wayfinding/signs	Amber	Green	Green
	Accessibility	Red	Green	Green
	Personal Security	Red	Green	Green
	Cyclist parking facilities	Amber	Green	Green
Public Realm	Quality of the public realm	Red	Amber	Green
	Sense of place	Red	Amber	Green
	Street clutter	Amber	Green	Green
	Vegetation / landscaping	Red	Green	Green
Parking	Parking provision	Amber	Amber	Amber
	Loading provision	Amber	Green	Green

The Existing Bus Station

Overall the existing bus station does not perform well as a result of its layout, pedestrian and road accesses, and the Tally Ho one-way gyratory system, which negatively impacts on bus accessibility and road safety.

As a passenger facility, the bus station is dark and unwelcoming, and largely out of sight from the street, which is likely to impact negatively on passenger take-up of this important travel mode.

Bus Station - Change of Use Versus Closure

The bus strategy, as well as the highway strategy and supporting potential options for change, represent an excellent opportunity to prioritise buses, and in doing so, open up the town centre to a wider area which would ordinarily otherwise use cars to shop, work and visit other places rather than North Finchley.

Regardless of whether the bus station stays in its present form and function, becomes a bus stand facility only, or is completely removed, there are numerous positive changes for buses that can be achieved through unlocking the Tally Ho gyratory and implementing the bus strategy. These significant, positive changes include:

- o Greater bus accessibility and legibility
- o Quality of the environment, including a reduction in noise, poor air quality, a greater sense of place
- o Road safety, including improved sightlines, pedestrian and cyclist environment and personal security.

If the bus station is closed, this also provides a greater opportunity to unlock landuses that would further support the regeneration of North Finchley. However, this would require careful consideration of existing bus licensing arrangements, bus operations and constraints and an ongoing open working relationship with TfL and London Buses with whom any such changes must be agreed and approved.

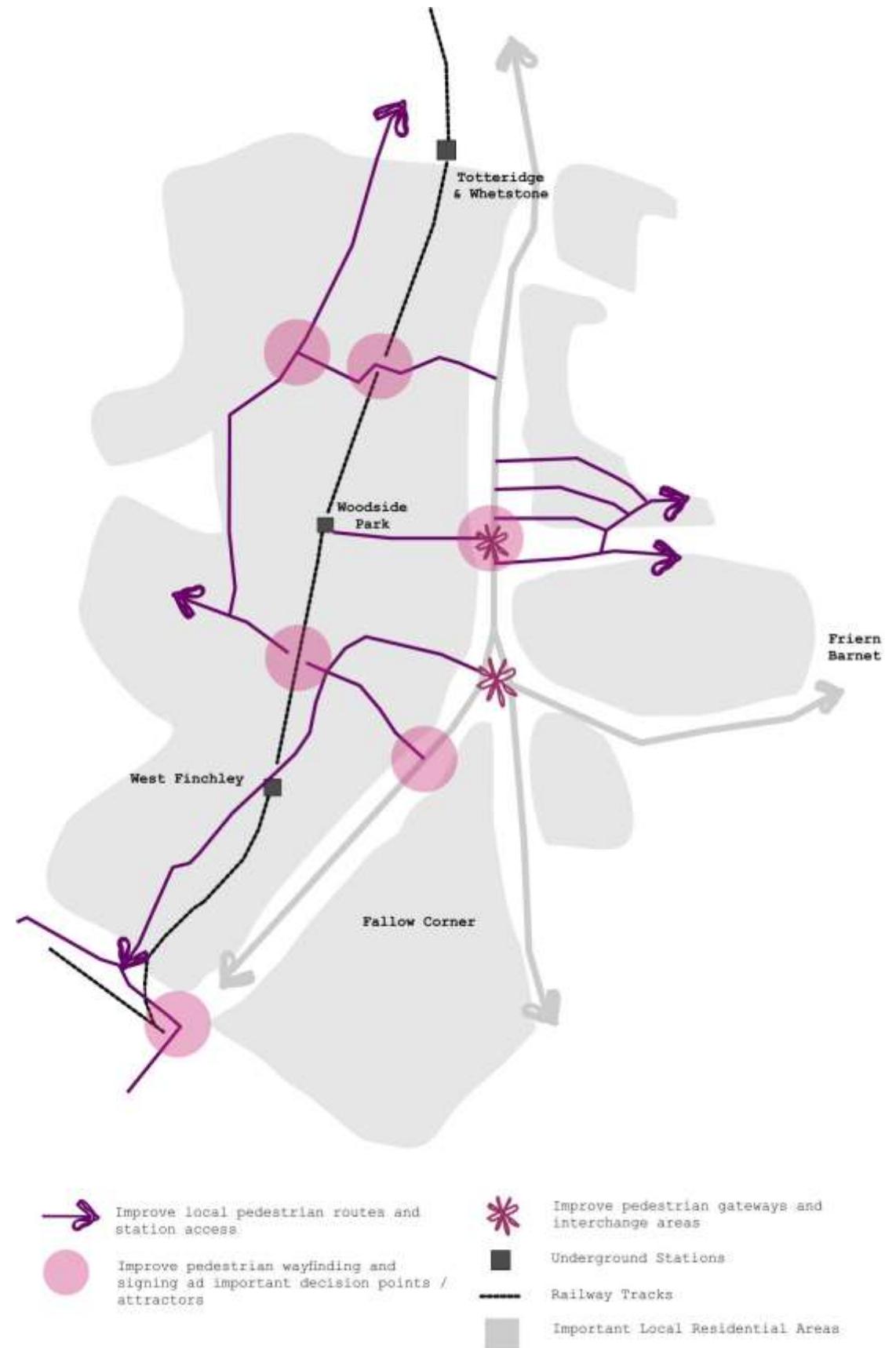
9. Pedestrian and Cyclist Opportunities

Pedestrian Opportunities

Currently walking routes and wayfinding from residential areas are poor. It is recommended that action is taken to improve pedestrian access to and from the large residential areas to discourage the use of the private car.

Measures may include the:

- o Improving the profile and access to local stations
- o Introduction of signs and maps, notably near key decision points, local stations and other attractors
- o Cutting back vegetation, improving lighting and personal security along routes where natural surveillance is poor
- o Improving footways, junction crossovers and pedestrian crossings, to help improve access, particularly for more vulnerable road users.



Cyclist Opportunities

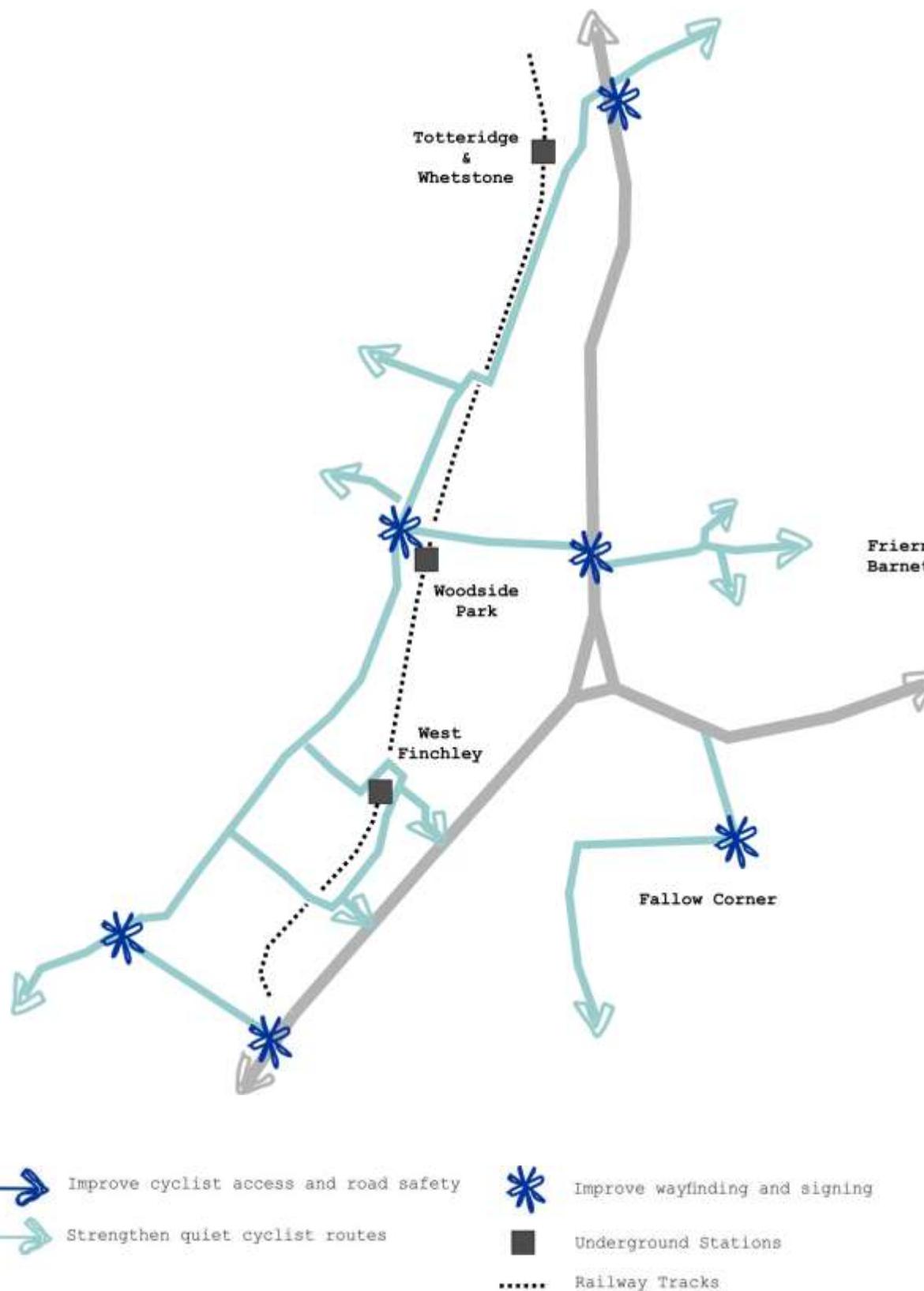
There is great opportunity to strengthen and build on existing routes and TfL's cycling aspirations to provide a series of bespoke quiet as well as main cycle routes within North Finchley.

In reallocating the roadscape, there is opportunity to provide dedicated on-street facilities for cyclists on the High Road and Ballards Lane. A change to two-way operation on the High Road would open up a new and needed northbound cycle route for cyclists.

As shown in the diagram opposite, the western edge of the town centre has great potential for quiet cycle route, avoiding the bus town centre, connecting large areas of residential to the three underground stations of West Finchley, Woodside Park and Totteridge and Whetstone.

Care should be taken to ensure routes are well sign-posted, laid out and do not unduly impede on other road users, notably buses and pedestrians.

It is recommended that cycle stands and storage facilities both at the stations and within the town centre are upgraded to strategically placed to encourage greater take up of this sustainable mode of travel.



10. Technical Summary and Next Steps

Technical Summary - Achieving the Ambition

There is great opportunity to improve the area around North Finchley town centre, inline with the current leading government guidance and good practice.

As within any visionary, large-scale change, there will be apprehension and concerns on the behalf of stakeholders. This report has brought together existing evidence, best practice guidance and design standards to identify a series of high level opportunities for the North Finchley. These build on the principles identified with the North Finchley SPD and provide confidence that these principles are feasible, through a high-level assessment and appraisal of these measures against key transport and movement objectives.

This report has described how the report would deliver relevant change against the stated draft SPD objectives, but it is important to also consider how the proposals perform against the Mayor for London's Transport Strategy (MTS) as clearly, TfL continuing support will be essential in moving the proposals forward. It is important to note that the draft SPD's objectives and proposals are assessed here as entirely complementary to the MTS.

As noted by TfL during draft SPD consultation, the Vision for North Finchley is aligned with the Draft London Plan's Vision Zero road safety and the Healthy Streets Active Travel approaches.



'Providing more appealing walking, cycling and public transport options is the best way to reduce car use' **Healthy Streets Guidance, TfL**

'Car dependency brings with it road danger and air pollution. It limits opportunities to walk and cycle, and damages the reliability of the bus services

It has tied us into living inactive lives, a situation that has contributed to one of the most serious health challenges London has ever faced' **Healthy Streets Guidance, TfL**

'Almost all Londoners are within 10 minutes walk of a high street. 90% of high street visitors use sustainable methods of transport to visit their high street(s), the majority of which are walked trips' **High Streets for All, GLA**

'Buses take up only 11% of street space, but account for 57% of journey kilometres. Private cars take up 19% of street space but account for only 11% of journey kilometres' **Healthy Streets Guidance, TfL**

'Investment in active transport and local transport connections is key to sustaining existing high street environments' **High Streets for All, GLA**

Technical Summary

This report has identified that, currently, North Finchley performs poorly against the new Mayor of London's Transport Strategy objectives and Healthy Streets Agenda.

The town centre is traffic dominated with footways not designed for walking and cycling, discouraging people to travel actively. Buses are less attractive as a travel option due, amongst other factors, to their split services which worsen bus legibility, visibility and comprehensiveness. Those are elements which increase health inequality and aggravate public health more generally.

These issues need to be tackled in the coming years to ensure that the use of private car reduces, more people walk, cycle and use public transport, and town centres become healthier, more sustainable, safer and more connected.

The North Sub Regional Plan offers ongoing programmes, supporting the MTS objectives and Healthy Streets agenda, to address challenges specific to the region, some of which have a particular significance for North Finchley:

- Managing highway congestion and make more efficient use of the road network
- Enhancing connectivity and the attractiveness of orbital public transport
- Improving access to key locations.

The North Sub Regional Plan reinforces the importance for Barnet to balance efficient movement with quality of place as people are now more inclined to switch from private car use to a more active mode of transport. This approach needs to go hand in hand with initiatives managing and mitigating the impact of traffic in town centre to maintain attractiveness and viability of the retail and service offer, as well as reducing highway delay and congestion to increase bus reliability and attractiveness.

This balanced approach is also reinforced by TfL Road Taskforce which supported changes to enable movement and place functions to operate at their full potential and create world-class streets fit for the future:

- Efficient and reliable movement
- Inclusive streets and neighbourhoods
- Unlocking growth
- Enabling functional activities
- Protecting streets for vulnerable users
- Sustaining cleaner, healthier, greener streets.

Additionally, the new Strategic Cycling Analysis published by TfL in June 2017 provides a plan for coherent cycle network across London that will complement walking and public transport priorities. This strategy identifies cycle growth on the Highgate to North Finchley corridor which is particularly relevant to North Finchley town centre in terms of

measures to benefits cyclists, pedestrians and bus passengers, as well as improve road safety for all.

Lastly, North Finchley has the opportunity to significantly improve air quality and the environment, particularly around the Tally Ho gyratory, in line with the MTS objective to improve air quality and the environment, and ensuring London's transport system is resilient to the impacts of severe weather and climate change.



Highbury Corner Gyratory Transformation (onsite, finishes 2018)

Overarching Themes for Movement Change

Taking the movement themes identified in the North Finchley SPD, a comprehensive review of the existing situation, available data, London-wide and borough policies and guidance, emerging principles for improving transport, movement and placemaking in North Finchley have been identified and are summarised as follows:

Local and Strategic Planning

- Currently the existing transport and movement situation in North Finchley does not meet the vision and objectives set out by the Mayor's Transport Strategy and London Plan and supporting agendas including air quality, healthy streets and road safety
- The council has an obligation to address this and ensure that sustainable transport, walking and cycling are a priority within North Finchley and the sub-region to turn Barnet's largely poor sustainable transport performance around.

Prioritising Sustainable Transport

- There is a pressing need to reverse the negative impacts of the private vehicle on the area, thus enabling greater town centre accessibility, movement and coverage for buses, cyclists and pedestrians
- Reallocating roadspace and providing a better balance between place and sustainable movement is required to address significant local issues as well as meet London-wide objectives.

Promoting Buses and Addressing Orbital Routes

- Currently buses have a poor profile, access and reliability is severed by Tally Ho gyratory system and wider road network limitations
- Addressing the existing bus stop and stand facilities and routes will enable greater bus coverage, accessibility and widen the appeal of this sustainable mode over the private vehicle
- Exploring the east-west, orbital connections and introducing bus services on these important routes including interchange with local stations will significantly improve bus usage and accessibility, in turn reducing the need to travel by private vehicle.

Pedestrian and Cyclist Road Safety

- Currently the pedestrian and cyclist environment and road safety is poor, which is reflected in the poor collision record in the town centre
- Providing greater space for businesses and pedestrians to enjoy their local high streets, supporting social spaces and related activities is important. Efforts should be made to improve the environment for pedestrians, cyclists and vulnerable users, including the elderly, young, disabled and visually impaired users.

Air Quality and the Environment

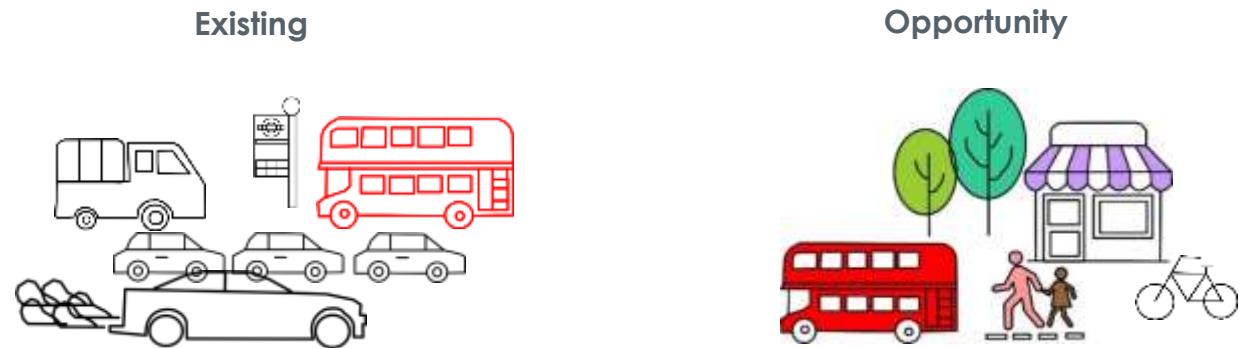
- The Council is obliged to work towards achieving legal air quality limits. Therefore priority should be given to improving the environment in and around North Finchley town centre, where air quality is poor.



Technical Summary – Opportunities ‘Health Check’ Appraisal

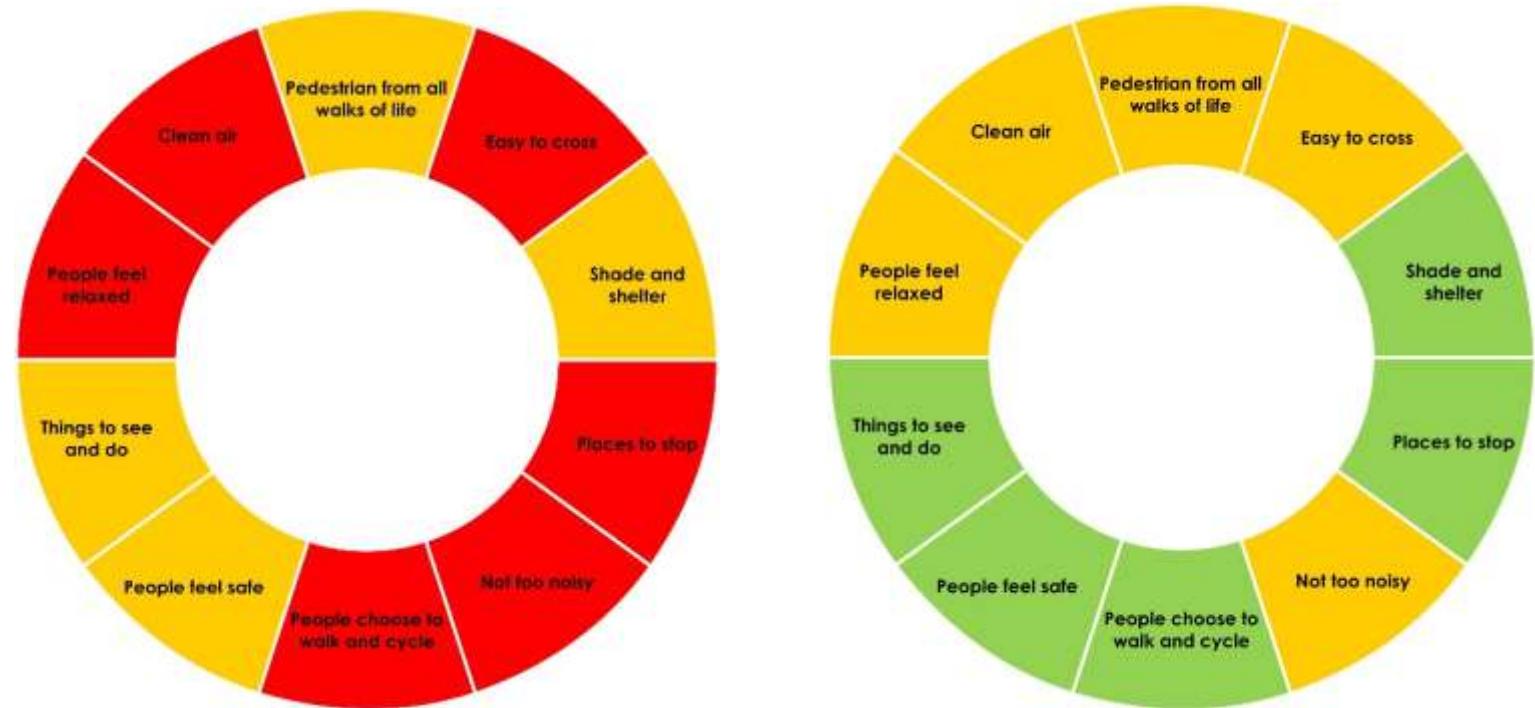
Mayor’s Transport Strategy

There is an opportunity to turn this vehicle dominated town centre environment into a place designed for people to walk, and cycle, promoting social interaction and providing reliable and attractive public transport. North Finchley could provide the perfect balance between movement and place to ensure good growth within the town centre and its environs.



Healthy Streets

As part of the Healthy Streets new approach, North Finchley has the potential to reduce the use of the private car and increase the number of people walking, cycling and using public transport. This would result in a healthier, more sustainable, safer and more connected town centre providing an improved experience for people visiting the area. This will also contribute to the achievement of **Vision Zero** relating to road safety.



Supplementary Planning Document

North Finchley could shift from its car dependant environment to become a vital and vibrant town centre playing an enhanced role in serving North London through a greater priority given to pedestrians to increase the sense of safety whilst ensuring ease of access for all users. Through enhancement to the public realm new spaces in a safe and secure setting will be created that encourage people to stay for longer in North Finchley.



An overall ‘Health Check’ Appraisal of the existing situation and opportunities for change

Next Steps

TfL and London Buses Collaboration

TfL has joined with the council to form a joint Working Group to further develop the proposals related to the North Finchley SPD. Given the complexity of the study area, it is important to continue to have an open and collaborative dialogue with TfL, including network management, buses, walking, cycling and public realm teams, to ensure that an optimum, balanced approach to street layouts and design can be reached.

Technical Feasibility Study

As part of the next phase, working closely with technical officers within Barnet Council and TfL, it is recommended that a comprehensive feasibility study is undertaken for the study area. This should, where appropriate, include the following key study elements:

- **Surveys** – Topographical survey, movement counts and video camera analysis to record the existing situation and behaviour
- **Traffic modelling and assessment** – it is recommended that modelling is undertaken to assess the existing situation and appraise potential options for change. It is important that this assessment considers the wider benefits / disbenefits to buses, pedestrians, cyclists and public realm in line with TfL's Healthy Streets agenda.
- **Prioritised, costed concept designs** – It is recommended that an integrated team of public realm designers, transport planners, urban designers and engineers collaborate to identify schemes that fully embrace the objectives and principles set out in this report. The concept designs will have to be reviewed and discussed with important technical officers within Barnet and TfL, obtaining buy-in / sign-off prior to taking forward schemes to detailed design phase.

It is also recommended that, given the complexity and potential costs to implement change in such a location, that schemes and projects are prioritised and costed, and where possible, funding identified to ensure projects continue to come forward to support the overarching vision and objectives as and when funding becomes available.

Public Consultation and Engagement

It is recommended that a comprehensive consultation plan is prepared and where feasible a local community design group set up specifically to work with the scheme delivery team throughout design development. Such a working group, where feasible, should include representatives from across the local area, including business representatives, disabled users, carers, cyclists and others. Such an approach will help ensure there is open, collaborative and constructive involvement of the local community in shaping the future of their local town centre.



Example of a community led concept design (Urban Flow and BDP)

Appendix: Local and London-Wide Policy Context

The Draft London Plan (December 2017)

At the time of writing, the new Mayor's draft London Plan had been published. The Mayor has specific ambitions to reduce the impacts of development, infrastructure and transport on the environment and air quality. The Plan needs to support the delivery of the Mayor's strategic target of 80% of all trips in London to be by foot, cycle or public transport by 2041. The following key statements in the Plan are of particular relevance to North Finchley:

Policy T1 Strategic approach to Transport

'The integration of land use and transport, and the provision of a robust and resilient public transport network, are essential in realising and maximising growth and ensuring that different parts of the city are connected in a sustainable and efficient way. In order to help facilitate this, an integrated strategic approach to transport is needed, with an ambitious aim to reduce Londoner's dependency on cars. Without this shift away from car use, London cannot continue to grow sustainably' 10.1.1 page 402.

The London Plan also identifies that *'a shift from car use to more space-efficient travel also provides the only long-term solution to the road congestion challenges that threaten London's status as an efficient, well-functioning globally-competitive city' 10.1.2, page 402.*

Policy T2 Healthy Streets (see page A3) emphasises the benefits of Active Travel whilst **Vision Zero** places a very clear emphasis on road safety with the aim for no one to be killed in or by a London bus by 2030, and for all deaths and serious injuries from road collisions to be eliminated from London's streets by 2041.

'The Mayor has a long-term vision to reduce danger on the streets so that no deaths or serious injuries occur on London's streets. This Vision Zero will be achieved by designing and managing a street system that accommodates human error and ensures impact levels are not sufficient to cause fatal or serious injury. This will require reducing the dominance of motor vehicles and targeting danger at source.' 10.2.8, page 406

The London Plan also sets out other transport policies that are particularly relevant to North Finchley and the SPD area including:

- o Policy T4 **Assessing and mitigating transport impacts**
- o Policy T5 **Cycling**
- o Policy T7 **Freight and Servicing.**



Healthy Streets Indicators

The Mayor of London's Draft Transport Strategy Objectives

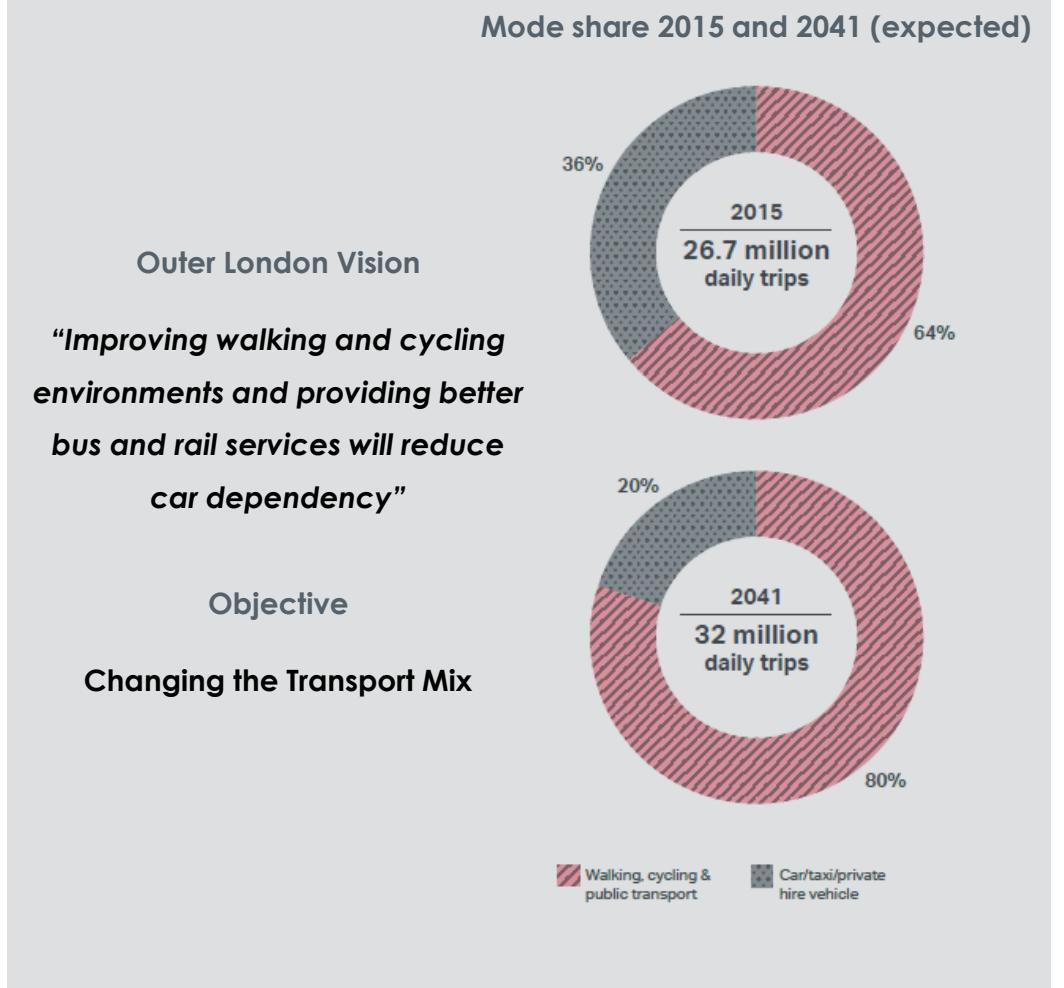
The Draft Mayor's Transport Strategy (MTS) is the statutory document that sets out the policies and proposals of the Mayor of London to reshape transport in London over the next 25 years. It builds on the vision for a better London that the Mayor outlined in 'A City for All Londoners', and takes forward the approach set out in 'Healthy Streets for London'.

"London streets should be for active travel and social interaction, but too often they are places for cars, not people". MTS, 2017

The table below assesses the existing road network in North Finchley against the MTS expected outcomes. Although a subjective measure, the Red, Amber, Green (RAG) ratings below are derived from experience of many other town centres across London and elsewhere. It provides a useful initial benchmark for assessing the anticipated outcomes from transport and placemaking proposals.

MTS Outcomes	Existing Road Network
Healthy Streets and Healthy People	
1 Streets will be healthy and more Londoners will travel actively	Red
2 Transport system will be safe and secure	Amber
3 Streets will be used more efficiently and have less traffic on them	Red
4 Streets will be clean and green	Red
A Good Public Transport Experience	
5 More people will travel on expanded public transport network	Red
6 Public transport will be affordable and accessible to all	Amber
7 Journeys by public transport will be pleasant fast and reliable	Amber
New Homes and Jobs	
8 Sustainable travel will be the best option in new developments	Red
9 Transport investment will unlock the delivery of new homes and jobs	Red

"People remain dependent on their cars because street environments are not designed for walking and cycling, because overcrowded or unreliable services make public transport unattractive, or because parts of London have been planned around car use to the extent that few alternatives are available." MTS, Executive Summary, 2017



The Mayor's Healthy Streets Approach

Ten Healthy Streets Indicators to be considered as part of option development



The Healthy Streets approach aims to reduce the use of the private car and increase the number of people walking, cycling and using public transport. This approach will help prioritise health and quality of experience in planning the city which will transform London, making it healthier, more sustainable, safer and more connected.

Improvements against the ten Healthy Streets indicators (see figure above) will radically transform the day-to-day experience of living in London and will help create a better place for all.

Consequently councils need to work towards creating streets that are appealing to people because they are not dominated by cars. It will mean improving public transport services and better linking them with the walk

or cycle to the stop or station, so that the whole journey becomes a more attractive option than using a car. It will mean planning new homes and jobs around walking, cycling and public transport so that London's growth does not lead to greater car dependency.

The Mayor of London's Healthy Streets and Liveable Neighbourhoods Agenda

"Using London's transport network to promote walking and cycling is vital to tackling health inequalities and improving public health more generally.

As the city's road network faces increasing pressure from an expanding population, strong voices championing street design that prioritises active travel will become more and more important.

A health-promoting, inclusive transport system requires more than a focus on cycling and walking, so I will be building on the Healthy Streets approach introduced in TfL's Transport and Health Action Plan to take a more holistic approach to transport planning" **Mayor of London, 2017**

Additionally, it has now been recognised that car ownership is the greatest factor influencing how often Londoners walk and cycle as most car trips could be made by foot or cycle.

Active travel (walking/cycling) has also been shown to be beneficial to mental health, improving self-esteem, physical self-worth, mood and mind-set, reducing stress, anxiety and depressive symptoms. There is also a growing recognition of the impacts of traffic noise on health and wellbeing for adult as for children. Traffic noise also makes walking, cycling and using public transport less pleasant.



Healthy Streets for London, TfL (p23)

The North Sub Regional Plan



The North London Sub-regional Transport Plan is a live document and process with a series of ongoing programmes, enabling TfL to work closely with boroughs to address strategic issues and opportunities inline with the Mayor’s Transport Strategy (MTS).

As part of the plan, boroughs are asked to consider the impacts of local implementation plans and associated projects at the strategic level, as there are likely to be additional benefits and impacts at the sub-regional level. The challenges of particular note in the North sub-region and of particular significance to North Finchley are:

- Managing highway congestion and make more efficient use of the road network
- Enhancing connectivity and the attractiveness of orbital public transport
- Improve access to key locations, jobs and services.

Challenges in every sub-region



Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners



Transform the role of cycling and walking in the sub-region



Meet CO2 targets

North London-specific challenges



Facilitate and respond to growth, especially in Brent Cross/Cricklewood and the Upper Lee Valley



Relieve crowding on the public transport network



Manage highway congestion and make more efficient use of the road network



Enhance connectivity and the attractiveness of orbital public transport



Improve access to key locations and jobs and services

The Sub-regional Transport Plan (SRTP) for North London – Challenges (page 2)

The North Sub Regional Plan

A review of the updated North Sub Regional Plan has been undertaken to better understand North Finchley's position, role, issues and opportunities within the North sub-region. Below is a summary of this review.

Travel Behaviour

- Most trips start and finish within the North sub-region which reinforces the need to ensure a well functioning transport network that can support the huge range of local movements, particularly by bus, walking and cycling, as well as the need for a network to support both orbital and radial movements
- 50% of North London's labour force works within the sub-region, within town centres, business and financial parks.

Car Use in the Sub-Region

- Car availability is declining as people switch modes. Potential exists for further mode shift, particularly in more denser areas
- Levels of car ownership vary quite significantly across the sub-region. Haringey and southern Waltham Forest have the lowest levels of car ownership. Car ownership is highest in Barnet.

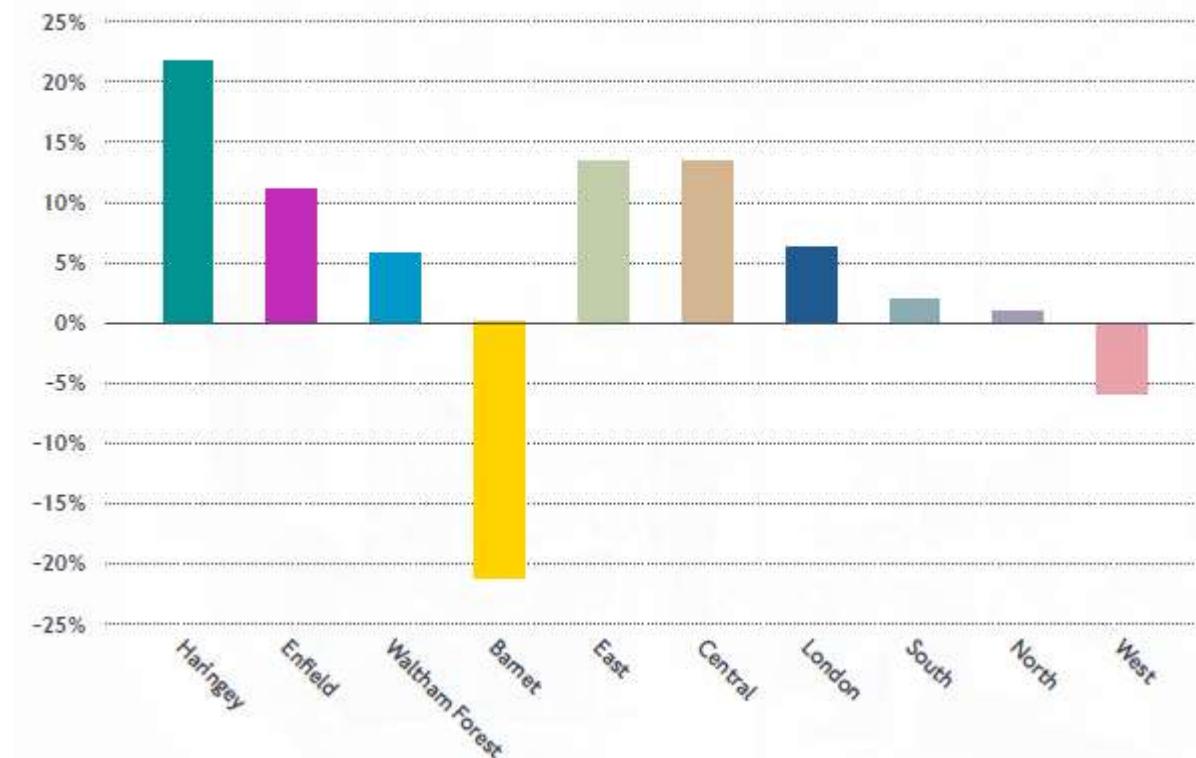
Buses and the Sub-Region

- Whilst the bus plays a significant role in local commuting trips, it is the car which is still the dominant mode. Rail plays a relatively minor role in supporting commuting trips within the sub-region
- There has been some mode shift from the car to public transport, particularly bus. However, Barnet's mode share by car has actually increased in this period by 1.7%.

Walking and Cycling in the Sub-Region

- The North has seen strong growth in the number of cycling trips, rising by 83% since 2007, largely driven by Enfield and Barnet. However, walking trips grew much more slowly, at just 1% compared to 6% for London as a whole, with a decline in walking trips in Barnet of 22%, balanced out by strong growth in Haringey of 22%.
- Enabling the sub-region's residents to make their journeys by cycling and walking will be key to reducing traffic congestion.

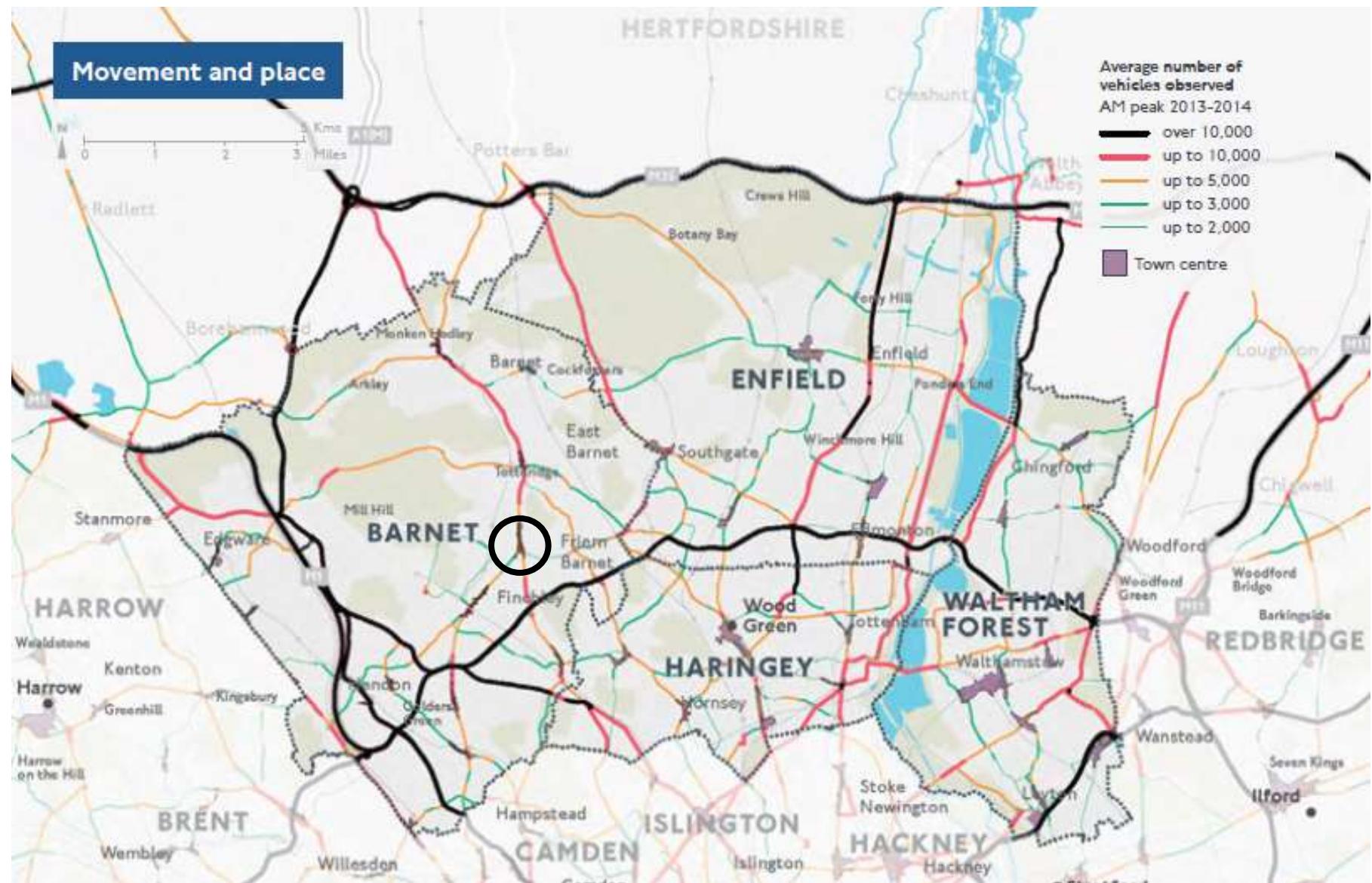
Change in walking trips 2007/08 – 2012/13



The Sub-regional Transport Plan (SRTP) for North London – Change in Walking Trips (Page 62)

The North Sub Regional Plan – Movement and Place

- The sub-region needs to balance efficient movement with quality of place.
- There is a need for managing and mitigating the impact of heavy flows of traffic in town centres where place and function are of importance to maintain attractiveness and viability of the retail and service offer.

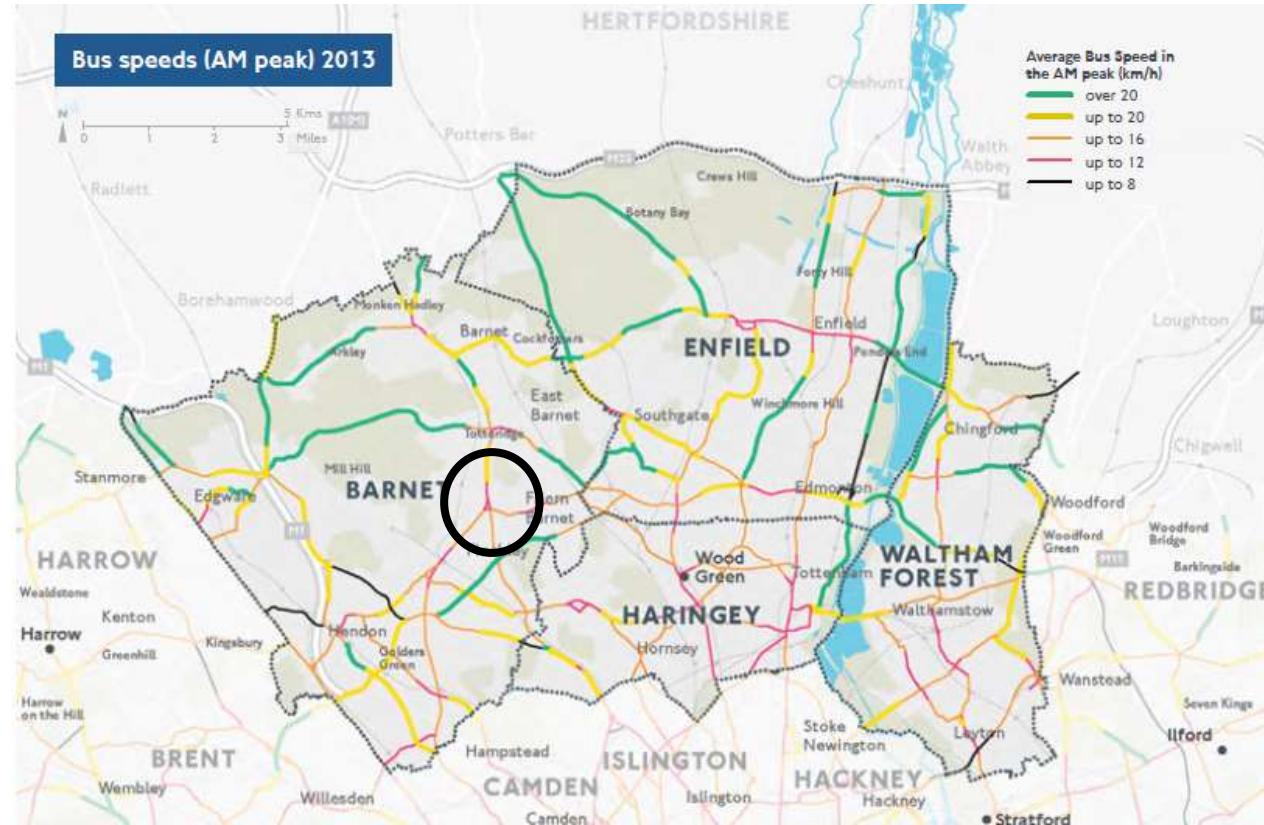


○ North Finchley

The Sub-regional Transport Plan (SRTP) for North London – Movement and Place (page 97)

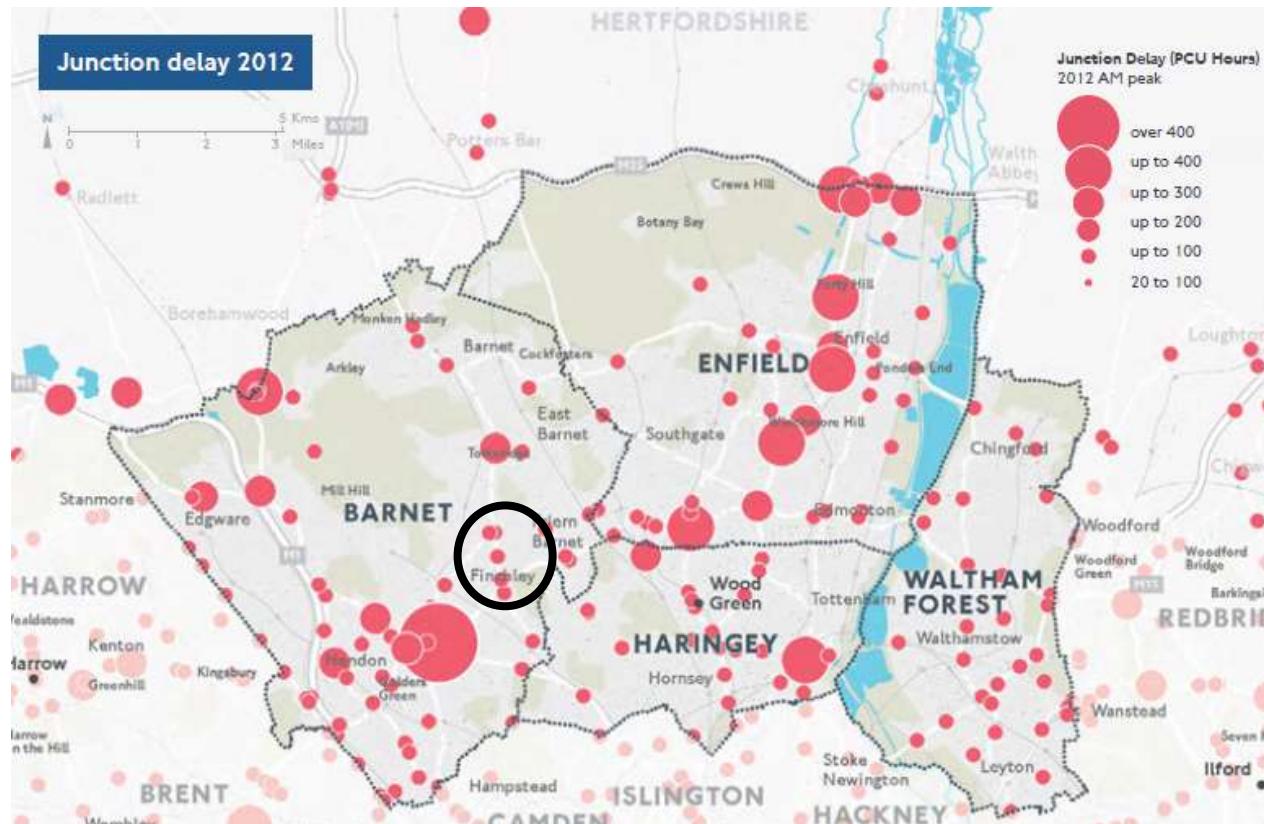
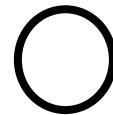
Buses and The North Sub Regional Plan

- Increasing congestion has decreased bus journey time reliability at key locations, and has increased bus wait times.
- Highway delays and congestion are a significant problem across the sub-region and affect access to a number of key radial and orbital routes.
- As the area continues to grow there is a need to ensure that appropriate measures are taken to maintain attractive and reliable bus services.



The Sub-regional Transport Plan (SRTP) for North London – Bus speeds (pg 78) and Junction Delay (pg 80)

North Finchley

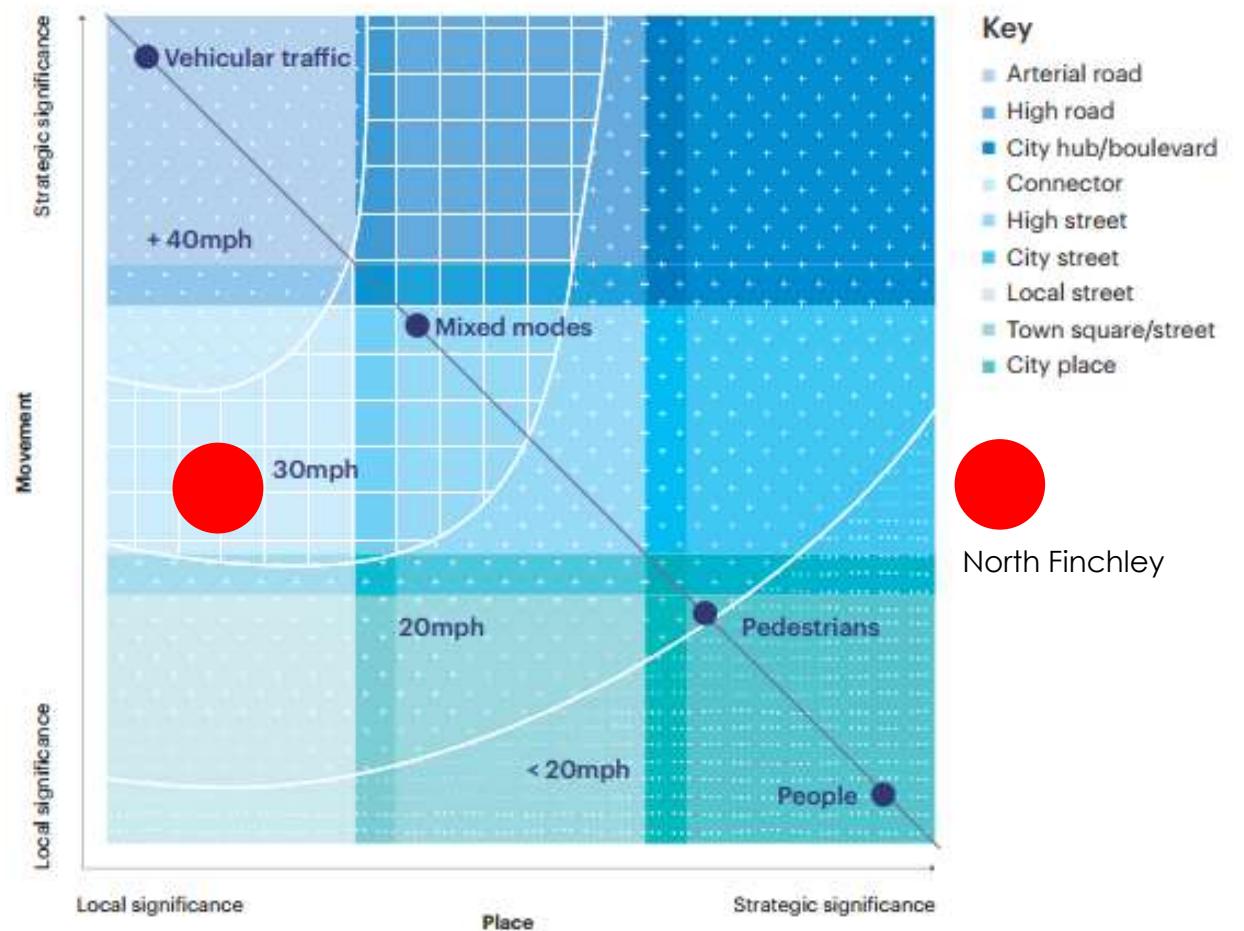


TfL Road Taskforce

Transport for London's (TfL) Road taskforce provided a framework to enable priorities and decisions to be made for different streets and roads and make trade-offs accordingly. The framework reflected changing functions and aspirations as streets and areas change, and therefore the opportunities and response required to enable movement and place functions to operate at their potential. The document sets out broad actions relating to:

- o Efficient and reliable movement
- o Inclusive streets and neighbourhoods
- o Unlocking growth
- o Enabling functional activities
- o Protecting streets for vulnerable users
- o Sustaining cleaner, healthier, greener streets.

Street Typologies, TfL, Road Taskforce



The Roads Task Force vision: World-class streets, fit for the future

MOVEMENT



Southbound traffic on High Road

VS

PLACE



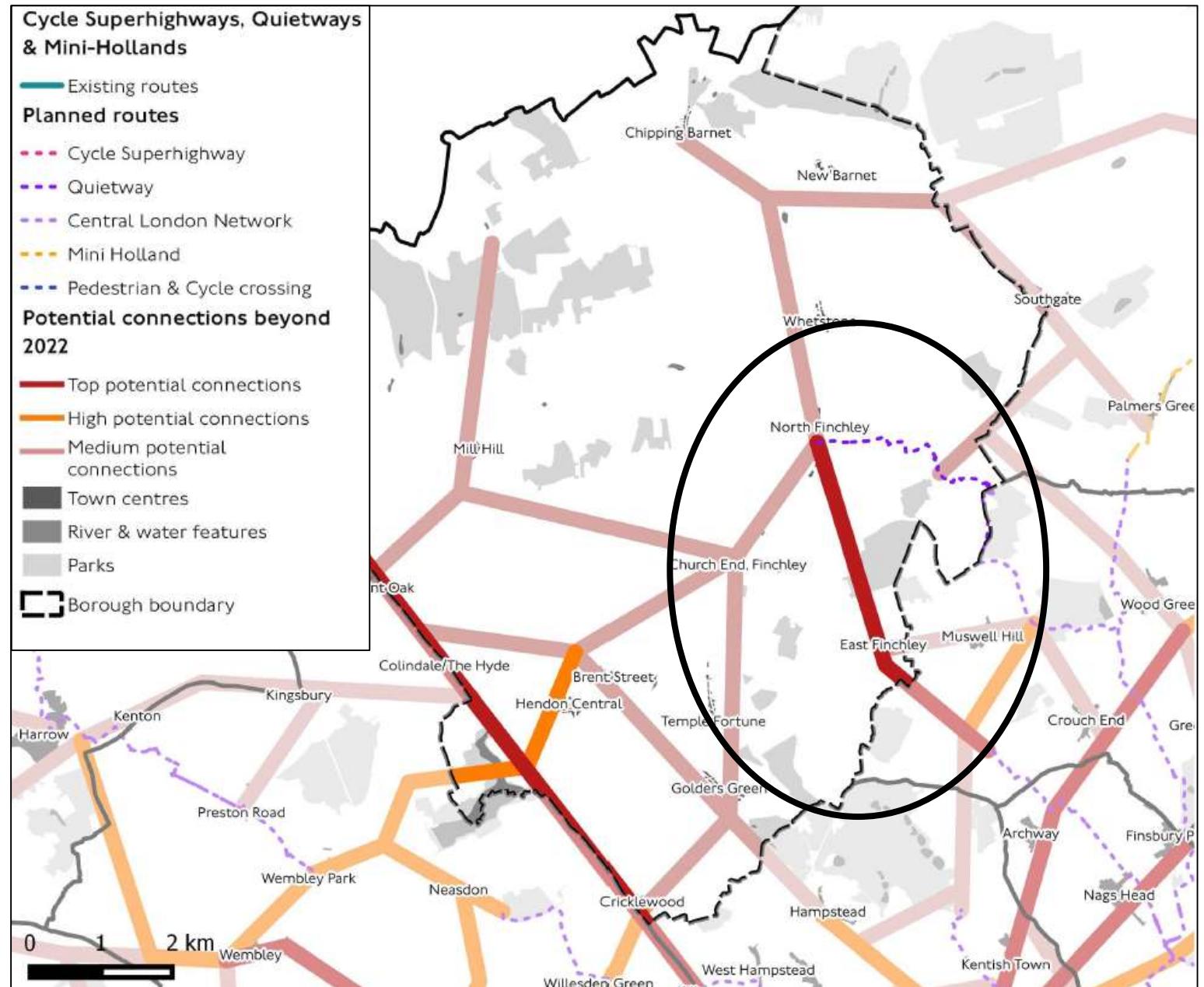
Seating area in front of the Tally Ho Public House

TfL Strategic Cycling Analysis

At the time of writing, Transport for London is developing a plan for a coherent cycle network across London that will complement the Mayor's walking and public transport priorities.

In reviewing future cycling demand, TfL identified the Highgate to North Finchley corridor as one of 25 key routes with the greatest potential for contributing to the growth of cycling in London and to help achieve the Mayor's transport strategy.

The diagram opposite, taken from the TfL Strategic Cycling Connections report, shows that North Finchley has been identified as a network for 'top potential connections' for cycling beyond 2022.

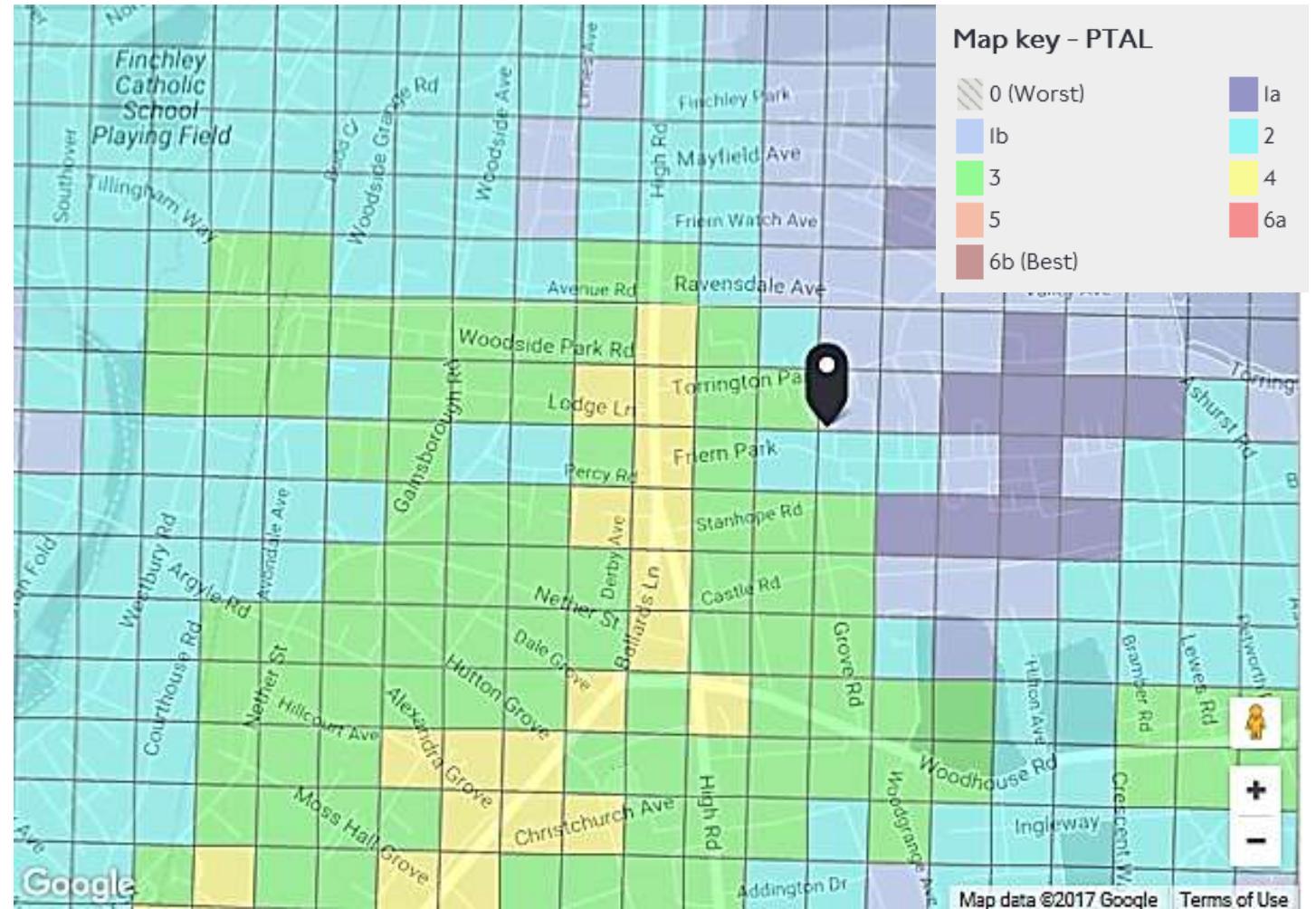


Strategic Cycling Analysis, TfL (June 2017)

Public Transport Accessibility Levels

PTAL is a useful transport planning tool to assess the level of geographical areas to public transport. Where a PTAL of 1a indicates extremely poor access to the location of public transport, and a PTAL of 6b indicates excellent access by public transport.

The plan opposite, taken from TfL's website indicates that North Finchley has a varying PTAL ranging from 1a to 4. Ballards Lane and The Tally Ho gyratory, where this study focuses, has a PTAL score of 4 which is good but in terms of public transport accessibility is not the highest ranking. The PTAL score decreases further east / west from The High Road.



www.ffl.gov.uk/info-for/urban-planning-and-construction/planning-with-webcat/



West Finchley and Woodside Park Stations have poor profiles and interchange with the town centre. Both are located between a 10-15 minute walk from the High Road, which reflects the poor PTAL rating of 3

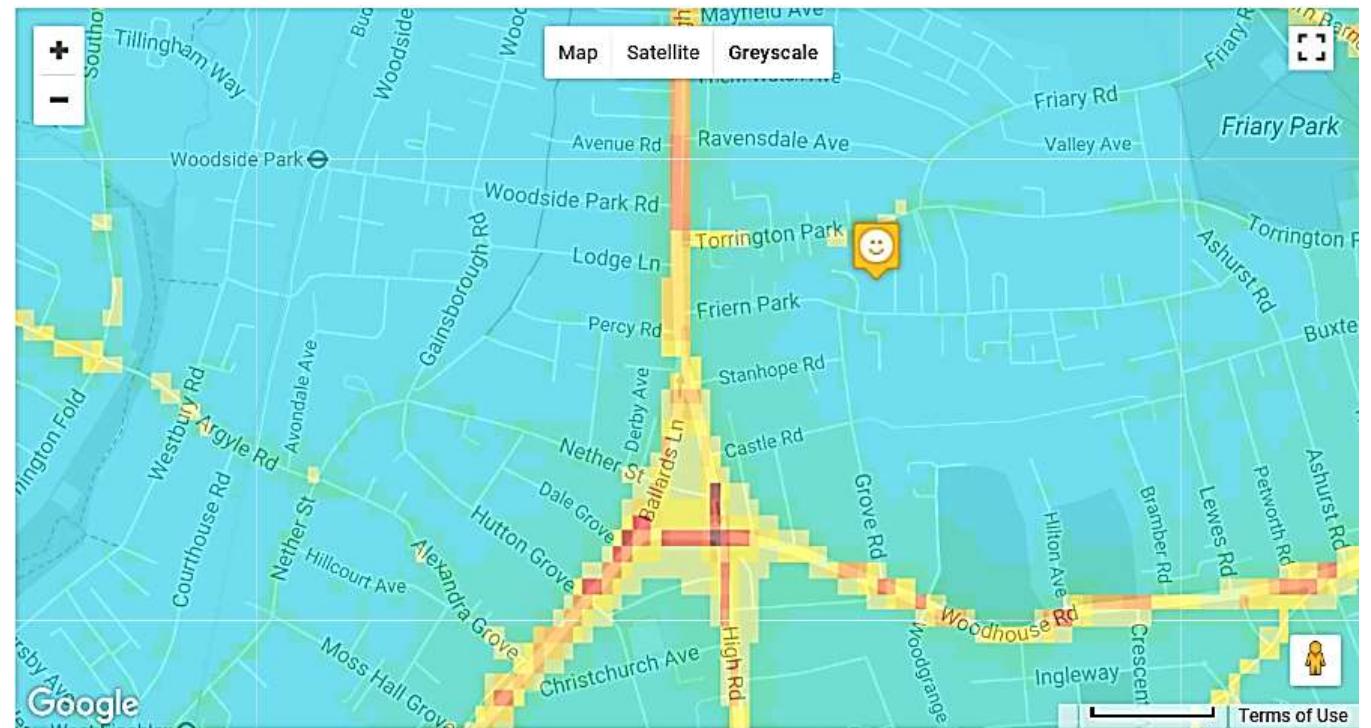
Air Quality

A key aspect of the Mayor's Transport Strategy is improving air quality and the environment, and ensuring London's transport system is resilient to the impacts of severe weather and climate change.

Air pollution caused by carcinogenic diesel emissions, high levels of nitrogen dioxide (NO) and particulate matter (PM) exacerbate health conditions and shorten lives of Londoners. London's transport network needs to contribute to the meeting of legal air quality levels as soon as possible and the achievement of a zero carbon city by 2050, thereby protecting the health of Londoners and demonstrating a commitment to tackling climate change.

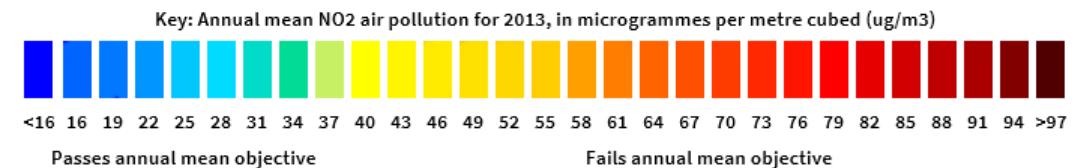
Road traffic is often the greatest contributor to poor air quality in places where people live and work. London does not meet legal NO limits, and the Mayor is committed to taking urgent action.

From review of annual pollution maps provided on the London Air website (www.londonair.org.uk/london/asp/annualmaps.asp), as shown opposite here is opportunity to significantly improve air quality and the environment in North Finchley, particularly around the Tally Ho gyratory where traffic dominance and congestion is most pronounced.



Modelled annual mean NO2 air pollution, based on measurements made during 2013.

This map was used with permission from The Greater London Authority and Transport for London, who fund, develop and maintain the London Atmospheric Emissions Inventory. For more information please visit data.london.gov.uk



Air Quality Map taken from the London Air Website for the North Finchley area



Traffic contributes to the poor air quality around the Tally Ho gyratory

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Local Plan

North Finchley Town Centre Framework Supplementary Planning Document (SPD)

Equalities Impact Assessment (EqIA)

February 2018

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#

Section 1: Introduction

- 1.1 An Equalities Impact Assessment (EqIA) is a measure that public authorities often carry out prior to implementing a policy, with a view to ascertaining its potential impact on equality. Such assessments are not required by law, although are a way of facilitating and evidencing compliance with the Public Sector Equality Duty.
- 1.1.2 This Equalities Impact Assessment has been prepared as a supporting document for the North Finchley Town Centre Framework Supplementary Planning Document (SPD). The EqIA together with the Sustainability Appraisal assesses the equalities, economic, environmental and social implications of the SPD which will be adopted as part of Barnet's Local Plan.
- 1.1.3 The SPD has been produced to support and guide appropriate development, change, investment and improvements in the future of the town centre over the next 10 to 15 years.

Section 2: Equalities Impact Assessment and Target Groups

- 2.1 The purpose of this Equality Impact Assessment is to ensure the proposed SPD for North Finchley Town Centre Framework integrates the best outcome for those affected by spatial development and mitigates any negative impacts, in respect of the protected characteristics defined by the Equality Act 2010. These are:
 - Age;
 - Disability; (Disability Discrimination Act 2005, GLA Disability Equality Scheme 2005, Special Educational Needs and Disability Act 2001)
 - Gender reassignment;
 - Marriage and civil partnership;
 - Pregnancy and maternity;
 - Race; (Race Relations Act 1976, Amendment 2000, Amendment Regulations 2003)
 - Religion or belief;
 - Sex; (Sex Discrimination Act 1975)
 - Sexual orientation.
- 2.1.2 This EqIA is an opportunity to consider whether a policy, strategy or approach, affects all groups in the same way or whether there is a significant positive, negative or neutral impact on particular groups before a policy is formally introduced. On the whole, EqIAs should make sure that equality is placed at the centre of policy development, highlighting the likely impact of the policy on the target groups and to take action to improve the policies where appropriate as a result or to demonstrate the potential benefits.
- 2.1.4 The methodology employed for the assessment is based on best practice in EqIAs and the Greater London Authority (GLA) EqIA guidance (2006). Further the Planning

for Equality and Diversity in London' Supplementary Planning Guidance (SPG) (2007) states that the overarching principles for consideration when planning for equality are:

- Celebrating London's diversity;
- Promoting equality of opportunity and social inclusion;
- Promoting community cohesion; and
- Sustainable and healthy communities.

2.1.6 The SPG identifies the key issues regarding spatial planning and inequality to be:

- Urban design and public realm;
- Accessible, inclusive and safe environments;
- Access to appropriate, affordable housing;
- Access to employment and training opportunities;
- Access to social infrastructure and community facilities;
- Access to high quality open space;
- Access to public transport, walking and cycling facilities; and
- Access to retail, leisure and recreation facilities.

2.2 Other studies that relate to Barnet's context are:

Barnet Corporate Plan 2015 - 2020¹ (April 2015)

2.2.1 The Corporate Plan sets out Barnet's strategic equalities objective: 'citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer'.

2.2.2 The Corporate Plan describes how the consideration of equalities is embodied into decision making is fully integrated into the Council's business planning process. Policies, functions and activities are analysed for their equalities impacts and risks. These considerations will provide factual and specific information and assess their impact on different groups of people within the equalities strands groups.

2.2.3 The document also states that the Council will remove or mitigate disadvantages suffered by people who share a relevant protected characteristic, take steps to meet their needs and encourage people who share a relevant protected characteristic to participate in public aspects of life where participation by such persons is low.

Barnet Equalities Policy 2014²

2.2.4 Barnet's policy seeks to ensure that decision making includes issues regarding equality as a material consideration and that there is an awareness of any disproportionate impact on any particular group.

¹ Corporate Plan 2015 – 2020 <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

² <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html>

2.2.5 With this in mind all efforts to achieve equality among citizens will be taken by all deciding parties involved.

2.3 EqlA Methodology and Assessment

2.3.1 The EqlA assessment has been carried out in accordance with Barnet's Equalities Policy 2014³ and the GLA's guidance on equality and diversity: Equal Life Chances for All 2014.⁴

The step-by-step methodology is as follows:

- Information gathering regarding evidence on needs and priorities
- EqlA
- Consultation
- Final Assessment

2.3.2 The methodology utilised for the assessment is based on guidance published by the Greater London Authority (GLA) and has been carried out in consultation with representatives from the Council's Equalities Team. Equalities Impact Assessment fulfils the Local Authorities' public sector duty to have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity between different groups and;
- Foster community cohesion

2.3.3 The assessment considers the impact various elements of the proposed spatial development have on each of the equalities groups. The EqlA is aimed at target groups which are considered to be at particular risk of discrimination and inequality of opportunity. The protected characteristics as embodied by the Equality Act 2010.

2.3.4 The EqlA also considers the impact on unemployed people, people from areas of high deprivation.

The purpose of this assessment is to:

a) Identify whether and to what extent this SPD could produce disadvantage or enhance opportunity for any groups with the protected characteristic defined in the Equality Act 2010;

b) Establish whether the potential disadvantage is significant enough to require measures to reduce or remove the disadvantage;

c) Identify and set out the measures that will be taken to remove or reduce the disadvantage;

d) Where mitigation measures are not possible, to set out and explain why;

e) To ensure that Members are fully aware of the implications the proposal may have from the prospective of equalities in decision making.

³ <https://www.barnet.gov.uk/citizen-home/search.html?keywords=Barnet+Equalities+Strategy>

⁴ <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/equality-and-diversity.html>

- 2.3.5 Equality and Diversity issues are a mandatory consideration in decision making in the Council pursuant to the Equality Act 2010. This means the Council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business, requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.
- 2.3.6 The specific duty set out in s149 of the Equality Act is to have due regard to:
- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2.3.7 The EqIA uses a range of sources to inform the analysis.

Section 3: North Finchley Town Centre Framework SPD

3.1 Site and Surrounding Area

- 3.1.1 North Finchley is located within the east of Barnet and is designated as a district centre in the Local Plan. It is the third largest town centre within the Borough in terms of commercial floorspace. The town centre covers two wards, West Finchley and Woodhouse.
- 3.1.2 North Finchley is a linear town centre, the spine of which is the High Road (A1000). Looking at the wider town centre area the northern zone is primarily typified by new residential development with ground floor commercial uses. The central zone has a more traditional character with historic retail parades prominent. The southern zone comprises more of a mixture of buildings including the Tally Ho and the Arts Depot.
- 3.1.3 Woodside Park and West Finchley stations (both on the Northern Line) are within a 10 minute and 15 minute walk away from the centre respectively. The Town Centre is serviced by 7 bus routes. This gives the majority of the town centre a Public Transport Accessibility Level (PTAL) rating of 3 (good) with the areas adjacent to High Road having 4.
- 3.1.4 The surrounding residential area comprises terraced housing which largely grew between the 1870s and 1930s and fanned out from the stations in the area (West Finchley and Woodside Park). The town centre is within easy access of green spaces and a range of primary and secondary schools.

3.2 The SPD, Status and Objectives

3.2.1 The SPD is intended to be a high-level strategy for North Finchley that sits within Barnet's overall Development Plan. This will mean the document will sit below the LB Barnet Local Plan Core Strategy (2012), LB Barnet (Development Management Policies), the London Plan (2016) and the National Planning Policy Framework (NPPF) (2012). The SPD is a non-statutory document and is to be considered within the overarching Planning Policy Framework for North Finchley town centre. The SPD cannot nor does it seek to establish new planning policies, but it does provide more specific guidance on the implementation of Development Plan policies within North Finchley.

3.2.2 The SPD will provide guidance on the application of planning policy within the North Finchley Town Centre area and be a material consideration in the planning process for all applications affecting the District centre.

3.2.3 The overall objectives of this SPD are to:

- Improvement of streets and spaces will occur in a variety of ways including street furniture, new public spaces and reduced pedestrian, cycle and traffic conflicts.
- Proposals will contribute to the overall greening of the town centre through, for example, strengthening links to existing open spaces, planting trees, and landscaping, and providing new green space.
- Proposals must be of high quality in terms of urban design and architecture, with a specific focus on creating a town centre that is welcoming, safe, durable and stimulating. The town centre should be able to adapt in light of changes to future needs.
- The entrances – gateways – into the town centre will be examples of outstanding and distinctive architecture supported by high quality public realm, in particular landscaping, lighting and public art as appropriate.
- In areas identified as being appropriate for tall buildings there will be specific development requirements, such as being exceptionally high quality design with the buildings suited to the area and local context.
- The primary shopping area will be protected and enhanced. The retail character will be boosted achieving a balance of independent and mainstream retail shops in the town centre across the value range.
- Additional new high quality housing offering a choice of tenures and sizes will be promoted to meet housing need, and boost the local economy.
- The evening economy will be enhanced with a stronger offer in terms of restaurants occupying new modern units around the Tally Ho southern area.
- The market should be retained and improved. A new location with a higher profile and better quality environment is proposed.
- Opportunity will be sought to introduce visitor accommodation within the town centre, to enhance further the area's visitors and footfall.
- Employment/ office accommodation will be supported and promoted, particularly to the southern end of the town centre. Flexible and co-working office space will be encouraged to support new patterns of working.
- Development will be expected to make a significant contribution to a sustainable mix of housing.
- An increased footfall and number of users will enhance the vitality of the town centre, including younger people expected to support the evening economy.
- Proposals for improved community facilities will be supported within the town centre, particularly health and education.

- Encourage local people to stay for local shopping, leisure and amenity purposes to minimise car use and parking demand on the town centre's streets and support positive changes to the street environment.
- Improving the public realm is of key importance to support walking, cycling and bus use by providing an environment that supports those travel modes whether through footway improvement welcoming bus facilities, benches for walkers and attractive and convenient facilities for cyclists.
- Addressing the impacts of present vehicle domination of the town centre will do much to improve movement conditions for all, reduce real and perceived severance effects and improve ambiance and quality. Where possible, roadspace should be reallocated to the benefit of local people, whilst recognising the A1000 as an important traffic carrying corridor.
- Sufficient and well-located town centre parking is important in supporting the town centre's retail, business and leisure activities for those whom travel on foot, cycle, bus or rail is not a viable option. The use of kerbside space and car park sites needs to be optimised to ensure that those areas are worked hard in occupying space that could be otherwise given over to other town centre uses such as footway widening, loading and public space.
- Buses should represent a positive presence in the town centre as an attractive movement choice for local people, with high quality waiting facilities, a high profile and good quality route information.

Proposed Land Use Mix

- 3.2.4 It is considered that there is potential for significant mixed use development in North Finchley within the town centre and residential led development in the surrounding area. Residential led intensification is already happening at the edges of the town centre through new development and the conversion of office buildings.

Residential

- 3.2.5 New residential development will be supported throughout the town centre when it is above ground floor level. Opportunities for residential led development will be encouraged outside the town centre. The SPD highlights that in the gateway locations to the town centre residential and residential led mixed use development will be supported in order to contribute to the overall vitality and viability of North Finchley.

Non-residential Use

- 3.2.6 Retail uses dominate the town centre. In terms of planning use classes within North Finchley, almost 80 per cent is retail. Two thirds of the retail uses are shops. The next largest retail use are restaurants and cafes. Nearly one retail unit in five within North Finchley is either a restaurant or café. There is a low vacancy level across the town centre of 8%, which is lower than the London average of 10%.
- 3.2.7 There is a strong convenience goods offer with Sainsbury's, a Tesco Express, an Aldi and a Waitrose within the local area. The town centre has a relatively high concentration of betting shops, charity shops, and payday loan lenders. North Finchley is also home to a small weekly market which is currently located at Lodge Lane Car Park. The SPD plans to protect the primary shopping area and boost the retail character, whilst simultaneously balancing independent and mainstream shops.

- 3.2.8 The evening economy will be enhanced with a stronger concentration around the Tally Ho southern area. Offices will be accommodated and promoted towards the southern end of the town centre Flexible office and co-working space will be encouraged to promote new patterns of working.
- 3.2.9 There are also a range of community, cultural and leisure uses throughout the town centre including the Arts Depot. Within the surrounding area of the town centre there a number of schools both primary and secondary. Barnet's Local Plan (Policy CS10) highlights that the Council will work with partners to ensure community facilities are provided for Barnet's communities. It sets out that we will 'expect development that increases the demand for community facilities and services to make appropriate contributions towards new and accessible facilities....or improving existing provision, particularly within town centres.' The Core Strategy contains Policy CS NPPF - National Planning Policy Framework - Presumption in Favour of Sustainable Development. It sets out that LB Barnet will when considering development proposals will take a positive approach that reflects the presumption in favour of sustainable development contained in the NPPF.

Green Spaces

- 3.2.10 The SPD proposes a new greening strategy due to the lack of tree cover and overall green space within the town centre boundary. Existing tree cover is sparse and lacks continuity. The SPD proposes tree lined boulevards for High Road and Ballards Lane, planting between the roadways and pavements to improve the pedestrian experience. The character of the two streets will differ by the selection of species. Nether Street and gateway spaces will incorporate the planting of greenery into the area as well.

Town Centre Movement

- 3.2.11 The roads in North Finchley are prioritised for vehicular traffic with the High Road (A1000) serving as an important traffic carrying corridor and a strategic link. Traffic congestion is a problem for the town centre. The carriageway width and capacity suggests considerable scope for road space reallocation to other uses i.e. for pedestrians, cyclists, buses, parking and loading and streetscape improvement.
- 3.2.12 Improving the public realm is of key importance in supporting walking, cycling and bus use, and providing a fitting environment to improve on this is necessary. Buses should represent a positive and attractive movement choice for local people within the town centre.

Car Parking

- 3.2.13 The parking capacity for off-street parking in the town centre is approximately 511 spaces. A considerable amount of kerb-side space on the high road is given over to parking and loading which although considered highly convenient for users is effectively prioritising road-space away from other uses such as the public realm, widening footpaths or prioritising for cyclists.

Town Centre Density and Design

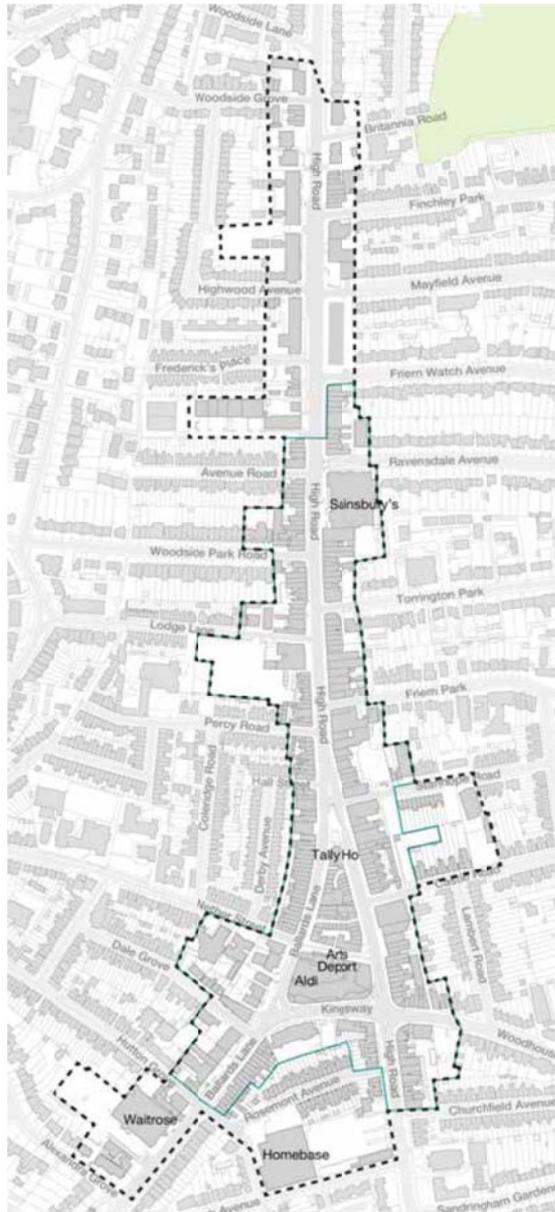
- 3.2.14 Proposals must be high quality in terms of urban design and architecture. The focus will be to create a welcoming and durable town centre which will also be robust and adaptable, so that it can compensate for the needs of future generations.

Section 4: Baseline summary for North Finchley Town Centre

4.1 North Finchley SPD Boundary

4.1.1 The map below shows the area of coverage for the SPD.

Map 1: North Finchley SPD Boundary



Source: North Finchley Town Centre Framework; Map Copyright: LBB

4.1.2 At an early stage in the SPD process a baseline socio-economic assessment of North Finchley was undertaken. The assessment compared various socio-economic measures at ward level (West Finchley and Woodhouse ward), borough level (Barnet), regional (London) and national level using data sourced from the 2011 Census and other datasets including the Metropolitan Police Crime Statistic database, Office for National and NOMIS Official Labour Market Statistics.

Population

Table 1: Barnet Population Figures

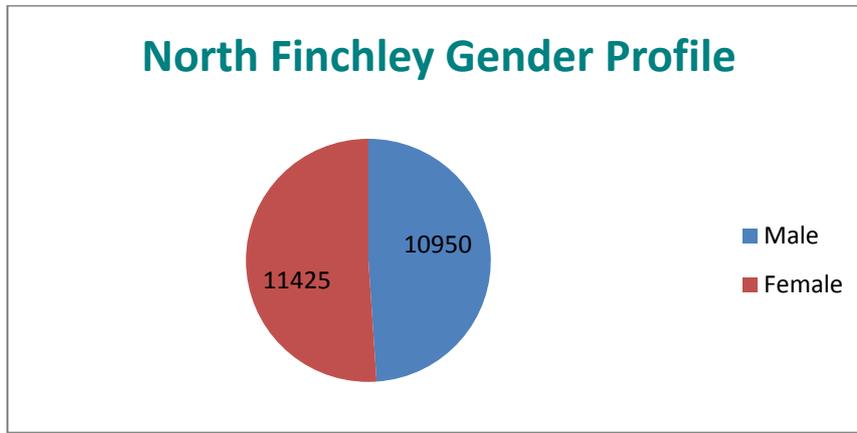
Year	2011	2015	% change
Wards			
Brunswick Park	16,450	16,700	1.52%
Burnt Oak	18,300	19,850	8.47%
Childs Hill	20,100	21,600	7.46%
Colindale	17,150	22,700	32.36%
Coppetts	17,300	17,700	2.31%
East Barnet	16,200	16,750	3.40%
East Finchley	16,050	16,950	5.61%
Edgware	16,800	18,650	11.01%
Finchley Church End	15,800	16,600	5.06%
Garden Suburb	16,000	16,550	3.44%
Golders Green	18,900	19,950	5.56%
Hale	17,500	18,200	4.00%
Hendon	18,550	19,500	5.12%
High Barnet	15,350	15,650	1.95%
Mill Hill	18,500	19,550	5.68%
Oakleigh	15,850	16,300	2.84%
Totteridge	15,200	15,800	3.95%
Underhill	16,000	16,100	0.63%
West Finchley	16,600	17,350	4.52%
West Hendon	17,450	18,950	8.60%
Woodhouse	17,650	18,300	3.68%
Barnet	357,650	379,800	6.19%

Source: GLA 2015 Round Demographic Projections (2016)

- 4.1.3 The combined population of West Finchley and Woodhouse in 2015 was estimated at 35,650 persons. As shown by Table 1 the two wards have only seen a marginal increase from 2011 with both populations increasing by 3.5-4.5%.

Gender Profile

Figure 1: North Finchley LSOA Gender Profile



Source: Census 2011

4.1.4 In terms of gender Figure 2 highlights that there are almost 500 more females in the North Finchley giving a ratio of 51% to 49%

Age Profile

Table 2: Resident Age Profile

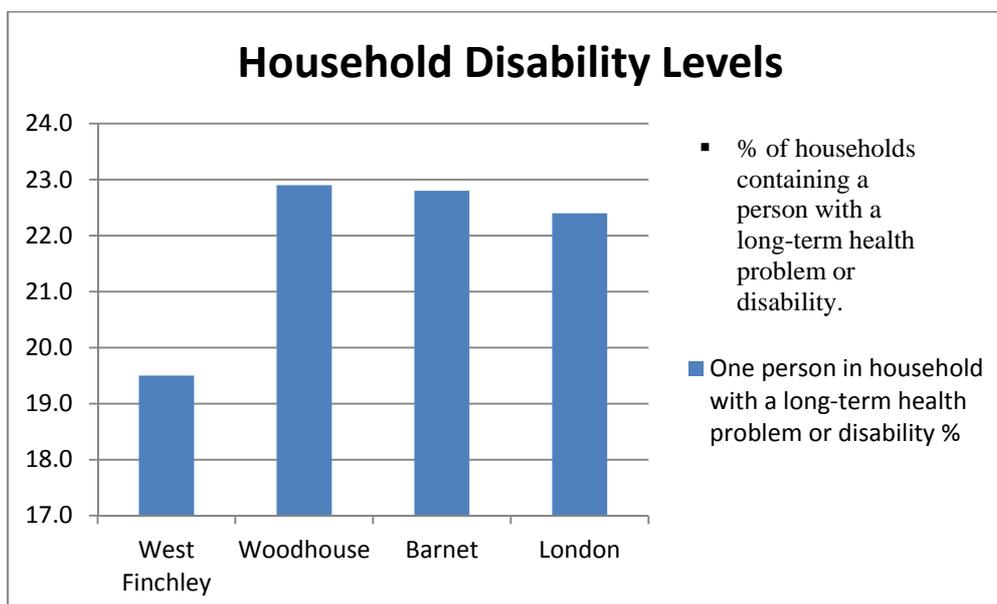
	0-14	15-29	30-44	45-59	60-74	75-89	90+
Barnet	20%	19%	24%	18%	12%	6%	1%
West Finchley	17%	18%	30%	17%	10%	6%	1%
Woodhouse	18%	19%	25%	20%	11%	6%	1%

Source: Census 2011

4.1.5 The two wards of West Finchley and Woodhouse have a population structure that reflects the borough as a whole. Figure 3 shows higher proportions of residents in the 30 to 44 age group particularly in West Finchley. There is an under-representation of children compared to the Borough average.

Disability/ Long-term Health Problem

Figure 2: Household Disability Levels



Source: Census 2011

- 4.1.6 The disability levels within Barnet according to the 2011 census data at the borough level are 22.8%. This is slightly higher than the London average of 22.4%. The two wards of West Finchley and Woodhouse have 19.5% and 22.9% respectively of households containing a person with a long term health problem or disability. Figure 4 shows lower levels in West Finchley than for the Borough or London.

Diversity

Table 3: Barnet's Diversity

Area	White %	Mixed/ multiple ethnic groups %	Asian/ Asian British%	Black/ African/ Caribbean/ Black British%	Other ethnic group%
Barnet	64.1%	4.8%	18.5%	7.7%	4.9%
Brunswick Park	68.4%	5.2%	17.1%	5.0%	4.3%
Burnt Oak	46.5%	5.5%	25.7%	17.4%	4.8%
Childs Hill	61.1%	5.2%	17.1%	8.1%	8.5%
Colindale	40.1%	6.2%	28.9%	19.2%	5.6%
Coppetts	65.0%	6.3%	16.0%	8.5%	4.2%
East Barnet	76.6%	5.0%	10.6%	5.1%	2.7%
East Finchley	71.8%	5.6%	11.8%	7.3%	3.5%
Edgware	60.8%	3.8%	21.8%	9.1%	4.5%
Finchley Church End	66.9%	4.2%	17.8%	4.9%	6.2%
Garden Suburb	78.6%	3.6%	10.4%	2.7%	4.7%

Golders Green	65.8%	3.9%	14.8%	6.8%	8.8%
Hale	59.4%	4.5%	21.6%	10.8%	3.8%
Hendon	63.7%	4.3%	17.6%	7.0%	7.4%
High Barnet	81.7%	4.0%	8.8%	3.1%	2.3%
Mill Hill	63.9%	5.3%	18.5%	8.3%	4.2%
Oakleigh	73.3%	4.4%	14.4%	5.0%	2.9%
Totteridge	65.7%	3.9%	22.7%	3.5%	4.1%
Underhill	72.7%	5.0%	12.1%	7.5%	2.7%
West Finchley	60.8%	5.1%	25.1%	4.2%	4.7%
West Hendon	49.4%	4.2%	32.0%	9.1%	5.3%
Woodhouse	62.4%	5.5%	21.0%	6.2%	4.9%

Source: Census 2011

4.1.7 According to NOMIS Official Labour Market Statistics and Census data nearly two thirds of Barnet residents identify themselves as belonging to the White ethnic group. Figure 4 shows that both wards are more diverse than the Borough as a whole. While the largest ethnic group is White, in both wards in West Finchley one in four residents are of Asian origin. Within Woodhouse one in five residents belongs to the Asian ethnic group.

Religion

Table 4: Barnet's Religious Diversity

Religion	Barnet %	West Finchley %	Woodhouse %	England %	London %
Christian	41.2	38.1	45.0	59.4	48.4
Buddhist	1.3	2.1	1.0	0.5	1.0
Hindu	6.2	9.0	9.3	1.5	5.0
Jewish	15.2	9.1	6.4	0.5	1.8
Muslim	10.3	7.8	9.7	5.0	12.4
Sikh	0.4	0.8	0.5	0.8	1.5
Other religion	1.1	2.3	1.5	0.4	0.6
No religion	16.1	22.2	18.4	24.7	20.7
Religion not stated	8.4	8.5	8.4	7.2	8.5

Source: Census 2011

4.1.8 In similarity with the Borough there is significant religious diversity in West Finchley and Woodhouse, however, Table 4 shows that the wards have higher proportions of Buddhists, Hindus, Muslims and Sikhs than the borough. There is significant representation of the Hindu community in both wards. Within Barnet the second largest faith group (after Christians) is the Jewish community. In Woodhouse the Muslim community is the second largest faith group. It is also significant that in both wards the proportion of residents with no religion is higher than the levels for Barnet.

Languages

Table 5: Barnet Household Language

Area	All people aged 16 and over in household have English as a main language	At least one but not all people aged 16 and over in household have English as a main language	No people in household have English as a main language
	%	%	%
Barnet	71.0	11.9	14.4
West Finchley	64.5	14.3	19.0
Woodhouse	67.6	13.3	16.2

Source: Census 2011

- 4.1.9 English is the first household language for the majority of the residents within Barnet. Within West Finchley and Woodhouse as shown by table 5 the proportions are below the borough level.

Table 6: Barnet Residents Place of Birth

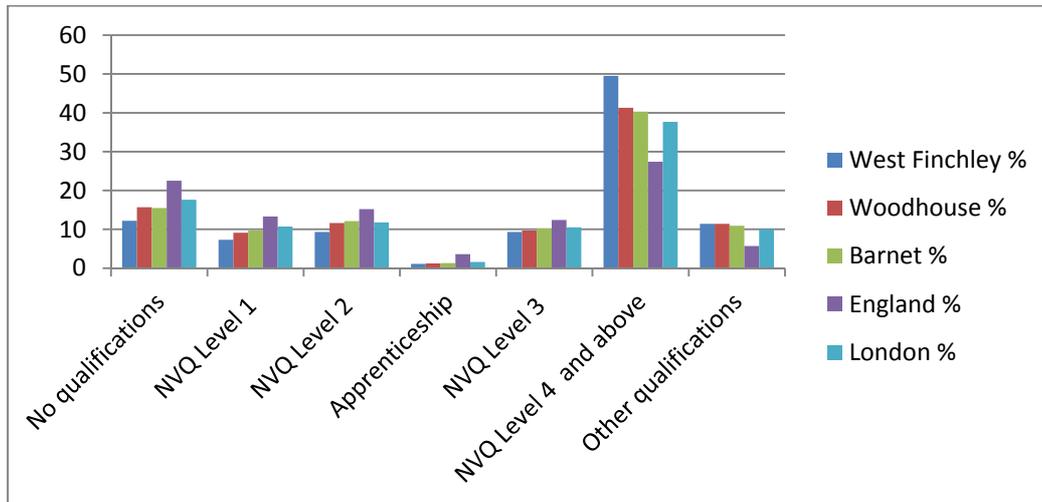
Place of Birth	West Finchley	Woodhouse	Barnet
Europe	71.8%	75.4%	75.4%
Africa	7.1%	7.6%	7.6%
Middle East and Asia	17.9%	14.0%	14.2%
Americas and the Caribbean	2.5%	2.5%	2.2%
Oceania	0.8%	0.6%	0.5%

Source: Census 2011

- 4.1.10 West Finchley and Woodhouse follow similar trends to Barnet concerning the country of birth of their residents. The majority of residents are European with a significant proportion of communities from Middle East and Asia. Woodhouse has almost identical proportions of diversity amongst its residents to Barnet, with West Finchley differing slightly. West Finchley has a lower proportion of European born residents to Barnet but a much higher proportion of Asian residents. There is also a significant Polish community in West Finchley and Woodhouse at 3.3% and 2.9% respectively compared with 2.4% for Barnet.

Education, Income and Employment

Figure 3: Qualifications in the wider area



Source: Census 2011

4.1.11 A significant proportion of residents in both wards are qualified to NVQ Level 4 and above. In 2011, almost 50% of West Finchley residents and 41% of Woodhouse residents held a degree or equivalent compared with 40% in Barnet and 27% nationally.

4.1.12 Earnings for West Finchley and Woodhouse are in line with the borough average (£40,135 for the two wards combined) compared with the £39,904 for Barnet (2013) according to GLA ward level income data.

Table 7: Economic Activity in the Wider Area

Economic Activity	West Finchley	Woodhouse	Barnet	London	England
Economically active	75.0	73.1	71.4	71.7	69.9
In employment	67.8	65.0	63.4	62.4	62.1
Employee: Part-time	10.0	12.0	11.8	10.9	13.7
Employee: Full-time	42.8	38.2	36.1	39.8	38.6
Self-employed	14.9	14.8	15.6	11.7	9.8
Unemployed	4.2	4.6	4.4	5.2	4.4
Full-time student	3.0	3.5	3.5	4.1	3.4
Economically Inactive	25.0	26.9	28.6	28.3	30.1
Retired	8.0	9.0	8.9	8.4	13.7
Student (including full-time students)	7.1	7.0	8.2	7.8	5.8
Looking after home or family	4.9	4.6	5.5	5.2	4.4
Long-term sick or disabled	2.4	3.3	3.1	3.7	4.0
Other	2.6	2.9	3.0	3.2	2.2
Unemployed: Age 16 to 24	0.7	0.9	1.0	1.2	1.2

Unemployed: Age 50 to 74	0.7	0.9	0.8	0.9	0.8
Unemployed: Never worked	0.5	0.8	0.8	1.1	0.7
Long-term unemployed	1.5	1.7	1.7	2.0	1.7

Source: Census 2011

Self-Employment Rates

4.1.13 The self-employment rates in West Finchley and Woodhouse are higher than the national rate at 14.9% and 14.8% compared to 9.8% nationally. Barnet has a slightly higher self-employment rate of 15.6%.

Labour Market

4.1.14 In both wards the proportion of residents within working age that are economically active (75% and 73% for West Finchley and Woodhouse respectively) are higher than that of both the borough (71%) and London (72%).

Unemployment

4.1.15 The unemployment levels for West Finchley and Woodhouse (4.2% and 4.6%) vary slightly from the borough average (4.4%) this is below the London average (5.2%).

Full-time and Part-time Workers

4.1.16 Barnet has a lower proportion of residents in full-time employment (36%) than the London average (40%). However, at ward level, West Finchley has a higher percentage of people in full time employment with Woodhouse just below the London average (43% and 38% respectively).

4.1.17 Part time employment for West Finchley (10%) is lower than that of the London average (10.9%). Woodhouse is representative of Barnet for part-time employment, both of which are higher than the London average at 12% and 11.8% respectively.

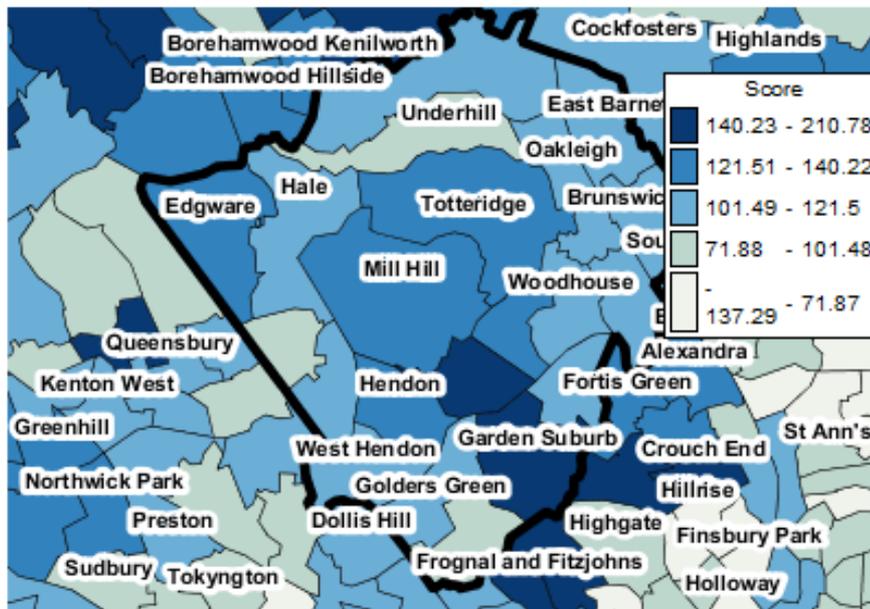
Health

4.1.18 Life expectancy among both male and female residents in Barnet is higher than that of the national average (Barnet m-81.9 f-85.0, England m- 79.4, f-83.1). There are also high amounts of health inequalities between the different wards within the borough when considering life expectancy from birth across different wards. West Finchley and Woodhouse are in the lower 5th decile of wards within the borough with Burnt Oak which having the lowest life expectancy at birth and Garden Suburb which has the highest life expectancy from birth in Barnet.

4.1.19 Around 52% of the residents in West Finchley consider themselves to have very good health. In Woodhouse this figure is 49%. By comparison, the Barnet figure is at 51% and the national figure is 47%.

4.1.20 The map below shows the performance of the wards within Barnet on their health score with darker areas scoring higher. Woodhouse has a score of 103 with West Finchley scoring 132.5.

Map 2: Barnet Health Score



Source: <https://www.barnet.gov.uk/jsna-home/health.html>

Childhood Obesity

4.1.21 Levels of childhood obesity are below the borough average. The childhood obesity for the area for year 6 (age 11-12) educational levels in accordance to the National Child Measurement Programmes 2015/16 data is 11.9% and 17.4% for West Finchley and Woodhouse in comparison to 19.6% for Barnet.

Table 8: Barnet Child Obesity Levels

Ward name	%
Brunswick Park	18.4
Burnt Oak	24.2
Childs Hill	20.8
Colindale	25.5
Coppetts	18.0
East Barnet	16.6
East Finchley	15.1
Edgware	19.0
Finchley Church End	14.3
Garden Suburb	11.4

Golders Green	17.3
Hale	22.6
Hendon	17.1
High Barnet	19.4
Mill Hill	17.1
Oakleigh	19.0
Totteridge	16.9
Underhill	21.0
West Finchley	11.9
West Hendon	20.5
Woodhouse	17.4

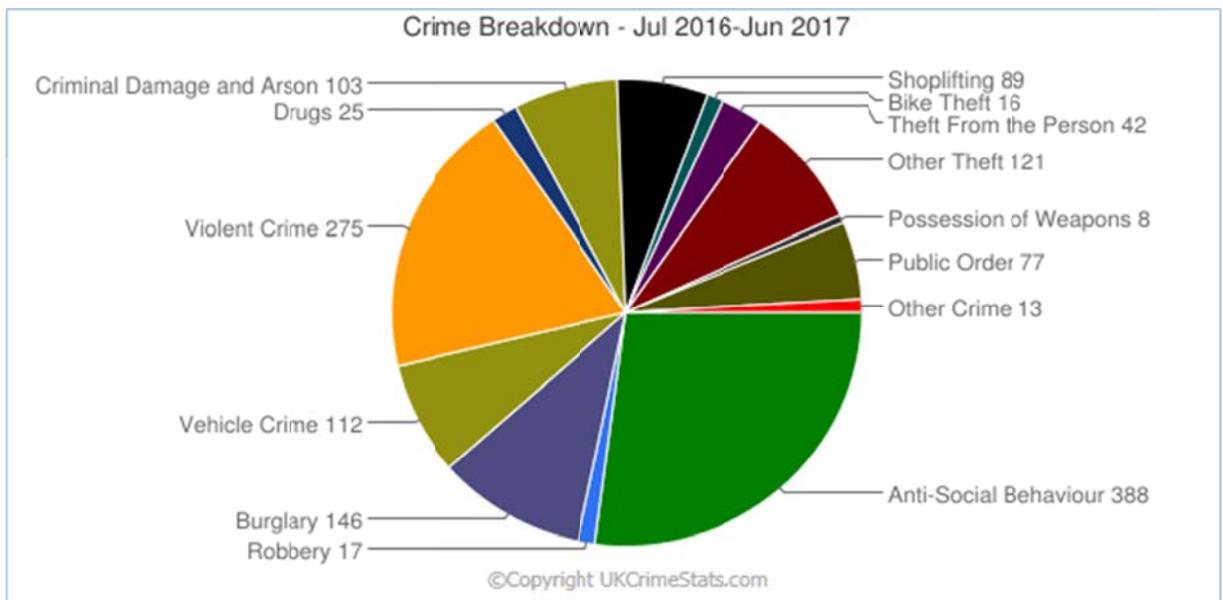
Source: National Children Measurement Programme 2016

Housing Types in North Finchley

4.1.22 According to the 2011 census, 55% and 48% of West Finchley and Woodhouse residents lived in flats, compared to 43% for Barnet. The proportion of households that were overcrowded in 2011 was 19% and 18% for West Finchley and Woodhouse respectively. By comparison, the Barnet figure was 18%.

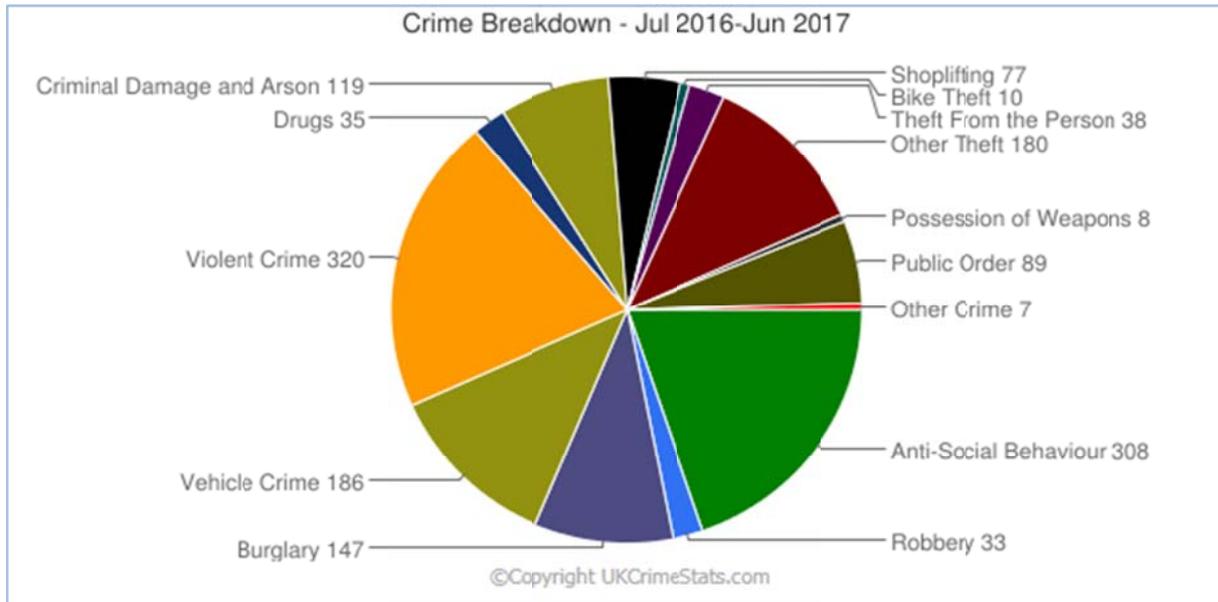
Crime

Figure 4: West Finchley Crime Breakdown



Source: UK Crime Statistics

Figure 5: Woodhouse Crime Breakdown



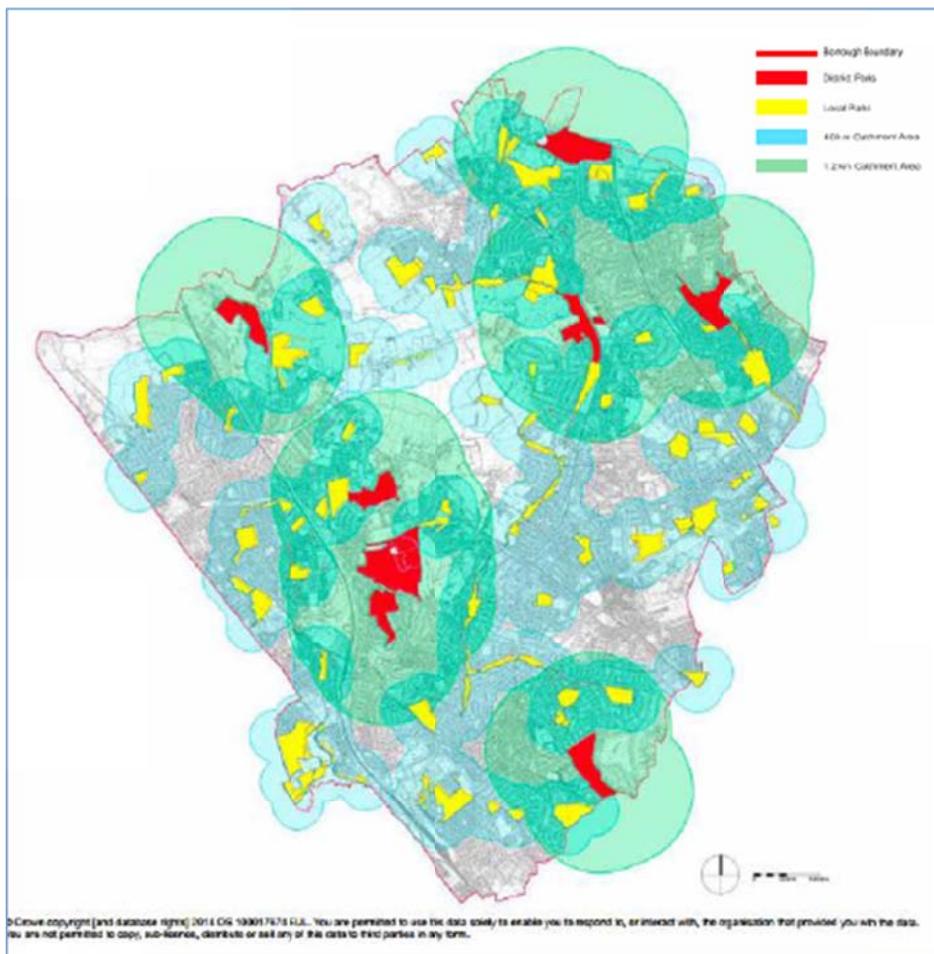
Source: UK Crime Statistics

4.1.23 The Crime rate for June 2017 in West Finchley and Woodhouse is 7.93 and 8.14 respectively this puts the two wards at 25th and 30th in terms of lowest crime rate within all wards in a 5 mile radius (out of 78 total). Anti-social behavioural crimes and violent crimes were the top two crimes for both wards. The proposal to increase the night time economy in the area has the potential to further increase the anti-social crime in the area.

Open Space

4.1.24 North Finchley is highlighted in the Local Plan as an area of public open space deficiency because much of North Finchley is more than 400 meters away from a Local Park.

Figure 6: Barnet Open Space Provision

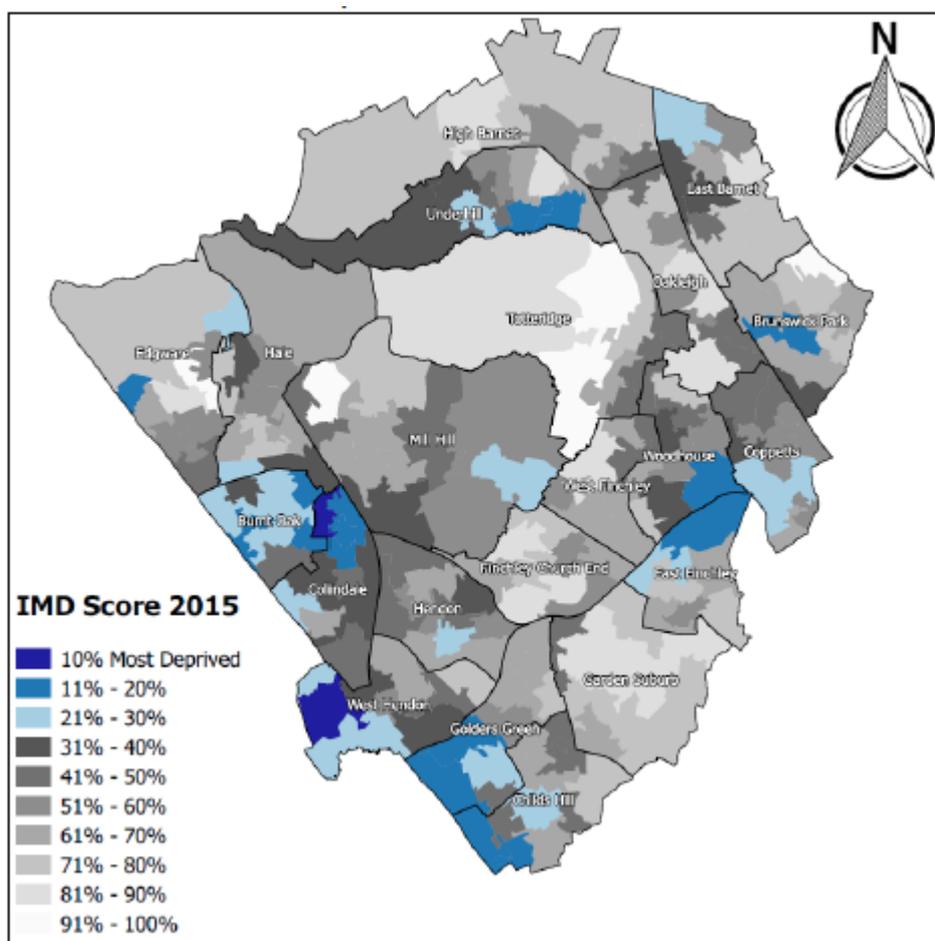


Source: Barnet Local Plan 2012

Deprivation

- 4.1.25 There is an affluent social platform across the wider area of North Finchley and Experian's Social Mosaic Analysis has revealed that the majority of households (52%) around North Finchley are mainly wealthy and affluent urban/ suburban families. There however are pockets of deprivation within the town centre catchment area especially to the south east.

Figure 7: Barnet IMD Scores



Source: Summary Report of the 2015 Index of Multiple Deprivation

Access to Transport

4.1.26 North Finchley is well connected with access to the Northern Line at West Finchley and Woodside Park. There are 7 bus routes as shown in table 9 below. The majority of the town centre has a PTAL rating of 3, with the area adjacent to the High Road having a rating of 4.

4.1.27 Car Ownership in West Finchley and Woodhouse is slightly lower than the borough average with a higher percentage of residents owning no cars or vans per household (32.1 and 30.2% respectively) when compared to the borough average (28.7%). There are less households owning more than one car in these two wards than the borough.

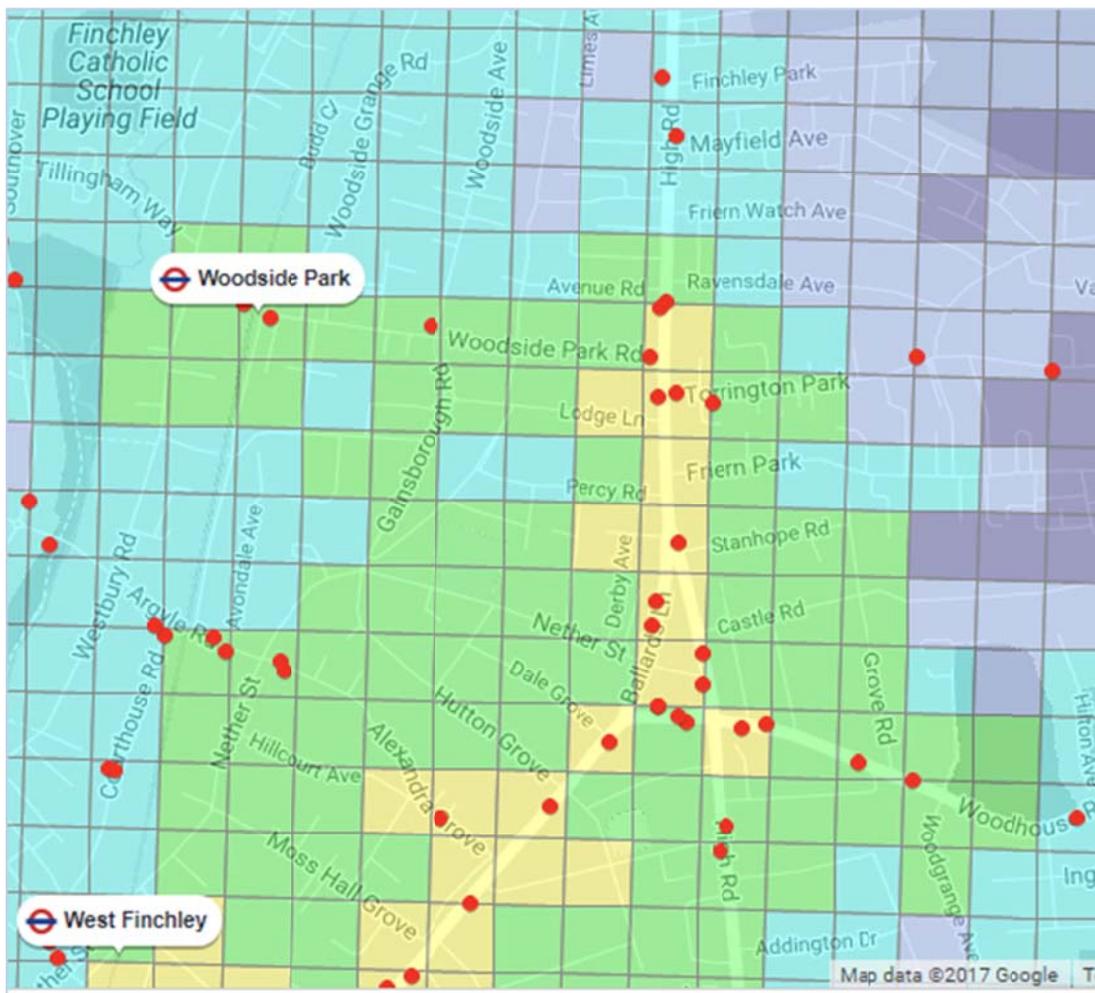
Table 9: North Finchley Bus Routes

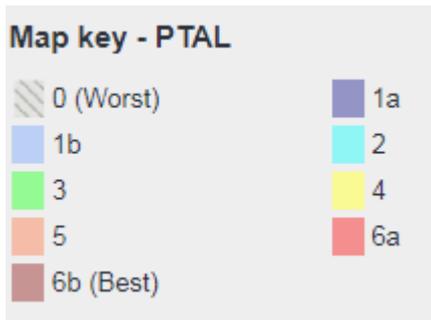
Route	Direction	Freq of Peak Hour Services (0800 – 0900)	Freq of Peak Hours Services (1700 – 1800)
13	Towards Victoria	Every 3-6 Minutes	Every 3-6 Minutes
125	Towards Finchley Central/	Every 9-11 Minutes,	Every 9-12 Minutes,

	Towards Winchmore Hill	Every 9-13 Minutes	Every 9/13 Minutes
134	Towards North Finchley/ Towards Tottenham Court Road	Every 5-9 Minutes, Every 5-9 Minutes	Every 5-9 Minutes, Every 5-9 Minutes
221	Towards Edgware/ Towards Turnpike Lane	Every 10-14 Minutes, Every 5-6 Minutes	Every 10-12 Minutes, Every 5-6 Minutes
263	Towards Barnet Hospital/ Towards Highbury and Islington Station	Every 10-11 Minutes, Every 7-10 minutes	Every 8-12 Minutes, Every 7-10 minutes
383	Towards Woodside Park Station/ Towards The Spires	0803 0833, 0823 0853	1703 1733, 1723 1753
460	Towards Wilesden	Every 11-14 Minutes	Every 11-14 Minutes

Source: TfL website.

Figure 8: North Finchley Town Centre PTAL Rating and Key





Source: <https://tfl.gov.uk/info-for/urban-planning-and-construction/planning-with-webcat/webcat>

Table 10: Wider Area Car Provision

Cars	Barnet	West Finchley	Woodhouse
	%	%	%
No cars or vans in household	28.7	32.1	30.2
1 car or van in household	44.1	48.0	47.1
2 cars or vans in household	21.1	16.3	18.3
3 cars or vans in household	4.6	3.0	3.5
4 or more cars or vans in household	1.5	0.6	0.9

Source: Census 2011

Access to Retail

- 4.1.28 North Finchley is designated as a district centre in the London and Barnet’s local plan. The units located within the town centre have a total floorspace of 37,900sqm. The vast majority of town centre units fall within A-Class uses of which 65% relate to retail uses and 16% relate to restaurants.
- 4.1.29 In terms of convenience goods there are three primary options within the town centre. Sainsbury’s is the main foodstore in the heart of the town centre which is in line with its linear format. A Tesco Express has been recently opened in the high street and there is an Aldi located in the ground floor of the Arts Depot at Ballards Lane. There is a large format Waitrose slightly further south of the town centre (approx. 3 min walk).
- 4.1.30 There is a limited offer of comparison goods due to the proximity and connectivity of North Finchley to places with significant offers of comparison goods such as Brent Cross Shopping Centre, Central London, Wembley and Wood Green. There are a number of independent retailers in the area towards the value end of the market, with a limited number of high end shopping brands and concentrations of betting shops, charity shops and payday loan lenders.

4.1.31 North Finchley has a small weekly market, every Friday in the Lodge Lane car park from 9am to 4pm. The market covers 0.13 hectares of the car park and is accessed from High Road via Winifred Place. It is currently hidden, but if relocated it could provide positive economic and social opportunities with items generally sold at cheaper prices than the high street.

Section 5: Assessment of SPD for North Finchley Town Centre in Relation to Impact on Equality Groups

	Social	
Objectives	Criteria	Commentary
<p>Mixed use variety in town centre.</p> <p>The SPD seeks to enhance and protect retail parades and boost the variety by achieving a balance between the independent and multiple retail shops across the town centre. The North Finchley market at Lodge Lane car park is also to be relocated to a higher profile location on Ballards Lane. The SPD promotes an increased supply of new homes and wider housing choice. New residents will increase footfall in the area in turn increasing patronage and expenditure. The evening economy will also be enhanced through the stronger offer in restaurants and leisure activities in the southern zone and Tally Ho triangle with an increase in modern units. The environment is to be enhanced in the area with more greenery brought into the town centre. Contributions from development promoted in the SPD will support improved community infrastructure.</p>	Reduction of deprivation	<p>Although there is a high proportion of affluent families in the area surrounding North Finchley the location of certain uses such as betting shops, loan lenders and off-licenses has an association with more deprived communities.</p> <p>The weekly market at Lodge Lane Car Park serves the community of North Finchley providing an affordable retail offer.</p> <p><i>The enhancement of the town centre through investment in residential mixed use developments the SPD aims to enhance North Finchley as an attractive town centre. Relocation of the market can improve the retail offer and provide an economic boost to the town centre It will also provide a more obvious retail choice for members of the community in a location with higher footfall. A higher quality retail offer may reduce presence of betting shops, loan lenders and off-licenses</i></p>
<p>Framework to guide future proposals and developing for a vibrant town centre.</p> <p>To guide investment and development in the area with the aim to maximise the vibrancy of the town centre will increase the opportunity to create a strong, vibrant and successful town centre.</p>	Housing, services and meeting the needs of a diverse community.	<p>An increase of mixed use housing would benefit the local area by increasing the supply of housing including affordable housing and wheelchair housing. CIL from these developments could also be used to improve upon infrastructure within the area.</p> <p><i>Providing for residents an opportunity to have a mixture of types of housing, tenures and services which</i></p>

		<i>contributes to a successful town centre. Increasing housing in the area will benefit a wide variety of equality groups in the area, helping those with disabilities or making homes suitable for older people but also providing more opportunities for first time buyers.</i>
<p>Maximising existing and future movement.</p> <p>The SPD proposes that street space should be reallocated and given to the public through the widening of pavements which would allow for an expansion of the public realm and the potential for the increase in variety of ways in which it can be used. Addressing the impacts of the vehicle dominated streets helps create a safer pedestrian and cyclist friendly environment. Parking should be utilised better in order to more efficiently designate street space and bus services should be reworked to make them more visible and more efficient in terms of journeys.</p>	Improving town centre permeability.	<p>The street scape in the town centre is poor with vehicle dominated highways. There are no convenient facilities for cyclists in the area, and car ownership in West Finchley and Woodhouse is lower than that of the borough. There are good connections via the underground (northern line) and buses, with 7 routes through the centre. The town centre has an overall PTAL rating of 3, with some areas hitting 4 along High Road (A1000).</p> <p><i>Although there are good transport connections in the town centre, more can be done to increase the efficiency of transport, especially buses and reallocate space to pedestrians, cyclist and public realm improvements.</i></p>
<p>High quality public realm.</p> <p>There is a lack of public realm in North Finchley. The SPD intends to create an environment that is welcoming, safe, durable and stimulating. The provision of street furniture and creation of more green spaces within the town centre will contribute greatly to this, as will the addition of public art in specific locations around the town centre. Improving the public realm will also add to the permeability of the area and increase the movement. Reallocating road space to pedestrian movement and use will create a platform which can be used for improving the public realm. This will also allow for restaurants and cultural units in the southern town centre zone to be able to take advantage and create more outdoor seating in the area.</p>	Provision of high quality public space and units.	<p>The public realm reflects that North Finchley is more of a corridor than a place where people are willing to stay. There is currently a mixture of use throughout the town centre and some tree coverage.</p> <p><i>There are opportunities to create more spaces for locals and visitors through greening certain areas, providing for more outdoor seating for cafes and restaurants together with more active frontages. This should create a more attractive town centre. Public realm improvements and more accessible and modern retail units will benefit all pedestrians including those with mobility impairments.</i></p>

<p>Safe and secure community environment.</p> <p>The gyratory at North Finchley presents an unsafe road environment for pedestrians and cyclists, making it inconvenient and even hazardous to cross anywhere other than formal controlled crossing locations. There is a need to improve this through improvement of the public realm and overall quality of the high street.</p>	<p>Safe and secure environments.</p>	<p>In West Finchley and Woodhouse the most prominent crimes were anti-social behaviour and violent crime. Although the crime rate was low within these two wards, the improvements to the night time economy may increase this especially anti-social behaviour.</p> <p><i>There is an opportunity to create a safer and more welcoming town centre by introducing more active frontages and creating an environment which better reflects the needs of local communities. Improving the night time economy in the area has the potential to increase anti-social behaviour, however this can be managed.</i></p>
<p>Community involvement.</p> <p>Widening the day-time and evening economy will increase choice for residents and visitors. An enhanced retail offer within a more attractive setting will generate greater local expenditure. The relocation and improvement of the local market will also further increase and enhance the local economic offer to the community. There is support for new developments that provide benefits to the community in terms of health and education.</p> <p>High design standards.</p> <p>There is a need to try and achieve high quality design within the area which caters to all possible stakeholders in the community. There is to be a key focus in the design for proposed developments in relation to maintaining active frontages and the combination of units to meet the needs of retail units in the area. The local character of North Finchley is to be maintained, yet modernised and improved where possible. Greening of the town centre area with the creation of</p>	<p>Providing high quality development and increasing community involvement.</p>	<p>There is a diverse community within the town centre with a strong proportion of different minorities in the areas including multiple nationalities such as Polish and a high proportion of Asian communities. Nearly 50% of school children in West Finchley and 41% in Woodhouse do not speak English as their first language, with the most common languages being Japanese, Polish, Gujarati and Farsi.</p> <p>The weekly market is currently hidden away within Lodge Lane Car Park.</p> <p><i>Relocation of the weekly market to a more prominent town centre location could revitalise it and increase footfall. Opportunities for more market provision are highlighted in the SPD.</i></p> <p><i>A safer and more attractive environment with an improved town centre that better responds to local needs will re-integrate the town centre with the surrounding residential communities</i></p>

<p>a boulevard and provision of public art will further compliment the area. The RDG and DMP para 4.1.1-3 refer to designing for those who are disabled and for design to cater for the diverse community.</p>		
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Section 6: Identifying Potential Equality Effects

- 6.1 This report identifies whether people with protected characteristics are likely to be affected disproportionately and/or differentially by impacts from the SPD.
- 6.2 A disproportionate equality effect arises when an impact has a proportionately greater effect on people sharing a protected characteristic as compared to other members of the population at a particular location. In this EqIA this is used in two main ways:
- Where an impact is predicted on a residential area, where people sharing a protected characteristic make up a greater proportion of the affected resident population than their representation in the wider local authority area
 - Where an impact is predicted on a community resource predominantly or heavily used by people sharing protected characteristics (e.g. a place of worship attended by a particular faith group or a school attended by children).
- 6.3 A differential equality effect is one which affects members of a protected characteristic group differently from the rest of the general population because of specific needs, or recognised sensitivity or vulnerability associated with their protected characteristics.
- 6.4 In some cases, members of a protected characteristic group could be subject to both disproportionate and differential equality effects.
- 6.5 The following section sets out the proposals and guidance in the SPD and assesses the impacts on different equalities groups:

Assessment matrix – SPD Impacts on equalities target groups

Target equalities group (key) + positive impact, - negative impact and 0 neutral impact										
Age – A; Disability – D; Gender Reassignment – G; Marriage and Civil Partnership – MCP; Pregnancy and Maternity – PM; Race – R; Religion or Belief – RB; Sex – S; Sexual Orientation – SO										
SPD design element and spatial Planning Objective	Target Groups									Potential Impact
	A	D	G	MCP	PM	R	RB	S	SO	
Encouraging sustainable economic growth and economic regeneration	+	+	0	0	0	+	+	0	+	New opportunities for employment and the expansion of businesses and businesses are supported and encouraged by the SPD. Modern retail units that better respond to local needs and those of independent and national operators are to be created by combining existing units. The SPD is also concentrating the growth of town centre uses such as retail and leisure within the core of the town centre. The North Finchley market can have a more enhanced role within a town centre which when revitalised will prove less attractive as a location for uses such as betting shops and payday loan lenders.
To provide necessary infrastructure to support existing and future growth	+	+	0	0	+	+	+	0	0	Infrastructure will be delivered to support across North Finchley. Investing in public realm improvements, improving the experience for local residents of all backgrounds. The improvement of community facilities, particularly health

										and education, will be funded through CIL and S106.
To protect and enhance the quality of landscape, townscape and local distinctiveness	+	0	0	0	0	0	0	0	0	The SPD supports enhancing the current townscape and public realm in the town centre making North Finchley as a more attractive place to live, visit and dwell. This will happen through reallocation of street space for pedestrian use, improve the relationship between ground floor uses and streetscape, greening the area and the installation of public art to create a sense of civic pride. Public realm improvements and more accessible and modern retail units will benefit all pedestrians including those with mobility impairments.
To conserve and enhance open space, green corridor and biodiversity	+	+	0	0	0	0	0	0	0	Open spaces are to be encouraged through the prioritisation on pedestrians on the streets as well as creating open spaces in specific locations. The SPD includes a greening strategy. There is to be a mass greening of the area with proposals to create a boulevard of trees along the Great North Road. Ballards Lane and the Gateways are to have large amounts of greening brought into the area.
To conserve and enhance historic environment and cultural assets	+	0	0	0	0	0	0	0	0	The cultural zone of the town centre will be enhanced with a wider variety of restaurants and cultural units introduced into the area to support the existing Arts Depot and the enhancement of heritage character within North Finchley. There are a number of buildings with strong architectural quality especially in the central zone.

To improve the health of the population	+	+	0	0	0	0	0	0	0	The SPD strongly promotes the use of public transport such as buses as well as walking and cycling through the city centre. Greening of the area will also provide space to relax and improve the air quality within the town centre. It also seeks to improve the access and promotion of nearby tube stations.
To improve the skills and education of the population	+	+	0	0	0	+	0	0	0	Any planning applications will trigger planning obligations within Barnet's SPD on Skills, Enterprise, Employment and Training. Jobs will be created through the introduction of new retail and business space together with the widening of the evening economy.
To provide everyone with the opportunity to live in a decent and affordable home	+	+	+	+	+	+	+	+	+	Residential use is promoted throughout the town centre with opportunities for intensification at the northern and southern gateways. This will help increase supply of affordable as well as wheelchair housing
To reduce crime and the fear of crime	+	+	0	0	0	+	+	0	+	The SPD highlights Local Plan policies on Development Standards which cover designing out crime as well as our strategic policy on making Barnet a safer place. is aiming to mitigate crime Through a design focus on active edges and open spaces the SPD can help mitigate crime and the fear of crime. The improvement of the evening economy could increase anti-social behaviour; however with proper management this can be mitigated.
To promote social inclusion,	+	+	+	+	+	+	+	+	+	The SPD helps to address some of the problems facing

equality, diversity and community cohesion									the town centre and promotes the creation of meeting spaces and cultural activities within North Finchley. A safer and more attractive environment with an improved town centre that better responds to local needs will re-integrate the town centre with the surrounding residential communities
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Section 7: Monitoring

- 7.1 The council will monitor the implementation of the SPD and assess the extent to which the objectives and policies are being achieved. Where targets are not being met, the Council will explain why and set out what steps are to be taken to correct this in the AMR.

	<p>Policy and Resources Committee 13 February 2018</p>
<p style="text-align: right;">Title</p>	<p>The Barnet Group (TBG) Business Plan</p>
<p style="text-align: right;">Report of</p>	<p>TBG Finance Director</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A: TBG Business plan</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Mike Gerrard, Finance Director, Tel: 0208 359 7428, Email: mike.gerrard@barnethomes.org</p>

Summary

The business plan sets out The Barnet Group’s vision and ambitions for the period 2016-2021 and focuses on the third year of activities. Once approved, this will be used to communicate our plans to our key stakeholders and employees.

The business plan was approved by The Barnet Group Board at its meeting of the 27 November 2017. The plan has now been updated to reflect the work completed in the past 8 months and the further activities planned over the next twelve months.

Recommendations

- 1. That the Committee approve the Business Plan attached as appendix A**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Barnet Group (TBG) has produced a five-year Business Plan in order to articulate its strategy and priorities for the medium term, and to show how this will be resourced. The overall plan and strategic themes remain unaltered from the plan agreed by the Committee in March 2016 and updated and approved in June 2017, but has been updated to reflect the work completed in the past 8 months and the further activities planned over the next twelve months.
- 1.2 This will enable us to deliver on the commitments set out in the draft delivery plan, which is attached as an appendix to this report. As a subsidiary of the council, The Barnet Group (the Group) requires approval for this plan.

2. REASONS FOR RECOMMENDATIONS

- 2.1 This plan has been given consideration by a number of groups. It has also been considered at a including a board away day, and during the course of sessions held with our employees and senior managers.
- 2.2 Feedback from our customers has been considered, along with consideration of the wider demographics within the borough.
- 2.3 In developing the plan, we have considered a range of external and internal issues which have influenced our thinking about our priorities. These are summarised within the plan in order to provide some context on how we have arrived at our strategy.
- 2.4 The TBG Board approved the draft plan in November 2017, which is attached for approval by the Policy and Resources Committee.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The selected projects and actions listed have been identified as those which will best support our overall objectives and the desired outcomes.

4. POST DECISION IMPLEMENTATION

- 4.1 Once approved, we will fully launch the detail of the Business Plan to ensure that employees and key stakeholders are aware of our objectives.
- 4.2 We have adopted a project management framework similar to the Council's and have already begun the project planning to implement the activities within the Business Plan. Once approved, implementation will formally commence.
- 4.3 A simplified version of the business plan will be produced to communicate to our customers, which will be placed on our web site.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Business Plan explicitly addresses the council's priorities and the areas of the Housing Strategy that TBG is able to actively support along with the outcomes sought by Adults Social Care.

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

5.2.1 The Barnet Group is wholly owned by the London Borough of Barnet. As a result, TBG's financial performance (including its assets and liabilities) are consolidated within the results of the Borough. Furthermore, while TBG is a separate legal entity to LBB, the Borough retains an overall accountability to residents for the provision of TBG's services (Barnet Homes, Your Choice, etc). As such, key operational risks within those services cannot be fully transferred from the Borough to TBG.

5.2.2 The Business Plan includes a consolidated financial plan for the Group in the body of the document, along with separate plans for each subsidiary as appendices C to G from page 42 onwards. These plans include all MTFS savings agreed with the London Borough of Barnet.

5.2.3 The Business Plan for the Group includes TBG Open Door Limited. TBG Open Door is a Registered Provider subsidiary of Barnet Homes and intends to build 320 homes utilising a loan from the London Borough of Barnet.

5.3 Social Value

5.3.1 A key theme of TBG's strategic approach is to focus on outcomes and the impact of our actions, and the prioritised activities within the third iteration of the 2016-21 Business Plan are intended to deliver upon TBG's overall vision. Following the successful implementation of priority activities, project reviews will include an assessment of achieved benefits and the impact upon customers and communities.

5.3.2 Additionally, we continue to measure the extent to which our expenditure is kept within the local economy.

5.4 Legal and Constitutional References

5.4.1 The Business Plan includes an explanatory section describing our group structure and its relationship to the Council. We also acknowledge our relationship to the Homes and Communities Agency (HCA) and Care Quality Commission as our regulators.

5.4.2 The Council's Constitution, Article 7.5, Committees, Forums, Working Groups and Partnerships, sets out the functions of the Policy and Resources

Committee, which includes the approval of the budget and business plan of The Barnet Group.

5.5 Risk Management

5.5.1 The Business Plan and activities within it do not represent a risk in themselves but are intended to help mitigate risks within the Group. TBG has a robust risk management system and risks are shared with the Council throughout the year and joint risk activities undertaken. The top four risks being actively managed are:

- Funding and Finance – particularly in relation to development costs
- Homelessness – recognising the impact of an increase in homelessness on the General Fund
- The risk of unsuccessful implementation of improvement projects which support the delivery of planned efficiencies
- The risk of TBG not being able to deliver on the committed Housing Revenue Account and General Fund efficiency savings.

5.5.2 All of our top-level risks are reported regularly to the Group Audit and Risk Committee and the Group Board.

5.6 Equalities and Diversity

5.6.1 The business plan is designed to support the Council's strategic equalities objective as set out in the Corporate Plan - 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

5.6.2 Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty requires public authorities and organisations acting on their behalf to have due regard to the need to:

- eliminate discrimination, harassment, 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 share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it

5.6.3 The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex

- Sexual orientation

5.6.4 The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design of policies and the delivery of services so that the potential impact on any protected groups is identified and steps taken to mitigate or remove them.

5.6.5 The Business Plan considers the profile of TBG's customers and additional demographic information on the population in Barnet as a whole, which has been used to influence our stated priorities. It is not anticipated that the Business Plan will cause any detriment to any particular group of people.

5.6.6 The impact of any significant changes to service delivery would be monitored through an Equality Impact Assessment in order to ensure any anticipated detriment to a protected group were understood and mitigated.

5.7 Consultation and Engagement

5.7.1 A range of groups have been consulted in the development of this plan including: Board and Committee members which include one Councillor from Conservative and Labour, staff and managers, and some senior council officers. Further engagement with employees and customers is planned following approval of the plan in order to promote and publicise our agreed priorities.

5.8 Insight

5.8.1 Insight hasn't been utilised directly in the production of the Group Business Plan however feedback from Customers and Insight activity in respect of individual projects such as Homelessness and Welfare Reform has been undertaken.

6. BACKGROUND PAPERS

6.1 Years one and two of the Business Plan, approved by the Committee in March 2016 and June 2017 respectively, can be viewed here

<http://barnet.moderngov.co.uk/documents/s40455/The%20Barnet%20Group%20Business%20Plan.pdf>

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Business Plan 2016-21

From Good to Great

Year 3: 2018/19



Document history

Item	Reason	Version	Author	Date
1.0	Initial draft.	0.1	Laura Giles	18 August 2017
2.0	Further revision following staff and Board engagement	0.2	Laura Giles	7 November 2017
3.0	Update prior to Board approval	0.3	Laura Giles	20 November 2017
4.0	Exec summary and intro added	0.4	Laura Giles	7 December 2017
5.0	Minor amendments following LBB Commissioning Group review	0.5	Laura Giles	18 January 2017

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Statement by our Chair and Chief Executive

We are excited to see the progress we have made in the first two years of our 'Good to Great' programme of service improvements and developments, with the achievement of some incredible outcomes for our customers, communities, and The Barnet Group itself.

The Group has grown significantly in scale, complexity, and ambition over the past two years. We must continue to challenge ourselves to innovate, improve, and strive for improved outcomes in order to build upon the successes we have already achieved and deliver our goals. The third year of our Business Plan sets out our ambitions over the coming year both as a Group and within our subsidiaries, as we continue our journey to become a 'Great' organisation.

Within each part of our organisation, the excellent outcomes achieved show what a successful two years we have had. We are particularly proud of the impact we have seen with our Your Choice (Barnet) service users, the Welfare Reform Task Force, Let2Barnet, and the ways in which we support vulnerable customers and those who are most affected by Welfare Reform, including our domestic violence refuge and one-stop shop, and BOOST and other community-based programmes.

We maintain strong performance in a range of areas across both cost and quality measures, including for housing management, repairs and maintenance and empty property refurbishment, and estate services. Our success in achieving great outcomes for customers whilst continuing to deliver improved efficiencies and effectiveness demonstrates how our teams have embraced our 'thinking differently and challenging ourselves' theme.

The environment in which we operate continues to be extremely challenging, and we need to continue to deliver improved outcomes in the face of reduced funding and increasing demand. The combined challenges of Brexit, welfare reform, and potential local and national political change and instability are likely to present a number of challenges, and we must adapt and be responsive to these.

In the wake of the terrible fire at Grenfell Tower in Kensington and Chelsea in June 2017, there has been a national focus on social housing and fire safety, and we are committed to maintaining the health and safety of our residents and other customers. We will continue to focus on implementing best practice improvements in our fire safety measures in high rise blocks and across our stock.

We have worked hard over the past year to strengthen our governance, and we look forward to focusing our efforts on delivering consistent and cost-effective services that are fit for the future and meet the needs and aspirations of our customers, ensuring that our foundations are strong, driving value for money in all of our activities, and creating capacity for future growth and diversification.

We will continue to be transparent and accountable to our customers for the decisions we make and the services we provide. We will be responsive to changes within the housing and adult social care sectors and mindful of the current economic climate, but will continue to make long-term strategic decisions for the benefit of this and future generations.



Terry Rogers
Chair



Tim Mulvenna
Group Chief Executive

DRAFT

Executive summary

The Barnet Group's Business Plan sets out our five-year vision from 2016-2021 for how we will continue to deliver good services whilst supporting the challenges faced by the Council and our customers, and this latest version includes specifically our priorities for the financial year 2018/19.

We will do this by focusing on our three strategic themes:

- putting people first;
- thinking differently and challenging ourselves; and
- growing our business.

Through the work we undertake over the coming years, The Barnet Group, the way we work, and the positive impact we have on people's lives will look and feel different in 2021 than they do today. We will continue to grow and create greater economies of scale and deliver upon our shared goals with the London Borough of Barnet, whilst achieving even greater outcomes for our customers, communities, and employees.

We will seek to work with partners as we have in the Welfare Reform Task Force, BOOST, and Love Burnt Oak to ensure that appropriate skills and resources are shared and the best outcomes are achieved for customers and communities.

We will develop and adopt more flexible and efficient services, focusing on the priorities of our customers, and providing choices to better meet their needs and aspirations. We will explore opportunities for improved digital engagement, and work to enable customers to access services and interact with us in ways that suit their needs.

We will continue to grow and transform the services within Your Choice (Barnet) in order to deliver efficiencies and improved outcomes, improve effectiveness, ensure customer satisfaction, and support and promote greater independence and choice.

We will prioritise the safety of our customers, and will engage with residents and increase awareness as part of our approach to implementing best practice fire safety measures. We will also continue to drive improved outcomes in our core services to prevent and tackle homelessness in response to the Homelessness Reduction Act, and support customers affected by continuing Welfare Reform.

We will develop innovative service models for Opendoor Homes and Bumblebee, and continue our ambitious development and acquisition programmes in order to increase the housing supply within the borough and help to meet growing demand across different tenures.

We will continue to focus on employee wellbeing and engagement in order to make The Barnet Group a great place to work, and to attract, develop and retain the best staff.

Through our ambitious growth and development of new homes, arising opportunities in Adult Social Care, and our robust approach to supporting Council initiatives and other services over recent years, we have supported the London Borough of Barnet to overcome many of its challenges. We believe we have developed a proven model for local government delivery where more is achieved with fewer resources.

Our vision and values

Our vision of “public sector ethos with a private sector commercial focus” represents the uniqueness of The Barnet Group as we deliver our approach to providing great services at great value, whilst making a positive difference to people, homes, and communities. We would not describe ourselves as either public or private sector, but rather the best of both. Our customers are always at the heart of what we do, and whilst we have cost and impact in mind, we will never sacrifice service for surplus.

Our Values shape the way in which we operate and provide services to our customers. They are applicable to all of our employees:

- **one team, one outcome** is about being open to the perspectives of others and working effectively in partnership to achieve the best possible outcomes for the customer;
- **responding to individuals** is about shaping what we do around people’s needs and aspirations;
- **taking ownership** is about taking responsibility for resolving problems, seizing opportunities, and finding ways to improve;
- **inspiring trust** is about doing what we say we will, and doing it in a way that is in line with our values; and
- **being proud** is about feeling rewarded, fulfilled, and positive about the services we deliver and about working for The Barnet Group.

The feedback from our 2015 and 2017 employee engagement surveys informed the development and regular review of our People Strategy, which aims to encourage staff to embody our vision and values and deliver our strategic priorities, as well as demonstrate that The Barnet Group is an organisation that puts its people first. Over the coming years we will deliver the following priorities through our People Strategy:

- attract, develop, and retain the best talent;
- make The Barnet Group a great place to work;
- champion transformational leadership; and
- create a culture of one team, high performance, and learning.

The Barnet Group in 2021

We have already demonstrated our ability to grow and diversify through successful transformations, such as Your Choice (Barnet) and the Housing Options Service, the creation of Opendoor Homes to support future growth, and the creation of Bumblebee to expand into private rented lettings and management service in order to further meet housing demand in Barnet and North London.

Having developed a successful track record and demonstrated our organisational competence, we are confident and excited by the prospect of continuing this growth and diversification over the next five years. We continue to actively seek opportunities for future development, and anticipate that by 2021 The Barnet Group will deliver a broader range of services.

Ultimately, success is not just measured through figures, and we are aware that we need to remain mindful of how our services and performance are experienced by our key stakeholders.

If you are a customer you will be satisfied that your services are being delivered reliably to a good standard, with a concern for your wellbeing. You will feel that our staff are friendly, approachable, and have your best interests at heart. You will find services inclusive, easy to access, and appropriate to your needs, and you will feel confident that we will get things right when you contact us. You will be treated fairly and with respect.

If you are a tenant or leaseholder you will feel safe and connected in your community, and proud of your home. You will have opportunities to be meaningfully engaged to improve services and decision-making, and enhance local cohesion. You will receive services that are delivered in a manner to enable and empower you. You will have increased opportunities to access services online so that you are able to have your needs met in a way and at a time that is convenient for you.

If you use our Care and Support services you will be satisfied that your services are provided in a way that ensures you are kept safe and your welfare is safeguarded. You will be treated with kindness, dignity, and respect, and in a caring manner that puts you, and your goals and ambitions at the centre of how your support is delivered. You will receive services that achieve good outcomes and support you to maintain a high quality of life, delivered by staff who are equipped with the skills and knowledge they need to provide positive and individualised support.

If you are an employee you will perceive The Barnet Group as a great place to work, and an organisation of which you can feel proud; we want our customers and partners to feel our passion, and for our staff to feel empowered to be their best. You will feel highly engaged and will both understand and support the objectives of the Group and how you contribute to our aims, and you will feel confident that your efforts will be supported and recognised. The diversity of our employees makes us stronger and better-able to help our customers, and there will be a sense of “One Team” throughout the Group.

If you are a stakeholder you will think of The Barnet Group as a trusted partner. You will feel confident that the Group is a financially robust, high performing organisation that is able to deliver on its promises. The Group’s ability to innovate and effectively bring other organisations together in order to achieve the best results for the borough and its residents will provide assurance to stakeholders that it can be trusted to grow and diversify.

Our strategic priorities

Our vision is to move the Group from a **good** organisation to a **great** one. The Barnet Group's 'Good to Great' strategy is about being more consistent in our service delivery, thinking differently to solve the challenges we face, and focusing on the outcomes and impact of our actions more than the actions themselves. Three key themes underpin our Good to Great vision:

Putting people first:

- we will listen to what matters to our customers and partners, offer real choices, support their aspirations, and respond effectively to achieve positive outcomes;
- we will support, involve, and develop our employees, and make The Barnet Group a great place to work; and
- we will enable and empower the people we support to ensure maximum independence and control over their own environment and support services.

Thinking differently and challenging ourselves:

- we will build on our existing strengths and use our core services of delivering quality homes, housing management, and care and support as the foundations for all service improvements, efficiencies and growth;
- we will combine our expertise and ethos with insight and innovation to deliver the most efficient, consistent, and effective services individually and with our partners, including getting more things right first time; and
- we will transform our Group by challenging how we work to focus on outcomes, impact, and the value of our work.

Growing our business:

- we will seek growth opportunities that support our aspirations of moving from 'good to great', or provide the opportunity to demonstrate the benefit of our 'good to great' model;
- we will look to grow in areas that allow us to increase our economies of scale and share costs without distracting us from our five year vision; and
- we will seek opportunities for growth which will provide opportunities for the development of the people we support, the staff providing that support, and for innovative future service provision.



Our ambitions

- Increase our employee engagement index from 71% to 85% by 2021.
- Reduce sickness absence to average <7 days per employee per year by 2021.
- Employ no more than 10% of staff on a temporary basis.
- Deliver efficiency savings of £2.1m and £1.2m for Barnet Homes and YCB respectively.
- Build or purchase 750 new homes by April 2021.
- Understand and report on the additional social and environmental benefits and value our activities add to our communities.

Our progress so far

- Launched our Community Engagement Strategy that outlines how our customers and service users have told us they wish to be involved.
- Supported 432 customers and service users into employment, training and volunteering opportunities.
- Achieved savings of approximately £400,000 through the creation of our employment arm, TBG Flex.
- Continued to deliver our People Strategy, through which we have established a demonstrable track record of successful talent management and clear succession plans to support and develop our staff and ensure the Group is a great place to work. This included 47 staff achieving internal promotions.
- Delivered the first year of our Health and Wellbeing Strategy to enhance the physical, mental, financial, and social wellbeing and work/life balance of our employees and create a motivated, healthier, and happier workplace.
- Showed our commitment to supporting staff by signing both the Time to Change Employer Pledge to tackle the stigma of mental health in the workplace, and the Mindful Employer Charter.
- Supported our employees with a learning and development programme, including 62 senior officers participating in our Leadership Development Programme, and 31 staff completing a New and Aspiring Managers programme.
- Developed and continued to strengthen our apprentice and graduate programmes, with 17 graduates (including 1 from the National Graduate Development Programme) and 19 new apprentices joining the organisation.
- Secured full-time employment with the Group for 7 former apprentices since 2016.
- Launched our Value for Money Strategy to support the achievement of meeting our efficiency aims without reducing services, and to transform our business by focusing on outcomes, impact, and the value of our work.
- Recruited 8 new board members, and designed new governance structures to ensure the robust management and oversight of our business with effect from January 2018.
- Reviewed our residents' Performance Advisory Group's governance arrangements in line with the growth and structure of our independent Group Boards.

- Delivered staff pro-bono support and training to 25 voluntary and community sector organisations covering data protection, risk assessment, social media, marketing and PR training in 2017.
- Strategically led on bringing partners and stakeholders together to develop West Hendon's Neighbourhood Investment Strategy on behalf of Metropolitan Housing Trust.
- Achieved the Housemark Complaints Accreditation (TBC)

Our priority activities

In 2018/19 we will:

- ✓ Revise our **People Strategy** based on our employees' feedback, and implement our new objectives in order to make The Barnet Group a great place to work with a focus on: employee engagement and wellbeing; attracting, developing, and retaining the best staff; and excellent internal communications.
- ✓ Implement **Smarter Working** and prepare for our office move through increasing: mobile and flexible working; the use of co-location and community hubs; and employee support, in order to adopt more flexible, effective, and efficient services.
- ✓ Deliver the second phase of the **Customer Access Strategy** to enable customers to access services and interact with the Group in ways that suit their needs, including exploring opportunities for improved digital engagement and self-service.
- ✓ Deliver **savings and growth opportunities** to achieve improved efficiency and effectiveness in supporting the aims of the London Borough of Barnet.

Our ambitions

- Maintain Barnet Homes' resident satisfaction at top quartile performance by 2021.
- Reduce households living in temporary accommodation to 2,500.
- Improve the quality of services and the customer experience for tenants and leaseholders whilst maintaining cost efficiencies.
- Establish Right First Time measures and monitor across all key services.
- Deliver a Caretaking service that achieves top quartile customer satisfaction.
- Maintain the safety of residents through the delivery of fire safety improvement works by the end of 2019.

Our progress so far

- Responded to the Grenfell Tower tragedy in Kensington & Chelsea, including updating Fire Risk Assessments and comprehensive best practice surveys on all tower blocks, removing the cladding system on the 3 towers with ACM cladding on Granville Road Estate, working closely with the London Fire Brigade on assurance of our approach to fire safety, working with the Council to secure £17.5m of funding to deliver a fire safety improvement programme to the stock, and commencing delivery of the programme.
- Achieved our ambitions of 95% of repairs being completed Right First Time on over 7,000 repairs completed by October 2017, and of delivering a Caretaking service that delivers Value for Money by performing in the top quartile for cost.
- Achieved top quartile performance in benchmarking comparisons with our peers in a number of areas including tenant satisfaction, and costs of housing management, repairs and voids, estate services, and leaseholder services.
- Achieved 100% compliancy for all relevant properties having a valid landlord gas safety record.
- Increased tenant satisfaction with estate services from 57% to 83% from April 2017 to October 2017.
- Increased Leaseholder satisfaction with the major works programme by 2% to 97% from October 2016 to October 2017.
- Maintained high levels of resident satisfaction with repairs and maintenance jobs at 99%.
- Achieved record levels of tenancy sustainment through our Successful Tenancies Strategy, by supporting residents to access benefits, training, and employment.
- Reduced the number of households living in temporary accommodation by more than 260 in the year to October 2017, to 2,662.
- Led the Welfare Benefits Task Force, comprising Barnet Homes, the Housing Benefit team, and Job Centre Plus, and since 2013 supported 2,943 residents across the borough who have been affected by the Welfare Benefits cap. This includes helping 1,034 into work, and 348 into more affordable accommodation. This work has contributed to increasing the number of homelessness preventions by 18%.
- Achieved the number one voids performance in London, with an average empty property turnaround time of 13.5 days (year to date performance October 2017) and 100% of void repairs completed in target time.

- Were part of the North London Housing Partnership which was awarded £917,000 to deliver a trailblazer early intervention project. This will see the creation of a Homelessness Prevention Navigator role within the borough.
- Acquired 386 properties by the end of October 2017 from the private market through Let2Barnet, to increase the number of affordable housing options for Barnet's housing applicants, and enable us to house more homeless families.
- Let2Barnet procured 15 properties on 2 year agreements for the Syrian Project at Local Housing Allowance, helping to house 54 households.
- Hosted two successful community roadshows in 2017 with over 200 of our residents in attendance.
- Funded Art Against Knives to deliver an early intervention programme to reduce the risk of 80 young people being lured into being involved in gangs, drug, and serious youth violence in 2017.
- Awarded grants of £500 each to 10 community organisations since 2016 through our resident-led Robert Heath First Time Access Fund, to help fund events, equipment, and other resources to deliver community improvements and activities.
- Provided support to 33 Gardening Clubs since 2016. Residents have recognised these as having a positive impact on their health and wellbeing, and have improved the aesthetics of their estates that also received a Barnet Civic Award from the Mayor of Barnet
- Launched our second 'BOOST' project, which has so far signed up 141 people in Child's Hill and helped 14 get in to work. BOOST Burnt Oak has to date signed up 1,130 and helped 402 in to work. BOOST Burnt Oak has also received funding from the European Social Fund as part of the 2014-2020 European Structural and Investment Funds Growth Programme in England.
- Piloted a new Temporary Accommodation sign-up process, which has to date decreased by half the average number of days taken for Housing Benefit to be paid, helping customers to better-manage their rent account.
- Launched our new Customer Portal in August 2017, which enables customers to access a range of services online including viewing their rent balance, making a payment, raising and chasing a repair, and logging a complaint or compliment.
- Celebrated being shortlisted for two awards: Women In Housing's 'Most Effective Project in Improving the Lives of Women or Communities' for our domestic violence refuge, and the London Borough of Barnet's 'Delivering for Barnet Architecture Awards New Build 10+ Units.'

Our priority activities

In 2018/19 we will:

- ✓ Implement a best practice approach to improve **fire safety** measures, engage with residents, and increase awareness across the housing stock.
- ✓ Implement an approach to support residents and ensure the impact of **Universal Credit** on rent arrears is minimised.
- ✓ Develop our new dementia-friendly Extra Care scheme **Ansell Court** in Mill Hill to support residents and promote independence.
- ✓ Deliver the second year of our improvement programme to address the **priorities of our customers** of all tenures in order to enhance: services; Right First Time performance; the customer experience; and satisfaction, including reviewing our approach to enquiry- and repairs-handling through our contact centre and face-to-face services.

✓ Deliver **savings and growth opportunities** to achieve improved efficiency and effectiveness in supporting the aims of the London Borough of Barnet.

✓ Implement an approach to the forthcoming **Homelessness Reduction Act** to deliver earlier intervention to prevent homelessness and provide support to those at risk of and affected by homelessness who are covered by the Act.

DRAFT



Our ambitions

- People supported by YCB will have greater levels of choice and control over day to day decisions about their activities and support.
- Improved lifestyles for those supported by YCB, with better outcomes.
- Improved physical and mental health for those supported by YCB.
- Continue to explore opportunities for tenders to ensure growth and stability within the services.
- Increase the number of people YCB supports in paid employment to 23 by 2019.
- Support 5 more people to step down into general needs housing by 2019.
- Support 9 more people who have complex needs to move in to supported living schemes run by YCB, by 2019.

Our progress so far

- Agreed a new 5- year (plus 2) contract with the London Borough of Barnet Adults and Safeguarding Committee in June 2016, to deliver care and support services.
- Created an Employment Pathway Team and an Intervention and Prevention service for our community-based day services to deliver outcomes for service users, leading to greater independence.
- Delivered enhanced training to all relevant staff to ensure they can meet the needs of people who have more complex disabilities.
- Implemented an updated Safeguarding policy and procedure that is aligned to the London Multi-Agency Safeguarding Adults policy and Barnet Council's approach.
- Set up a new Enablement service from December 2016, which now delivers approximately 2,000 hours of support per month, providing people with 1-4 visits a day for up to six weeks to support them to regain skills and independence they have lost due to a stay in hospital or other reason.
- Established a Personal Assistant service to provide people who have a social care need with a flexible support package purchased through direct payments, with 44 matches providing up to 465 hours of support per week to date.
- Developed an Outreach Service for 10 people who have autism to increase community participation and reduce reliance on a building-based day centre service, leading to improved outcomes for all.
- Purchased an interactive floor system for service users who have profound and multiple learning disabilities, which will help develop their understanding of cause and effect, increase mobility, and above all increase enjoyment.
- Increased the number of people who have been able to benefit from the hydrotherapy service within one of the YCB day centres.
- Raised over £3,600 to ensure that all service users at one of the YCB day centres and their families could enjoy a range of summer activities and trips.
- Both the YCB services that are regulated by the Care Quality Commission have been rated overall as 'Good'.
- Supported two people who have complex needs to move into supported living with their own tenancies.
- Supported 8 people who have learning disabilities into paid employment.

- Enabled 9 people using YCB services to travel more independently than they were previously.
- Supported 12 people in volunteering roles, covering activities such as dog walking, gardening, shopping, and cat-sitting.
- The Quality Assurance Group (QUAG) has carried out 16 quality assurance inspections at the YCB services, covering areas including service user activities, staff engagement, and health and safety including the management and administration of medicines.
- Working in collaboration with Middlesex University to develop virtual reality programmes for people with physical and learning disabilities.
- Worked in partnership with the Council to develop the Extra Care Housing (ECH) Care and Support specification, which will be delivered from the new ECH development in Mill Hill upon practical completion.

Our priority activities

In 2018/19 we will:

- ✓ Deliver **savings and growth opportunities** to achieve improved efficiency and effectiveness in supporting the aims of the London Borough of Barnet.
- ✓ Continue to deliver the **transformation of the current services** to ensure improved outcomes for the people we support, and greater opportunities for independence where people have told us that is what they want.
- ✓ Develop an **Extra Care operating model** in readiness for the completion of our new scheme at Milespit Hill.



Our ambitions

- Create an innovative service model that delivers a modern, digital-first approach that effectively meets the needs of residents.
- Establish new and innovative methods to deliver new housing

Our progress so far

- Created Opendoor Homes, and successfully registered the company as a Registered Provider with the Homes and Communities Agency.
- Took transfer of our first sites at Elmshurst Crescent and Basing Way, and started the development of 27 new properties which are due to be completed in August 2018.
- Achieved planning consent for a further 128 new homes for rent across 18 sites.
- Developed partnerships with a range of large and small construction partners to deliver our programme and give cost certainty.
- Developed and applied for planning approval for four significant schemes at Prospect Ring, Burnt Oak Registry Office, and The Croft with will deliver circa 110 new homes for Affordable rent.
- Gained approval for 10 further new homes with an emphasis on wheelchair access as part of the micro sites programme, which will be funded through the Council's Planning Department's Commuted Section 106 funds.
- Explored a range of innovative funding opportunities and new means of delivery including modular housing, building additional stories on existing flats, and building over car parks.

Our priority activities

In 2018/19 we will:

- ✓ Develop and launch a **service model for Opendoor Homes** that delivers new ways of working in an innovative, modern, digital-first approach to meeting residents' needs.
- ✓ Start the **on-site development** of all of the programmed Affordable Opendoor Homes properties.
- ✓ Achieve the **first new lettings** for Opendoor Homes.
- ✓ Complete Phase 1 of our **microsites development scheme** in order to increase the supply of Affordable housing within the borough, and seek approval for Phase 2 to provide up to 20 additional homes.
- ✓ Create a **mixed-tenure development offer** for the London Borough of Barnet, to create further development opportunities for the future.



BUMBLEBEE

Our ambitions

- Create a modern private lettings company in order to grow the business and meet housing demand.

Our progress so far

- Gained approval of the Bumblebee business case from our Board and Barnet Council, and had an inter-company loan agreement approved.
- Registered the new company and set up a board of directors to oversee its operations.
- Formed a project board and started work to develop the company's operating model.
- Developed a marketing strategy and approved a business case for the software solution.

Our priority activities

In 2018/19 we will:

- ✓ Develop and launch **Bumblebee**, our new private lettings and management company, to expand into the growing market and further meet housing demand in Barnet and North London.
- ✓ Deliver against the year 1 **business plan forecasts**.
- ✓ Develop a **sales option** for Bumblebee's sister company Opendoor Homes' mixed tenure ambitions.
- ✓ Develop a partnership option with institutional investment partners to deliver **private rental sector management**.

The changing shape of The Barnet Group

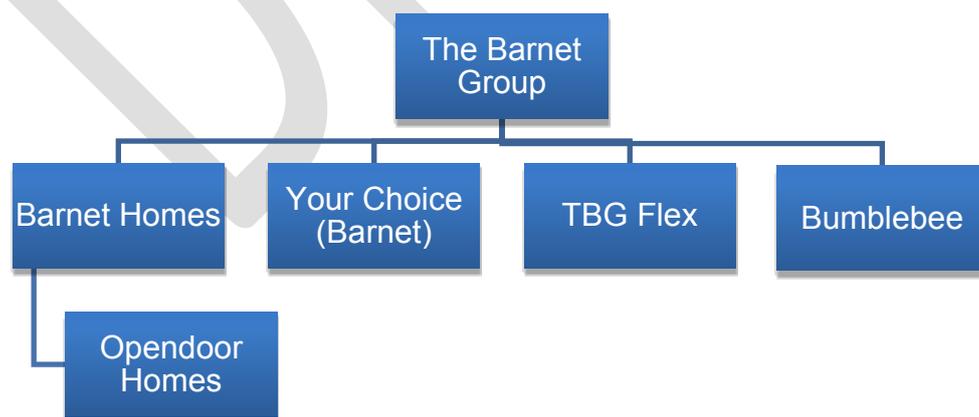
Barnet Homes was established as an Arm's Length Management Organisation (ALMO) in 2004 to manage approximately 15,000 council-owned properties within Barnet. In 2012, Your Choice (Barnet) was created to receive the transfer of Adult Social Care services from the London Borough of Barnet (LBB), and The Barnet Group was created as the parent company to both Barnet Homes and Your Choice (Barnet).

Later in 2012 the Council's Homelessness service transferred to Barnet Homes. In 2013, Barnet Homes began the development of the first council housing to be built in the borough for over 25 years. The first three properties were completed in early 2014 and another forty were completed in 2016. Fifty-three Extra Care units will also be completed in 2018/19.

In 2015, TBG Flex was created to employ and supply new employees within the Group, offering more flexible terms and conditions of employment. We also created a new subsidiary to Barnet Homes, Opendoor Homes, which became a Registered Provider with the Homes and Communities Agency in April 2017 and which supports the Group's ambitions for growth whilst providing much-needed Affordable rented housing within the borough. In 2017, Bumblebee was created to provide an online private lettings service in Barnet, drawing upon the success of the Group's Let2Barnet service.

The diagram and text below explains the structure of The Barnet Group.

- **The Barnet Group:** parent company wholly owned by LBB.
- **Barnet Homes:** ALMO with a ten year agreement from 1 April 2016 to deliver housing management and homelessness services within Barnet.
- **Your Choice (Barnet):** adult social care company delivering services across a number of schemes and services, with a renewed five-year agreement from 1 February 2017.
- **TBG Flex:** employment arm within the Group, offering flexible benefits and supplying new employees to the other companies within the Group.
- **Bumblebee:** a private lettings company.
- **Opendoor Homes:** a subsidiary of Barnet Homes. A Registered Provider with the Homes and Communities Agency, which will develop and own over 320 homes by 2018.



Across the Group we employ over 500 staff, providing a range of services to people who live in Council-owned homes, Care and Support clients from Barnet and other local authorities, and private customers. Opendoor Homes will deliver a construction programme of circa £76 million over the next two years.

Governance

Strong and effective management structures and systems are central to our success, with ultimate responsibility lying with a Board of Directors with the necessary skills and experience to effectively govern the organisation.

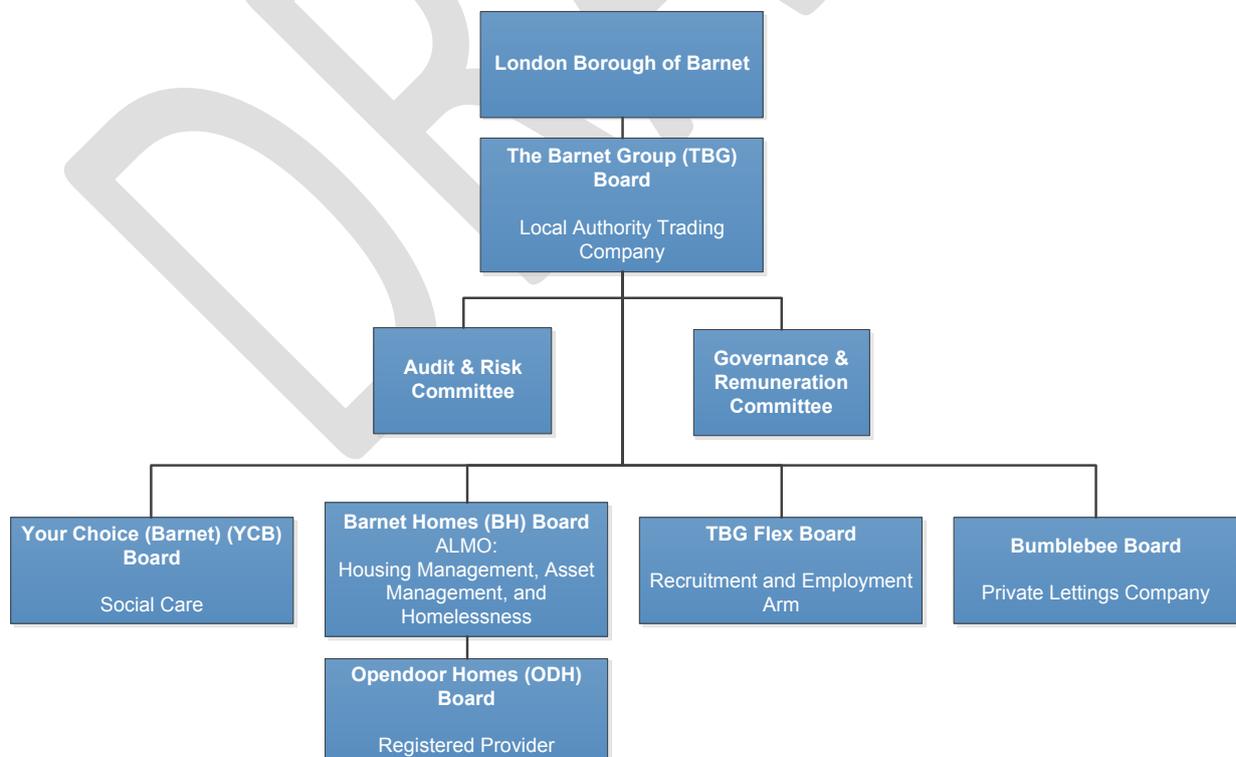
We value the views of our customers, and in order to ensure the Board understands the issues that matter most to our customers our Board's constitution provides for a number of places for customers and/or representatives. We also have two places reserved for nominees of the Council. The Barnet Group Board and all subsidiary Boards have adopted the National Housing Federation's (NHF) Code of Governance 2015.

The Board reviews its own performance annually and seeks to ensure it provides effective control over its subsidiary companies. The Board is supported by committees for Audit and Risk, Governance and Remuneration, and Assets.

In recognition that the Group's governance arrangements have become incrementally more complex, in 2016 we commissioned Campbell Tickell to conduct a review of our governance arrangements. The scope of the review included consideration of our structures, policies, governance compliance, and existing skills. The recommendations arising from the review have been fully implemented, resulting in eight new board members being recruited, the disaggregation of the meetings between the Group Board and Subsidiary Boards, and revisions to key governance policies and procedures.

Robust governance arrangements are especially important as through our Registered Provider Opendoor Homes we are now subject to increased scrutiny by the Homes and Communities Agency (HCA).

The Governance structures for The Barnet Group are set out below:



Our key stakeholders

The stakeholders for whom this business plan has been prepared are as follows:

Stakeholder	Role
Customers	Be involved in scrutinising performance and holding the Group to account, and can use the plan as a backdrop to positive engagement with our services and to monitor the impact on their lives.
Staff	Deliver the goals, priorities, and day-to-day services for the Group.
Management	Lead the organisation and staff, and develop the operational framework of the Group.
Barnet Council	Provides funding, agrees strategic direction, ensures the Group is supporting the priorities of the Council, and monitors performance.
Partners and Contractors	Work with the Group to support the delivery of our Business Plan and day-to-day services.
Homes and Communities Agency	Regulates and monitors financial viability and governance for Barnet Homes, in addition to value for money and the regulatory consumer standards for Opendoor Homes.
Greater London Authority (GLA)	Provides funding to increase housing supply within London.

As Barnet Council is our sole shareholder it is important that the activities of the Group support the priorities of the London Borough of Barnet. The Council, working with local, regional, and national partners, will strive to ensure that Barnet is a place:

- of opportunity, where people can further their quality of life;
- where people are helped to help themselves;
- where responsibility is shared, fairly;
- where services are delivered efficiently to get value for money for the taxpayer.

In turn, the Council's Housing Strategy has prioritised the following areas for The Barnet Group:

- increasing the housing supply;
- delivering homes that people can afford;
- sustaining quality, particularly in the private rented sector;
- preventing and tackling homelessness;
- providing suitable housing for vulnerable people; and
- delivering efficient and effective services.

Barnet Council's Adult Social Care (ASC) outcomes within the ASC Committee's Commissioning Plan prioritise the following areas for the Group to support:

- a strengths-based approach to social care, working with people to identify their preferred outcomes in order to prevent, reduce, or delay their social care and health needs from either developing or escalating;
- a person-centred approach, focusing on supporting people in the most appropriate place (usually someone's home or community) to best meet their needs in the most cost-effective way possible, and to live as independently as possible with increased choice and control;
- focusing on early intervention and prevention for individuals to know what is available to increase and maintain their wellbeing and independence, and to be able to obtain it when they need to; and
- safeguarding and supporting individuals to live safely through strategies that maximise their independence and minimise risk.

In October 2017, the Government published a policy paper with consultation regarding a review of funding for supported housing. New funding regimes are expected to be effective from April 2020, and include the following plans:

- introduction of a 'Sheltered Rent' for those in sheltered and extra care housing which keeps funding in the welfare system and will better control costs;
- housing costs for short-term and transitional supported housing to be funded through local councils; and
- housing costs for long-term supported housing, including supported housing for those with learning disabilities, mental ill health, and physical disabilities, to continue to be funded through the welfare system.

Our operating environment

In order to identify our strategic priorities we have considered a range of factors that influence our operating environment.

Political and economic context

We face a period of social, economic, and political instability. Following the outcome of the EU Referendum ('Brexit') in June 2016, there is uncertainty as to the terms of the UK leaving the European Union. At a local level, Barnet may also experience changes in local government policy depending the outcomes of the Local Elections in Barnet in May 2018.

The past six years has been a period of significant challenge for local authorities due to a combination of reduced funding and increasing demand. Household incomes have been squeezed by higher inflation following the fall in the pound after Brexit. Whilst there has been strong growth in employment, growth in earnings and productivity has been weak. Central government savings associated with major reforms of the incapacity and disability benefits system have fallen short of expectations.

Although no commitments were made to increase funding for adult social care, the Autumn Budget 2017 included a number of announcements that will have an impact upon the sectors in which The Barnet Group operates, including:

- £44 billion in overall government support for housing to meet the target of building 300,000 new homes a year by the middle of the next decade;
- £400 million to regenerate housing estates and £1.1 billion to unlock strategic sites for development; and
- A £1.5 billion package allocated to Universal Credit, which is intended to remove the seven-day initial waiting period for the processing of claims, and to enable new claimants in receipt of housing benefit to continue to receive it for two weeks.

Over the past seven years there has been a 38% reduction in central government funding in England in real terms. This has created a funding gap at local government level, with an expected £9.5 billion shortfall between income and expenditure for local authorities by 2019-20. Councils have not cut the budgets for all services equally. For instance, spending on planning and development, housing, and culture and related services has been cut by more than 40% on average, whilst spending on social services has been cut by around 10% on average.

In August 2017 the National Debt went over £1.7 trillion, rising to over 88% of GDP from 38% in 2005. In the Autumn Budget 2017, The Office for Budget Responsibility (OBR) revised down economic growth in 2017, and forecast that it will slow from 1.5% to 1.4% in 2018 and 1.3% in 2019, recovering to 1.6% by 2021. Productivity growth was revised down by an average of

0.7% a year up to 2023. Consumer Price Index (CPI) inflation is forecast to fall from a peak of 3% towards 2% in late 2017, which could further reduce the spending power of public services.

The Barnet Group is also affected by any potential increase to the London Living Wage - in particular in those services delivered by YCB. Whilst any changes have a positive impact upon the lowest-earning households, they will also have an impact on our ability to drive efficiencies and reduce costs in line with the priorities of the Council.

We will continue to be transparent and accountable to our customers for the decisions we make and the services we provide. We will be mindful of the current economic climate, but will continue to make long-term strategic decisions for the benefit of this and future generations.

Housing and social care policy and regulation

There have been significant policy changes affecting the housing and social care sectors over the past five years, including the changes brought about through Welfare Reform. The Work and Pensions Committee has, in September 2017, reinstated its inquiry into the rollout of Universal Credit, through which it will review the impact of the introduction of the full service on claimants and on housing providers, and consider the appropriateness of the roll-out schedule.

In September 2017, the Mayor of London released for consultation his draft London Housing Strategy, which sets out his vision for tackling London's housing problems. The aim of the Strategy is to address the housing shortage through intensive use of London's available land, focusing on more affordable housing, and providing help for people feeling the effects of the housing shortage. The Strategy includes over £3.15 billion of affordable housing investment through to 2021, and prioritises building homes, delivering affordable homes, maintaining high quality homes and neighbourhoods, achieving a fair deal for private renters and leaseholders, and tackling homelessness and helping rough sleepers.

The London Borough of Barnet's local housing strategy will need to conform with the London Housing Strategy, including through planning and giving permission for new schemes, promoting regeneration and development, building affordable homes, and ensuring those affected by the housing crisis receive the help and support they need. This will have a direct impact upon The Barnet Group as we support the Council to deliver its goals.

In September the Secretary of State for Communities and Local Government also announced plans to develop a housing green paper that will review the issues facing the social housing sector, including safety, quality, management, the rights of tenants, and the handling of complaints. We may expect to see social housing reform following its publication, and may also continue to see a potential change in the regulation of social housing as a result of the "Tailored Review of the Homes and Communities Agency (November 2016)" and its implications for the Homes and Communities Agency (HCA) which is to be relaunched as Homes England.

Shelter published research in November 2017, finding that 307,000 (one in every 200) people are now homeless; a rise of 13,000 in the last year alone, although the partial nature of government data means the real number of homeless people is likely to be even higher. Shelter's figures show that as of April 2017, one in every 59 people is homeless in London, which faces the biggest homelessness crisis. Barnet ranked as having the 17th largest homeless population in the country, with 7,033 homeless people, equating to one in 55 people. As a result of the Homelessness Prevention Act, which is expected to come into force from April 2018, The Barnet Group will need to rise to the challenge of providing higher levels of

support to a broader number of people who are at risk of homelessness, and to delivering earlier interventions.

Further reforms and policy implications in the sectors in which we work that will have an impact upon the way we work include potential reform of the Care Quality Commission (CQC) in 2018, the annual 1% rent reduction in social rents to 2020, the completion of Personal Independence Payment (PIP) assessments in May 2018, and the capping of Housing Benefit at Local Housing Allowance rates for general needs tenants from April 2019.

The Barnet Group's customer profile

We have a mixed resident demographic. From the information we hold we know that:

- 50% of our tenants are aged over 50;
- 20% identify themselves as disabled;
- 34% are Black, Asian or Minority Ethnic (BAME);
- 48% have a religion or belief;
- 1% are Lesbian, Gay, or Bisexual;
- 74% have been a tenant for over 5 years, and 28% for over 20 years; and
- 27% of our customers are leaseholders.

By comparison, customers that approach us as housing applicants are younger and more likely to have dependent children. They are also from more diverse ethnic backgrounds.

Your Choice (Barnet) (YCB) provides specialist support to over 260 people who have a range of physical and learning disabilities, enabling them to live their lives with more independence. From the information we hold we know that:

- 19% of YCB service users are aged over 56, and 13% are aged 16-25;
- 100% identify themselves as disabled; and
- 30% of our service users are from a BAME background.

Barnet currently has the largest population of any London borough (estimated at 382,084 in 2017 by the Greater London Authority), and this is expected to continue to increase, placing increased demand on public services. In contrast to Barnet Homes' resident population, the 2011 Census for Barnet shows that it is a fairly young borough, with 18% of the population aged over 60 and 25% aged under 20. Barnet is an ethnically diverse borough, with 36% of the population coming from a BAME background.

The population of Barnet residents who are aged over 60 years is predicted to increase by over 20,000 over the next twenty years. Inevitably this will impact on the number of older people with dementia and other high needs, and will create a growing shortfall in appropriate extra care provision.

Overall, our customers are generally becoming more diverse and more vulnerable for a variety of reasons including age, and physical and learning disabilities. As a result the importance of our services to sustain the quality of lives and provide both choice and opportunity remains critical.

Deprivation

The Index of Multiple Deprivation (IMD) is the primary source for measuring deprivation in England and Wales in relation to income, employment, health and disability, education, skills and training, barriers to housing and services, living environment, and crime. It provides a

relative measure of multiple deprivation experienced by people living in an area and is calculated by neighbourhood.

According to the 2015 IMD, nationally Barnet is amongst the 50% most deprived local authorities in England, ranking 157 out of a total of 326 local authorities. Relative to other London boroughs, Barnet is the 24th most deprived local authority in London out of 33. Despite a small increase in comparative deprivation since 2010 when Barnet was the 25th most deprived in London, it compares favourably against other local authorities in the capital. Areas in the west of the borough exhibit the highest levels of deprivation, which are especially concentrated in neighbourhoods in which we work including Burnt Oak, Colindale, Child's Hill, and West Hendon, areas in which large-scale regeneration projects are underway.

The IMD 2015 shows that the highest levels of deprivation within Barnet are in relation to barriers to housing and services; in this measure, of all London local authorities Barnet is the 15th most deprived, and the 17th most deprived nationally. Many London local authorities rate badly in relation to this measure; it is likely that this is due to the comparatively high cost of housing in the capital.

The Barnet Group plays a key role in supporting vulnerable people within the borough, and in addition to providing housing services, to working in partnership to address challenges associated with unemployment, health and disability, and skills and training, and our priorities for the coming years reflect this.

Welfare Reform and community resilience

Welfare Reform remains a significant challenge for us and our customers as the Government seeks to further reduce the national economic deficit through further austerity measures. It has a major impact on our customers through:

- under-occupation charge – a reduction in Housing Benefit up to a maximum of 25% for having a spare bedroom(s);
- freezing of Local Housing Allowance rates – so recipients are unable to keep pace with private sector rent rises;
- benefit cap – no household in London can receive more than £500 per week or £23,000 a year from benefits; and
- Universal Credit – six working age benefits including Housing Benefit rolled into one monthly payment paid directly to the claimant.

In August 2013 the Welfare Reform Task Force (WRTF) was established to assist residents affected by the benefit cap and other welfare reforms. From the implementation of the benefit cap in June 2013, the WRTF has assisted 2,943 people. Of these, 1,034 (35%) were helped into work, 348 (12%) were moved to cheaper accommodation, and the income of 447 households was maximised. Although the WRTF continues to support a large number of benefit cap cases, its focus will shift to supporting only those within the Private Rented Sector.

In May 2018, Barnet will move onto the Full Service Universal Credit (UC) Platform, meaning that all new benefit claimants living in the borough will be placed on to UC and will no longer receive Housing Benefit as it currently stands.

In research commissioned by Barnet Council to measure the impact of welfare reform, Policy in Practice estimates that by 2021/22 a total of 23,883 households in Barnet will be affected by UC. Of these, 55% (13,135) will be living in the private rented sector.

The Department of Work and Pensions has forecast that in the first six months following the implementation of the Full Service UC Platform, 124 households in Barnet will require assisted

digital access and personal budgeting support per month. Based on the findings of the Policy in Practice study, 68 of these households will reside in the private sector. This equates to 51 hours of support to be provided by the WRTF to these households per week.

Outside of the implementation of the Full Service UC Platform, from April 2019 the maximum rate for housing costs for single person households under the age of 35 years in social housing and temporary accommodation will be capped at the Local Housing Allowance rate. In Barnet this will mean that on average, such households will receive a maximum of £92.93 housing allowance a week.

Our expertise in partnership working and delivering multi-agency projects such as the Welfare Reform Task Force has led to significant roles for the Group in other Council-commissioned initiatives such as the BOOST programme to help unemployed residents to find work and to help the wider community with housing support, benefits advice, and training opportunities to help people achieve their aspirations.

Following the previous success of BOOST in Burnt Oak, in 2017 a second project was launched in Child's Hill. In the first 6 months of 2017/18, the BOOST programme has signed 824 people up to the service and the team has helped 298 get in to work. BOOST Burnt Oak has received funding from the European Social Fund as part of the 2014-2020 European Structural and Investment Funds Growth Programme in England, which was matched by London Borough of Barnet. This means that the project now has guaranteed funding until March 2018.



Our customers continue to be typically the most economically disadvantaged within the borough, and as a result the most impacted by both welfare reforms and the squeezing of disposable incomes. As such it will continue to be important for us to seek to build community resilience and enable opportunity through our services.

Stock analysis

Our managed stock is approximately represented as follows:

- 9,500 tenanted properties.
- 3,700 leasehold properties.
- 2,600 temporary accommodation properties.

Of these, 36% of tenanted homes are houses or bungalows, and nearly 50% are flats. We manage approximately 520 lettings and 50 Right to Buy sales per year.

Having completed our major asset investment programme in 2011, we have developed an Asset Management Strategy to continue to maintain and invest in our homes. This requires an investment of around £547m over the term of this plan at today's prices. Whilst this is currently affordable within the Housing Revenue Account, continued national policy changes may put pressure on this area in the future.

Working with our partners, Ridge, we have developed a stock viability model which assesses our assets using the criteria set out below:

- LBB's rent strategy;
- market conditions which may affect the desirability of properties;
- updated information from the stock condition register; and
- omissions and additions to the stock through various routes including new build, regeneration demolitions and properties sold as a result of right to buy.

We currently have five key regeneration estates in the borough:

- Dollis Valley, EN5 – Countryside Properties with L&Q. Completion expected by 2020.
- Grahame Park, NW9 – Countryside Properties with Genesis. Completion expected by 2026.
- West Hendon, NW9 – Barrett Homes with Metropolitan. Completion expected by 2021.
- Whitefields Estate, NW2 – Hammerson and Standard Life. This is part of the Brent Cross regeneration.

Developing new homes

The Barnet Group built the first 3 Council-owned homes in the borough for 20 years in April 2014, and in October 2016 handed over a further 40 new homes, with 10% of the units providing wheelchair-accessible accommodation.

In December 2016, Barnet Council's Assets, Regeneration and Growth Committee (ARG) approved the outline business case for Opendoor Homes to undertake development by acquiring and developing 320 new homes on Housing Revenue Account and General Fund sites.

Schemes in contract	No. of Homes	Expected completion date
Basing Way (Gordon Court)	14 homes	November 2018
Elmshurst Crescent (new name to be proposed)	13 homes	November 2018

Schemes approved	No. of Homes	Expected completion date
Alexandra Road	4 homes	September 2018
Sheaveshill Court	34 homes	May 2019
Mount Pleasant	12 homes	January 2019
West Close	3 homes	September 2018
West Farm Place	4 homes	October 2018
Westbrook Crescent	2 homes	October 2018
Adamson Court	2 homes	December 2018



In December 2017, the ARG approved a further 10 fully-funded homes to be delivered by Opendoor Homes, with an emphasis on wheelchair accessible homes. An outline business case was also approved to develop a 50-home Extra Care scheme at Stag House. In addition to this, Barnet Homes is supporting the master planning proposals for Fosters Estate which will result in the development of a 75-home Extra Care scheme at Cheshir House.

Housing market information

According to the Office of National Statistics, in August 2017 the average house price in London was £481,556, compared to the national average of £243,520 in England. The highest-priced local authority in London was Kensington and Chelsea with an average price of £1,188,221. Of Barnet's more immediate neighbours, Camden (£869,621) and Islington (£675,647) were the most expensive boroughs. The average London rent in October 2017 was £1,556 per calendar month against a £909 UK average.

From August 2016 to August 2017 the average overall house price in Barnet increased by 0.3% to £533,797, making it the eleventh most expensive area in London with the 28th largest growth in average house price. In 2016, Barnet's rank in London was twelfth most expensive borough. The most expensive area within Barnet was Hampstead Garden Suburb (£1,228,644) and the least expensive was Burnt Oak (£382,510).

In common with most of London, home-ownership levels are falling whilst the number of households living in the private rented sector is rising. A continued increase in demand to live in Barnet alongside issues of affordability as outlined in the Council's Housing Strategy make the housing pressures of the borough a significant issue.

The table below shows the overall tenure of housing in Barnet. Most homes are owner-occupied at 69%, with only 12% of housing provided by social housing providers.

Owned outright	26.3%
Owned with a mortgage	42.6%
Rented from a Social Landlord	12.1%
Rented from a Private Landlord	19%

Adult social care market information

The table below shows the predicted Adult and Social Care demand through to 2025, which suggests an increasing need for the services that we provide.

Primary Client Type	Total Clients	Projected Number							
		2018	2019	2020	2021	2022	2023	2024	2025
Physical disability, frailty, and sensory impairment (total)	576	611	623	635	646	657	667	678	689
Mental health (total)	593	617	623	630	636	642	648	655	661
Learning disability (total)	757	802	811	820	825	830	836	841	846
Total younger adults	1,926	2,030	2,057	2,085	2,107	2,130	2,152	2,174	2,196
Total older adults	3,033	3,243	3,320	3,397	3,489	3,582	3,675	3,768	3,861
Of which: dementia	360	392	405	418	433	448	463	478	493
Of which: have a learning disability	106	114	117	120	123	126	129	133	136

Resident feedback

In our most recent customer satisfaction survey in 2016, overall tenant satisfaction was 2% below our target at 79%; however in this period we also saw the proportion of tenants who were dissatisfied with our overall services go down by just over 1%. Our goal to increase Leaseholder satisfaction was achieved with an increase of 4 points to 51%, 1% above our target, although we also saw an increase in overall dissatisfaction by just over 4%.

Based on the validation and analysis of the feedback received in this survey, our residents would like to see improvements in the “customer journey” when receiving services from us, particularly in relation to the consistency of services and the coordination of resources to ensure a “right first time” approach.

Additional areas of priority include, for tenants:

- being kept better-informed if there are issues or if changes occur when services are being delivered. This is particularly relevant to the repairs and gas maintenance services and issues such as missed appointments or coordination of outstanding work; and
- the security and cleanliness of our blocks and estates.

And for leaseholders:

- improved clarity and more detail about what makes up their service charges; and
- improvements to the quality and value for money of the work delivered, such as major works, repairs and maintenance, and estate-based services.

We recognise that leaseholders are a growing group of customers who often have different priorities and concerns, and we need to continue to develop the way that we engage with them.

In 2016/17 the number of complaints we received decreased by 6%, from 1,008 to 952. In the same period the proportion of upheld complaints increased by 4.5% to 58%. Our data for 2017/18 as at the end of Quarter 2 indicates that the volume of complaints received has

increased by 17% compared to the same point in 2016/17, and the proportion of upheld complaints has increased by 2% to 58% at the mid-year point.

The Barnet Group receives most complaints about the Gas, Repairs, Housing Options, Neighbourhood, and Property services. Our data indicates that we have seen the largest rise in complaints regarding the Gas service, although we have also seen small increases in the volume of complaints regarding Caretaking, ASB, Rental Income, Major Works, and Emergency Accommodation. However, some services have received slightly fewer complaints including Housing Options, the Contact Centre, Repairs, and Leasehold Services.

Residents' priorities arising from complaints include:

- Timeliness of progressing complex works and resolving Gas issues.
- Appointments handling, and keeping residents informed about repairs and gas jobs.
- Right First Time performance in the Gas service.
- Enquiry handling regarding assistance and applying for housing.
- Timeliness of progressing re-housing applications.
- Quality and location of temporary accommodation.

Satisfaction within our YCB schemes decreased in all but two schemes from 2015 to 2016; however, the number of responses to the questionnaire increased substantially following a project to update and refresh the survey. Of 109 responses received in 2016, 96 people (88%) said they were satisfied with the service that their relative receives. Responses to the detailed survey questions were generally very positive, and the feedback will inform our activities to improve and develop our Care and Support services:

Service Area	2015		2016	
	Results	Responses	Results	Responses
BILS	83.3%	5	100%	12
CommunitySpace	100%	12	89%	19
Flower Lane	100%	11	100%	28
Rosa Morison	100%	8	85%	16
Supported Living	100%	11	83%	27
Valley Way	100%	12	75%	7

We obtain feedback from our customers in a number of ways. In addition to our regular satisfaction survey, we also analyse customer feedback through complaints and topic-based focus groups. We are actively working with our residents to address their concerns in order to improve our services and increase customer satisfaction. As part of this approach, we have an active resident scrutiny group, the Performance Advisory Group (PAG), and a similar Quality Assurance Group (QUAG) for Your Choice (Barnet) service users, parents and carers. Additional customer input comes through a range of activities including involvement in mystery shopping, estate inspections, surveys, contract monitoring, and service reviews.

The feedback we receive from our residents has influenced the formation of our Business Plan activities for 2018/19.

Staff Feedback

The outcomes of our biennial staff survey, most recently completed in November 2017, inform our activities related to employee development, wellbeing, retention, and recruitment, and in particular our strategic approach set out in our People Strategy.

Staff from across The Barnet Group have helped to shape the activities within this Business Plan by participating in a workshop and giving invaluable feedback. Their suggestions inform not only our corporate priorities, but also our approach to “business as usual” and departmental focus on service improvement and the creation of efficiencies.

Benchmarking information

Every year we compare our performance and costs with a peer group of housing providers in London, using the HouseMark benchmarking service. In many areas our performance in terms of quality and costs is the highest within the group. Our annual submission of data in 2017 indicates the following areas of particularly high performance for The Barnet Group:

- cost of housing management services;
- cost of responsive repairs and empty property (void) works;
- cost of estate services;
- speed in re-let times for void properties;
- low average cost per responsive repair;
- low number of tenant evictions;
- high tenant satisfaction with overall services, quality of home, and repairs;
- high number of gas safety-compliant properties; and
- high number of homes achieving the ‘Decent Homes Standard’.

The results of the comparison with our peers suggest the following areas should be our focus for improvement over the coming year:

- reducing the average number of days it takes to complete repairs;
- increasing the percentage of appointments kept; and
- increasing the percentage of calls into our contact centre that are answered.

Equality and diversity

The Barnet Group is committed to providing great services to all of our customers and to welcoming and valuing diversity, promoting equality of opportunity, and tackling unlawful discrimination. We work to develop quality services that meet customers’ needs and engage with customers to build inclusive and sustainable communities.

We have a statutory duty to ensure we provide equality to all of our customers and employees, and a moral duty to respond to the social diversity within our communities. We need to fulfil our legal duties to eliminate discrimination, advance equality of opportunity, and foster good relations between different groups. This includes promoting equality of opportunity in everything we do, and treating people fairly.

Through our approach we will deliver effective outcomes, enhance our working environment, and encourage and cultivate the vibrant communities, social cohesion, and inclusion that support our customers and the business.

Health and safety

We continue to develop and continually improve our policy, organisation, planning, and arrangements to deliver high quality and efficient Health and Safety services, to reflect guidance from the Health and Safety Executive (HSE) and organisational learning.

Following the Grenfell Tower tragedy in June 2017, we are implementing improvements in our fire safety measures in high rise blocks and across our stock. The outcomes of the Public

Inquiry are expected in early 2018, and we will review the recommendations and take appropriate action to ensure the continuing safety of our residents.

We strive to provide a safe environment in which our employees, customers, service users, residents, contractors, members of the public, and other stakeholders enjoy living and working, and we all have the opportunity to develop and play a part in the continued improvement of our community. Internal and external monitoring through audits and reviews assess our performance and compliance with our statutory responsibilities.

We have appointed Executive Directors as “Safety Champions” within each of The Barnet Group’s companies to take the lead for effective Health and Safety service delivery and report to The Barnet Group Board and Chief Executive on all aspects of Health and Safety. The Group Health and Safety Committee meets on a quarterly basis and is the organisation-wide forum for communication and consultation, involving representatives from Senior Management, management, staff, and the Trade Union.

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Key Performance Indicators

Performance indicators which will provide assistance in monitoring elements of this plan are set out below:

KPI	When	2017/18 Target	2017 mid-year performance	2018/19	2019/20	2020/21	2021/22
Efficiency plans delivered (Barnet Homes)	Annually	£628k	£314k	£154k	£849k	TBC	TBC
Efficiency plans delivered (YCB)	Annually	£208k	£205k	£308k	£200k	£369k	n/a
Overall tenant satisfaction with Barnet Homes as a landlord	Biennially	81%	79%	*HM Benchmark 1 st Quartile	n/a	*HM Benchmark 1 st Quartile	n/a
% of customers that rate Leasehold Customer Service as good	Annually	65%	89%	75%	78%	80%	To be evaluated
Percentage of respondents very or fairly satisfied with repairs and maintenance	Annually	96%	98.8%	96%	96%	*HM Benchmark 1 st Quartile	To be evaluated
% of gas repair satisfied customers	Annually	90%	96%	92%	92%	92%	
Customers rate customer service as "good"	Annually	89%	93%	To be evaluated	To be evaluated	To be evaluated	To be evaluated
% of Stage 1 and Stage 2 complaints completed in time	Annually	90%	96%	90%	90%	90%	To be evaluated
% of Freedom of Information (FOI) enquiries responded to in time	Annually	90%	100%	90%	90%	90%	To be evaluated
% VIPs / Members' Enquiries responded to in time	Annually	98%	100%	98%	98%	98%	To be evaluated
Number of tenancy failure [evictions & abandonments]	Annually	35	9	35	HM Benchmark 1 st Quartile	HM Benchmark 1 st Quartile	*HM Benchmark 1 st Quartile
HRD accommodation arrears as % of debit	Annually	2.9%	3.46%	3.1%	3.2%	3.3%	To be evaluated
Temporary accommodation arrears as a % of debit	Annually	4.95%	5.63%	5.1%	5.0%	4.9%	To be evaluated
% of annual service charge and arrears collected	Annually	102%	54.5%	102%	*HM Benchmark 1 st Quartile	*HM Benchmark 1 st Quartile	*HM Benchmark 1 st Quartile
Households placed directly into the private sector by Barnet Homes	Annually	575	325	625	625	To be evaluated	To be evaluated
Number of homelessness preventions	Annually	1,050	532	1,110	1,110	To be evaluated	To be evaluated
% of homeless appeals completed on time	Annually	95%	99%	95%	95%	To be evaluated	To be evaluated
Number of households in temporary accommodation	Annually	2,600	2,675	2,600	2,500	To be evaluated	To be evaluated
Number of households in emergency temporary accommodation	Annually	175	175	200	200	To be evaluated	To be evaluated

KPI	When	2017/18 Target	2017 mid-year performance	2018/19	2019/20	2020/21	2021/22
Average re-let time for routine lettings (days)	Annually	13	12.2	12	12	To be evaluated	To be evaluated
% of properties with current Landlord Gas Safety Record	Annually	100%	100%	100%	100%	100%	100%
% of scheduled fire risk assessments completed	Annually	100%	100%	100%	100%	100%	100%
% of priority 0 & 1 fire safety actions completed on time	Annually	90%	100%	90%	90%	90%	90%
New build and Extra Care homes starts on site	Annually	211	80	274	50	75	To be evaluated
% of repairs and maintenance jobs completed first time	Annually	90%	95%	92%	92%	*HM Benchmark 1 st Quartile	*HM Benchmark 1 st Quartile
Customers supported into employment	Annually	230	221	265	300	345	To be evaluated
No of people with disabilities supported into employment	Annually	10	10	10	10	10	10
Satisfaction with YCB service	Annually	n/a	88%	83%	85%	85%	TBC
Enablement service hours per week	Annually	n/a	500	1,200	1,400	1,600	1,800
YCB PA service matches	Annually	50	44	70	70	100	100
Employee engagement	Biennially	80%	66%		85%		88%
Average Sickness	Annually	8 days	11.6 days	9	8	To be evaluated	To be evaluated

* Housemark Benchmark 1st Quartile or current target.

Financial Plan

The detailed five year forecasts for each of the legal entities within the Group are attached as appendices C to H and are summarised below. The analysis includes the required efficiencies for Barnet Homes and Your Choice (Barnet).

The Barnet Group 5-Year Consolidated Financial Plan Forecast Model Forecast Profit and Loss Statement

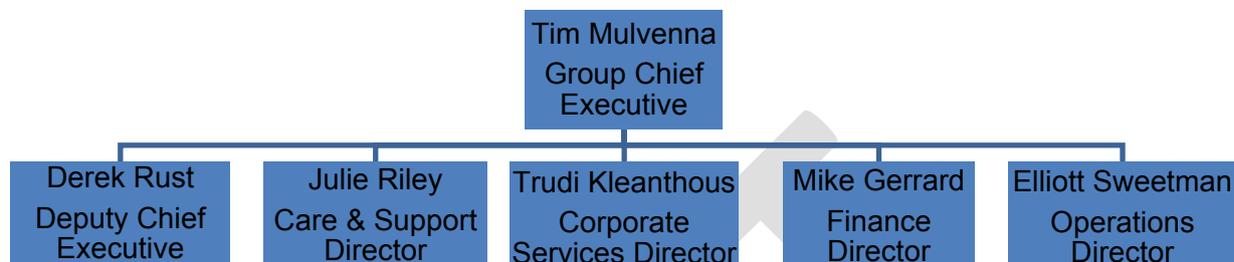
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Income					
Barnet Homes Ltd	33,799	33,767	33,113	32,656	32,865
Your Choice (Barnet) Ltd	8,861	8,758	8,764	8,729	8,729
The Barnet Group Company Ltd	6	6	6	6	6
TBG Flex Ltd	6,182	6,710	8,711	9,126	9,373
Total Income	48,848	49,241	50,594	50,517	50,972
Expenditure					
Barnet Homes Ltd	34,147	33,683	32,995	32,775	32,474
Your Choice (Barnet) Ltd	8,666	8,579	8,564	8,577	8,546
The Barnet Group Company Ltd	36	36	37	37	37
TBG Flex Ltd	6,110	6,649	8,607	9,019	9,258
Total Expenditure	48,958	48,947	50,203	50,408	50,316
Group Profit / (Loss) (excluding TBG Open Door)	(110)	294	392	109	657
TBG Open Door Ltd Income					
TBG Open Door Ltd	162	1,772	3,787	4,026	4,140
Expenditure					
TBG Open Door Ltd	319	2,352	4,795	5,065	5,116
TBG Open Door Ltd (Deficit)	(267)	(286)	(617)	(930)	(319)
Group (Losses)					
Breakdown of Group's Profit and (Loss)					
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Barnet Homes Ltd	(348)	84	118	(120)	390
Your Choice (Barnet) Ltd	195	180	201	153	184
The Barnet Group Company Ltd	(30)	(30)	(31)	(31)	(31)
TBG Flex Ltd	73	61	104	107	114
TBG Open Door Ltd	(157)	(580)	(1,008)	(1,039)	(976)
Group (Loss)	(267)	(286)	(617)	(930)	(319)

The consolidated results include intra-group transactions (intra group income and expenditure has not been eliminated).

Opendoor Homes generates losses in the early years as the loan funding is drawn down to enable the development of the properties. In later years, rental income from the completed properties will generate an operating surplus and sufficient cash to repay the loan.

Appendix A – The Barnet Group Executive Management Team

The Barnet Group Executive Management Team structure and roles are as follows:



Tim Mulvenna, Group CEO

Tim joined the Group in February 2018, and previously worked for L&Q as Group Director of Customer Service. He has worked in the Housing sector for 12 years, and has more than 15 years' experience in customer service in a number of sectors including charity, IT, and telecoms.



Derek Rust, Deputy CEO

Derek has been with Barnet Homes since it transferred from the Council in 2004 and oversaw the transfer of the Council's Homelessness service in 2012. He was appointed Deputy Chief Executive in December 2015. Derek is directly responsible for the development of new homes and asset management.



Julie Riley, Director of Care & Support

Julie joined the Group in early 2014 and has responsibility for all of the Your Choice Barnet services and Sheltered Housing, Floating Support, and Assist within Barnet Homes.



Trudi Kleanthous, Director of Corporate Services

Trudi joined the Group as Corporate Services Director in December 2015, with responsibility for HR and Learning and Development, PR and Communications, Business Support, Strategy and Policy, and Community Engagement. Trudi has worked in the social housing sector for over 35 years.



Mike Gerrard, Director of Finance

Mike joined the Group in September 2016. Mike began his career as an Auditor for Arthur Andersen and then worked for AstraZeneca as a Management Accountant and PwC Consulting as a Consultant. Mike worked for The Riverside Group as a Project Director, Willow Park Housing Trust as Director of Resources, and most recently The Co-operative Academies Trust as Finance Director.



Elliott Sweetman, Director of Operations

Elliott has been with Barnet Homes since 2006 and is directly responsible for Customer Access, Tenancy & Estate Management, Leaseholder Services, Repairs & Maintenance, Income Collection, Financial Inclusion, and Homelessness & Housing Options. Elliott has a strong track record of creating, inspiring, and leading ambitious and high-performing teams to deliver great quality services to customers, whilst achieving significant cost

efficiencies.

Appendix B – The Barnet Group Board Members

Terry Rogers OBE
The Barnet Group
(Chair), Barnet Homes
(Chair), YCB, and
Opendoor Homes
Boards



Terry is the chair of The Barnet Group. He is a fellow of the Chartered Institute of Housing with over 40 years' experience of public sector housing. Before taking early retirement, he was Director of Community Services for the City of London Corporation, which included looking after the Corporation's housing stock in seven London boroughs. He also led a multi-disciplinary group to reduce homelessness in London, for which he was awarded an OBE. He is Vice Chair and trustee of the Help the Homeless charity, a grant-giving body helping small homeless organisations.

Washington Ainabe
Barnet Homes, and
TBG Flex Boards



Washington Ainabe is Barnet Homes board's leaseholder representative. He has had a long career in the financial service industry in various capacities: as a management accountant (CIMA), management consultant, and most recently in risk. He has lived in Barnet for 15 years (five years as a leaseholder) and is passionate about making a difference in the community. He believes providing quality conditions and good engagement is key to achieving proper standards and sustainability.

Jeremy Arnold
Opendoor Homes
Board (co-opted)



As Head of Acquisitions & Planning at One Housing, Jeremy is responsible for the new business and acquisition element of the development department for Greater London. One Housing currently manages 17,000 homes over 26 London Boroughs and surrounding counties in South East England. The department has a development programme of c. £1.8bn and an annual acquisition target of 900 homes a year.

David Atta
Barnet Homes Board



David Atta has lived in Barnet for more than 25 years. With a professional background in global marketing and communications, David believes all residents should feel engaged with the Board and the decisions taken on their behalf. David believes that communication can always be improved and is best not judged simply by quantity but quality. David also brings extensive experience of cross party Parliamentary lobbying and campaigning, primarily in the cause of civil liberties.

Jeff Baker BA (Hons),
MA, FCIH
The Barnet Group,
Barnet Homes (Vice
Chair) and Opendoor
Homes Boards



Jeff has worked in housing management and development for over 40 years and is a Fellow of the Chartered Institute of Housing. He was formerly Managing Director of a large housing association and Chair of the Tenant Participation Advisory Service, and has held senior and executive positions in several other housing associations and local authorities. He is Chair of Providence Row Housing Association in Tower Hamlets.

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Samantha Court, FCA
TBG Flex Board



Samantha Court began her finance and accounting career working for and qualifying as a Chartered Accountant with KPMG. Since qualifying, she has over 20 years' experience working in senior and executive finance positions within a variety of not for profit and commercial organisations. She has a strong background in finance change management, having set up the finance function of English Churches Housing Group when it relocated from London to Leicester, and also playing a key financial role in ensuring the successful merger of English Churches with the Riverside Housing Group. She is currently the finance lead of a successful independent advertising agency in Birmingham.

Surjit Dhande BSc (Hons), FCCA
Opendoor Homes Board



Surjit is a professionally qualified FCCA accountant with extensive CFO experience in finance and treasury. He has worked for some of the largest housing providers in London, including G15, and is currently working as Group Financial Director for a Cambridge Housing Society Group. He has a strong background in development finance, business planning, business mergers & integrations and start-ups. Having started his career in the public practice, Surjit has built over ten year's executive level experience in the regulated housing sector. In addition to the finance and treasury Surjit's remit include organisation performance management, governance, value for money, and risk management.

Cllr Ross Houston
The Barnet Group Board



Councillor Ross Houston is the Deputy Leader of the Labour Group and Spokesperson on Housing on Barnet Council. Ross is Operations Manager for a housing association, vice chair of a regeneration partnership, and a trustee of the Third Age Project in Camden. Ross is chair of governors at Northside School in Barnet, and was appointed by London Councils to be a member of the Lee Valley Regional Park Authority, where he chairs the Scrutiny Committee. His priorities are to ensure that Barnet Homes successfully manages its tenancies on the regeneration estates working with its partners; that The Barnet Group oversees continued improvement in its service to tenants, leaseholders, users of its care services, and Barnet residents; and that The Barnet Group successfully delivers its programme to build much-needed new council homes.

Julie Jones, CBE, MA, BSc (Econ), FCGI, FRSA
Opendoor Homes Board



Julie Jones has a background in local government and social services. She was the statutory Director of Social Services for Westminster City Council for 11 years and as Deputy Chief Executive had responsibility for strategic housing services including homelessness and rough sleeping. She was lead Chief Officer for health and sat on the local Primary Care Trust. Since retiring she has served as Vice Chair of Council for the Institute of Education and is currently Chair of Look Ahead housing association. In 2003 she was awarded an OBE for services to social care in London and in 2005 was elected President of the Association of Directors of Social Services. From 2007-2012 she was Chief Executive of the Social Care Institute for Excellence, and was awarded a CBE in 2009. She has lived with her family in Barnet for over 40 years.

Marie Li Mow Ching
Opendoor Homes
Board



Marie has extensive experience as a non-executive director in the housing, health and healthcare regulatory sectors. She has worked in central government overseeing the delivery of large scale regeneration, housing, and economic development projects by arm's-length delivery bodies, ensuring robust governance, sound financial management and business administration of publicly funded programmes. Prior to her public service, Marie worked in a manufacturing company which grew successfully from a start-up to become a major employer in a highly competitive sector where she gained wide commercial skills.

Cllr John Marshall
The Barnet Group
Board



John Marshall, who has been on Barnet Council since 1998, is a member of the Conservative Group. He was mayor in 2008-09. He has enjoyed a varied career: originally a lecturer in political economy, he became a stockbroker in 1970. In 1999 he became a financial journalist on Shares magazine. He was MEP for London North 1979-89 and MP for Hendon South 1987-97. He served on the board of Beta Global Emerging Markets plc for 10 years. Now retired, he is the chair of the Blind and Partially Sighted Bowlers, and serves as a trustee of three other charities.

Nigel Perryman
TBG Flex Board



Nigel is an accountant by background. Until recently he worked for The Housing Finance Corporation (THFC) which is a not-for-profit lender to the social housing sector. Prior to that, he worked in the finance departments of three very different housing associations: a care provider, a traditional association, and a Large Scale Voluntary Transfer (LSVT). With Barnet, he now has the opportunity to work with the fourth main type of social housing provider, an ALMO, to which he is looking forward. He has also worked in two commercial property development companies, so has a broad view of the property market from both "not-for-profit" and "for profit" perspectives.

Angela Purcell
Barnet Homes Board



Angela Purcell has been heavily involved with Barnet Homes since its inception and was one of the founding members of its resident Performance Advisory Group. She has lived in Barnet for more than 30 years. Previous experience includes working in the Civil Service Cabinet office and as a Primary Care Development Manager. She is committed to continuing to raise standards at Barnet Homes, develop tenant engagement, increase partnership working, and reduce cases of domestic violence.

June Riley
YCB Board



June is a CIMA qualified accountant with an MBA from Manchester business school. She has worked in housing at a senior level for over 18 years and is currently a finance director at One Housing Group. June was the finance director of national homeless charity, following a career in the NHS as a senior directorate accountant where she started my accounting career as a graduate trainee. June has been a non-executive board member on a number of public sector and charity boards, and was the vice chair of the audit committee of Newham Homes ALMO. She is passionate about supporting vulnerable people, and will continue to use her experience and professional skills in a voluntary capacity to add value to organisations providing care and support to this customer base.

Sharon Slotnick
Opendoor Homes
Board



Sharon has worked in government in a specialised Crime unit since 2003. Sharon also sits as a London Magistrate in both Magistrate and Crown Courts. Prior to this Sharon was Deputy Director of New York University (NYU) in London. Sharon's US professional history includes the development of a national anti-violence youth corps under "AmeriCorps" in partnership with The White House and numerous US Higher Education institutions. Sharon has a university and law degree and was selected as a public interest Fellow at Harvard Law School. She is also an ACAS trained and accredited in-house employment mediator and holds a youth mediation accreditation (US). Sharon has served as Chair and President for various groups in New York City and London including Barnet Homes where she helped to set up and Chair the Performance Advisory Group (PAG).

Tony Solomons
YCB Board

Tony Solomons spent his working career with IBM, in a variety of professional and management positions in London and Paris. Following early retirement, he worked as a volunteer and trustee for a range of public or charitable organisations, dealing with homelessness, learning disability, mental health and criminal justice. Common to these activities has been engagement with or support for disadvantaged and vulnerable people. Tony has lived in Barnet for almost fifty years, and has been associated with Your Choice Barnet since its inception. His son, who has profound and multiple learning disabilities, attends Rosa Morison Day Centre.

Jack Stephen,
MA(Hons), CA
The Barnet Group,
Barnet Homes and
Opendoor Homes
Boards



Jack has worked for the past 35 years as an executive and non-executive board member of commercial, banking and social housing organisations. He is also one of three people responsible for setting up the FIZZYLIVING private rental group and sourcing overseas capital investment. Jack worked at Thames Valley Housing Association as their Finance Director for 21 years up until retiring in June 2015. In his private life he has been committed to helping his community, having chaired the governors of a secondary school for 10 years, in the process taking it through the rebuild of the entire school, and chairing a homelessness charity for the past 6 years.

Rebecca Toloui-Marks
TBG Flex (chair), The
Barnet Group, and YCB
Boards



Rebecca Toloui-Marks runs her own human resources consultancy firm. She brings to the Board more than 25 years' experience of working within the HR function for both private and public sector organisations, nationally and internationally. Rebecca is also Chairperson for the Flower Lane Action Group (FLAG); a charity set up and run by the families and carers of the adults that attend the Your Choice (Barnet)-run Flower Lane autism centre. Money raised by FLAG is used to fund extra resources required by Flower Lane. Rebecca and her husband Simon care for their 30 year old son who has autism and attended Flower Lane for many years.

Nigel Turner
The Barnet Group and
YCB (vice chair) Boards



Nigel Turner became vice chair of Your Choice Barnet and a non-executive director of The Barnet Group in early 2012. He holds a Diploma in Company Direction from the Institute of Directors. He is Social Care Director for a national charitable social care organisation, and previously led a large London-based not-for-profit enterprise which supports people with learning disabilities. He has chaired a medium-sized housing association, and is currently a trustee of a grant-making charity which tackles health inequalities. Nigel is keen to see Your Choice Barnet innovate and grow, building upon its acknowledged areas of expertise.

Rob Webber
Barnet Homes Board



Rob is an experienced executive and non-executive director with a track record of improving profitability and a focus on customer service and all things IT and digital. Rob's career has spanned public, private and not-for-profit sectors in the UK, Europe, USA and Far East. Latterly, he was the Operations Director for a housing association, managing 17,000 homes across the south of England. In this role he was responsible for all aspects of the delivery of high quality customer services and maintenance of the properties. As well as his role at Barnet Homes, Rob's current non-executive roles include membership of the Boards at Crown Simmons Housing and Loddon Homes and membership of the Board and Chair of the Audit Committee at Bournemouth Primary MAT. Outside of work he is a water polo coach and long-time supporter of AFC Bournemouth.

Fred Wright, FInstSMM
The Barnet Group
Board



Fred Wright was Chairman of a Midlands-based small and medium-sized enterprise manufacturing group, and has worked at C-level for a range of multinationals, including internationally for the world's largest privately owned trading group SHV Energy NV. He currently holds a number of non-executive director roles in both the public and private sectors, and consults commercially across multiple sectors. Fred is a member of a business angel network based at the University of Warwick Science Park, helping early-stage entrepreneurs and mature companies to access funding, advice, and support.

Appendix C
The Barnet Group Ltd
5-year financial plan forecast model - Forecast Profit and Loss Statement

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Income					
Bank interest income receivable	6	6	6	6	6
Total Income	6	6	6	6	6
Expenditure					
Overhead					
Other Costs	6	6	6	6	7
Insurance	4	4	4	4	4
Other Professional Fees	24	24	24	25	25
Contingency Budget	0	0	0	0	0
Interest Payable & Finance Charges	2	2	2	2	2
Depreciation Charge	0	0	0	0	0
Total Overhead	36	36	37	37	37
Total Expenditure	36	36	37	37	37
Profit / (Loss)	(30)	(30)	(31)	(31)	(31)

Appendix D
Barnet Homes Ltd
Draft Budget 2017/18 – 2021/22

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Income					
LBB - Core Management Fee	29,464	29,714	29,964	30,214	30,214
Management Fee Inflation	250	250	250	250	250
Development Fee	1,500	1,992	1,412	971	971
LBB - Other Income	1,484	1,381	1,381	1,381	1,381
Assist	449	449	449	449	449
Opendoor Homes	50	100	100	100	100
YCB SLA	406	406	406	406	406
YCB Loan interest	39	30	21	12	12
Open Door Loan interest	80	80	80	80	80
Bumblebee Loan interest	17	17	16	10	0
TBG Flex	46	47	48	48	48
Grant	25	25	25	25	25
Bank Interest income	24	23	22	21	21
Third Party Income	374	456	392	392	392
Annual Efficiency (deducted from Management fees)	(409)	(1,204)	(1,454)	(1,704)	(1,704)
Bumblebee (Lettings business)	0	0	0	0	219
Total Income	33,799	33,767	33,113	32,656	32,865
Expenditure					
Management Costs					
Salaries and Wages	16,156	15,606	15,608	15,658	15,658
Pension Deficit & Pension Strain	1,167	1,202	1,238	1,275	1,275
Agency Placements	464	348	232	116	116
Other Employee Related	331	334	337	341	341
Office Accommodation	910	1,093	1,001	1,009	1,009
Information Technology	1,317	1,324	1,212	1,224	1,224
Consultants	527	532	537	542	542
Contingency	250	250	250	250	250
Total Management	21,122	20,690	20,416	20,416	20,416
Operational Costs					
Transport costs	93	94	95	96	97
Grounds Maintenance	849	857	866	875	883
Repairs & Maintenance	6,960	7,146	6,896	6,896	6,896
Estate, Hostel & Warden	553	558	564	570	575
Utility Costs	1,258	1,273	1,288	1,303	1,318
Other Costs	1,517	1,535	1,558	1,415	1,430
Tenant Related Costs	94	94	95	96	97
Legal Costs	421	426	430	434	438
Rent Deposit and Homeless Prevention	25	25	25	25	25
TBG Flex Efficiency	(58)	(115)	(163)	(182)	(182)
Total Operational	11,712	11,893	11,653	11,526	11,577

Depreciation	1,268	1,055	881	789	436
Corporation Tax	45	45	45	45	45
Total Expenditure	34,147	33,683	32,995	32,775	32,474
Budgeted Profit / (Loss)	(348)	84	118	(120)	390

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Appendix E
Your Choice (Barnet) Ltd
5-year financial plan forecast model - Forecast Profit and Loss Statement

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Income					
Funded By LBB (Base on Units Delivered)	5,149	4,965	4,631	4,631	4,631
LBB - Escorting Income	189	193	193	158	158
Referrals from LBB	947	1,343	1,679	1,679	1,679
Other Local Authority Income	377	307	307	307	307
Clinical Commissioning Groups	489	260	260	260	260
Direct Payments	163	138	143	143	143
Privately Funded	24	25	25	25	25
Other Income	84	88	87	87	87
PA Income	336	336	336	336	336
Enablement Income	1,102	1,102	1,102	1,102	1,102
Total Income	8,861	8,758	8,764	8,729	8,729
Expenditure					
Employee Costs					
Salaries (excl. pension deficit for each year)	6,198	6,195	6,219	6,245	6,241
Salaries linked to referrals	595	775	775	749	723
Pension Deficit	68	70	72	74	77
Agency	521	255	252	252	252
Other Employee costs	68	68	69	70	70
Total Employee Costs	7,450	7,363	7,387	7,390	7,363
Overhead					
Accommodation	271	276	282	287	293
Service User Group, Innovation Fund	15	15	15	16	16
Supplies & Services	425	430	434	438	443
SLA Expenditure (Staff)	290	290	290	290	290
SLA IT Expenditure	91	91	91	91	91
SLA Payroll Expenditure	25	25	25	25	25
Invest to Save	40	40	0	0	0
Interest Payable & Finance Charges	41	24	15	15	0
Depreciation Charge	18	25	25	25	25
Total Overhead	1,216	1,216	1,177	1,187	1,183
Total Expenditure	8,666	8,579	8,564	8,577	8,546
Profit/(Loss)	195	180	201	153	184

Forecast Cashflow Statement

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Profit/(Loss)	195	180	201	153	184
Interest Payments	33	24	15	15	0
Depreciation	18	25	25	25	25

Decrease in Payables	0	0	0	0	0
Movement on Receivables	0	0	0	0	0
Cashflow generated from Operations	246	228	240	192	209
Cashflow from Investment Activities					
Capital Purchases	(20)	(20)	(20)	(20)	(20)
Net Cash out flow from Investment Activities	(20)	(20)	(20)	(20)	(20)
Cashflow from Finance Activities					
Interest Payments Cash outflow	(33)	(24)	(15)	(15)	0
Loan Repayment	(150)	(150)	(220)	0	0
Net Cash outflow from Finance Activities	(183)	(174)	(235)	(15)	0
Cash Balance B/f	0	43	77	63	220
Closing Cash Balance	43	77	63	220	409

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Appendix F
TBG Flex Ltd
5-year financial plan forecast model - Forecast Profit and Loss Statement

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Income					
Sales to Barnet Homes & Open Door	3,617	3,453	4,906	5,104	5,219
Sales to Your Choice Barnet	2,327	2,999	3,470	3,671	3,793
TBG Flex Management Fee	238	258	335	351	360
Total Income	6,182	6,710	8,711	9,126	9,373
Expenditure					
Employee Costs					
Staff Costs	5,945	6,452	8,376	8,775	9,012
Other Payroll Costs	17	20	23	24	24
Total Employee Costs	5,962	6,473	8,399	8,799	9,036
Overhead					
TBG Flex Board Cost	5,945	6,452	8,376	8,775	9,012
Accommodation	17	20	23	24	24
External audit	5,962	6,473	8,399	8,799	9,036
Internal audit					
Flex Professional Fees					
SLA Costs	19	19	19	20	20
Public Liability Insurance	0	0	0	0	0
Bank Charges	2	2	2	2	2
Invest to save	1	1	1	1	1
Corporation Tax	26	26	27	27	27
Total Overhead	148	177	208	220	222
Total Expenditure	6,110	6,649	8,607	9,019	9,258
Profit / (Loss)	73	61	104	107	114

Appendix G
Opendoor Homes
Income and expenditure account

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Rent	155	1,692	3,620	3,855	3,970
Voids (deficit)	2	25	54	58	60
Net Rent	153	1,666	3,565	3,797	3,910
Grant Amortisation	9	106	222	229	229
Total Income	162	1,772	3,787	4,026	4,140
Management Costs	157	230	289	299	307
Service Costs	8	91	195	206	212
Routine Maintenance	10	114	246	261	267
Planned Maintenance	4	48	103	109	111
Bad Debts	2	25	54	58	60
LBB Contribution	25	295	620	640	640
Depreciation Of Housing Properties	31	360	759	785	785
Total Expenditure	237	1,163	2,265	2,358	2,381
Surplus Before Interest and Tax	(75)	609	1,522	1,668	1,758
Interest	82	1,189	2,530	2,707	2,734
Surplus / (deficit)	(157)	(580)	(1,008)	(1,039)	(976)

	<p>Policy and Resources Committee</p> <p>13 February 2018</p>
<p style="text-align: right;">Title</p>	<p>Annual Procurement Forward Plan [APFP] Supplement 2018/2019</p>
<p style="text-align: right;">Report of</p>	<p>Councillor Richard Cornelius</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1 - Annual Procurement Forward Plan Supplement 2018-19</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Duncan Tessier, Commercial Director duncan.tessier@barnet.gov.uk</p> <p>Elizabeth Stavreski, Head of Procurement elizabeth.stavreski@barnet.gov.uk</p> <p>Susan Lowe, Business Partner, Corporate and Street Scene susan.lowe@barnet.gov.uk</p> <p>Paul Clarke paul.clarke@barnet.gov.uk</p>

<h3>Summary</h3>
This report sets out the supplement detail of procurement activity for 2018/2019 for approval

<h3>Recommendations</h3>
That approval be given to officers to proceed with procurement activity as presented in the Annual Procurement Forward Plan [APFP] Supplement 2018/2019

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.
- 1.2 The Annual Procurement Forward Plan (APFP) 2018-2019 was presented to the Policy and Resources Committee, 5 December 2017. It has subsequently been noted that there was a conversion error in the production of the pdf appendix. This has resulted in the requirement for a supplementary plan presentation to ensure all requirements identified by service areas have been presented to Committee for authorisation to proceed with procurement.

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 on the Annual Procurement Forward Plan 2018-2019 inclusive of the supplement plan appended to this report. .

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 5 December 2017 Agenda item 11 Annual Procurement Forward Plan 2018-19 Appendix and Appendix 1a <https://barnetintranet.moderngov.co.uk/documents/s43785/Annual%20Procurement%20Forward%20Plan%20APFP%2020182019.pdf>

6.2 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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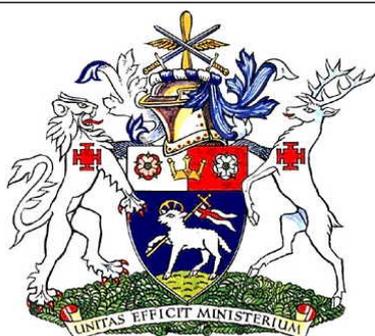
Supplement List to Annual Procurement Forward Plan 2018-19 5 December 2017 Appendix pdf
Procurement Activity 2018-19

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
Corporate/Commissioning								
1	Temporary and Interim Workforce	Tender / Framework	£52,000,000	4	01/01/2018	New Procurement	01/10/2018	Y
2	Senior Recruitment/Interims	Framework	£500,000	2	01/02/2018	New Procurement	01/04/2018	
3	Travel Management	New procurement	£320,000	3	01/01/2018	New Procurement	01/04/2018	
4	Corporate Cleaning Service	Tender/Framework	£280,000	4	01/04/2018	New Procurement	01/11/2018	
5	Financial Advisory Work	ITQ/Framework	£60,000	1 + 1 + 1	01/01/2018	New Procurement	01/04/2018	
6	Non-Life Insurance - Liability, Motor and Associated Legal Costs	Extension or Tender	£1,855,750	3 + 2 LTA extension	01/01/2018	OJEU	01/04/2018	Y
7	Non-Life Insurance - Property and Miscellaneous Risks	Tender	£6,022,040	2 + 3 LTA extension	01/01/2018	OJEU	01/04/2018	N
8	Sports hub masterplanning - West Hendon Playing Fields	ITQ	£75,000	2 years	28/09/2017	New Procurement		N
9	Sports hub masterplanning - Barnet Playing Fields	ITQ	£85,000	2 years	28/09/2017	New Procurement		N
10	Supply of porous Tree pit material	New Procurement	£928,171	2+1+1	01/01/2018	Single Action	01/04/2018	
11	Supply of materials for Footway Repair Service DLO (Flexipave, Tarmac, Kerbs, Slabs, aggregate, Cold Tubs, Guard Rail, various Bollards)	New Procurement	£464,000	3+1	01/01/2018	New Procurement/framework	01/04/2018	
12	Supply of Signs and Sign materials	New Procurement	£356,000	3+1	01/01/2018	New Procurement/framework	01/04/2018	
13	Delivery of Parks and Open Spaces Strategy - Consultancy and professional services	New Procurement	£500,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
14	Delivery of Parks and Open Spaces Strategy - Engagement	New Procurement	£100,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
15	Delivery of Tree Policy - Consultancy and professional services	New Procurement	£10,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
16	Delivery of Tree Strategy - Design and development	New Procurement	£10,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
17	Delivery of Tree Policy - Engagement	New Procurement	£10,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
18	Delivery of Tree Policy - including tree planting	New Procurement	£450,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
19	Silk Stream Valley Park	New Procurement	£5,000,000	Multiple Single Requirement	01/01/2018	OJEU - Open	TBC	N/A
20	Delivery of Parks and Open Spaces Strategy - Parks Construction and infrastructure	New Procurement	£5,000,000	TBC	01/01/2018	Mini Competition	TBC	N/A

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
21	Victoria Recreation Ground - Consultancy & professional services	New Procurement	£50,000	Multiple Single Requirement	01/01/2018	Mini Competition	TBC	N/A
22	Victoria Recreation Ground - Development	New Procurement	£2,500,000	Multiple Single Requirement	01/01/2018	Mini competition	TBC	N/A
23	Victoria Park - Consultancy and professional services	New Procurement	£25,000	Multiple Single requirement	01/01/2018	Mini Competition	TBC	N/A
24	Victoria Park - Development	New Procurement	£600,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
25	Heybourne Park - Consultancy and professional services	New Procurement	£50,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
26	Heybourne Park - Development	New Procurement	£2,500,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
27	Colindale Parks - Consultancy and professional services	New Procurement	£500,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
28	Colindale Parks - Development	New Procurement	£3,000,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
29	NIMR Site – Playing pitch development	New Procurement	up to £2,000,000	fixed term TBC	01/01/2018	New Procurement/framework	TBC	N/A
30	Delivery of Recycling and Waste Strategy - Consultancy and professional services	New Procurement	£200,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
31	Delivery of Recycling and Waste Strategy - Engagement	New Procurement	£200,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
32	Delivery of Street Cleansing Framework - Consultancy and professional services	New Procurement	£200,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
33	Delivery of Street Cleansing Framework - Design and development	New Procurement	£200,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
34	Delivery of Street Cleansing Framework - Engagement	New Procurement	£50,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
35	Development of Transport Strategy and Consultation	New Procurement	£100,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
36	Delivery of the Transport Strategy	New Procurement	£300,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
37	Parking Transformation Programme - Consultancy and professional services	New Procurement	£150,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
38	Parking Transformation Programme - Engagement	New Procurement	£50,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
39	Multi Disciplinary Professional Services	New Procurement	£500,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
40	Implementation of Long-term Transport Strategy	New Procurement	£200,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
41	Street Lighting Consultancy Services	New Procurement	£50,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
42	Health and Safety Consultancy Services	New Procurement	£100,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A
43	Parking Service design consultancy services	New Procurement	£70,000	Multiple Single Requirement	01/01/2018	New Procurement/framework	TBC	N/A

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
44	Electric Vehicles and Electric Vehicle Charging Points implementation	New Procurement	£400,000	Multiple Single Requirement	01/01/2018	Quote	TBC	N/A
45	Moving Traffic Contraventions	Extension	£200,000	Multiple Single Requirement	01/01/2018	Extension	01/02/2018	N/A
46	Environment Engagement	New Procurement	£50,000	Multiple Single Requirement	01/01/2018	New Procurement	TBC	N/A
47	Landscape and architect services for open spaces/play areas design	Quote	£100,000	fixed term TBC	01/01/2018	Quotation	01/05/2018	N
48	Distribution Delivery Service	New Procurement	£250,000	fixed term TBC	01/01/2018	New Procurement	01/05/2018	N
49	Digital Scanning Service	New Procurement	£250,000	fixed term TBC	01/01/2018	New Procurement	01/07/2018	N
50	Scanning of land asset deeds	New Procurement	£250-£280,000	2 + 1	01/01/2018	New Procurement	01/06/2018	N
51	Outlet for household garden waste	New procurement	£3,000,000	fixed term TBC	01/01/2018	New Procurement	01/04/2018	N

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Policy and Resources Committee
13 February 2018

Title	Public Health Nursing 0-19
Report of	Councillor Richard Cornelius
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	None
Officer Contact Details	Richard Tipping -Head of Joint Children’s Commissioning Unit richard.tipping1@nhs.net Clare Slater-Robins – Senior CYP Joint Commissioner c.slater-robins@nhs.net Collette McCarthy - Divisional Director Commissioning Collette.mccarthy@barnet.gov.uk

Summary

The 0-19 public health nursing services comprising Health Visiting, School Nursing and Family Nurse Partnership have been delivered by Central London Community Healthcare Trust since 2011. The current contract with this provider expires in March 2018. A breast-feeding peer support service has been delivered by the same provider through a separate contract with Public Health which expires in March 2018. This paper considers options for future service provision relating to all of these services.

Recommendations

That the Committee:

- 1. Agree a contract extension for health visiting, school nursing and Family Nurse Partnership, with the inclusion of a breast-feeding peer support service, from March 2018 until 31st March 2020 with Central London Community Healthcare Trust.**
- 2. Note the options available for future 0 to 19 public health nursing provision and agree that, subject to further exploratory work confirming the feasibility and**

desirability of the proposals, that 0 – 19 Public Health nursing be brought ‘in house’ in April 2020.

1. WHY THIS REPORT IS NEEDED

1.1 Background and Case For Change

The commissioning responsibility for 0 – 19 public health nursing services has been the responsibility of London Borough of Barnet since 2015. A commissioned service comprising Health Visiting, School Nursing and Family Nurse Partnership (FNP) are currently delivered by Central London Community Healthcare Trust (CLCHT). The current contract with CLCHT expires in March 2018. This paper offers options in order to achieve fuller integration with family services and to deliver improved performance within available financial resources.

1.2 A separate contract between London Borough of Barnet Public Health Service is in place with CLCHT for delivery of a breastfeeding Peer Support service which ends on 31st March 2018. The plan was to continue delivering breastfeeding support through existing universal services including children’s centres and health visiting following a 6 month extension of the coordinator role.

1.3 Recent reviews of public health services and of early years services in Barnet have demonstrated a strong desire amongst stakeholders to improve services, to better address current and future needs of children and young people and for health visiting and school nursing to provide a wider public health role linking with other 0 – 19 services which will be delivered in future via three locality family hubs.

1.4 The findings of the reviews, of how resources can be used in the most effective way to improve outcomes for children and families, concluded that an integrated model within Barnet is required and outlined a model setting out how public health nursing could integrate with early help and social care to achieve better outcomes.

1.5 The proposed future model of health visiting would be based on working within the developing multi-agency 0 to 19 hub model of service delivery, integrating with a wide range of other family support services. The numbers of health practitioners within each locality hub would be allocated according to the indices of multiple deprivation and consideration of other contextual factors. Breastfeeding support will be an integral part of the future model.

1.6 It is proposed that, subject to further exploratory work confirming the feasibility and desirability of the proposals, the service be brought in house with effect from April 2020. A contract extension with CLCHT for public health nursing (including breastfeeding support) is required to allow for the exploratory work and to begin transforming the service.

1.7 2 key recommendations have been made by NHS England for councils considering taking public health 0 – 19 nursing “in house”.

1. To have a minimum period of nine months to one year before the actual transfer of staff into the organisation.
2. To have a clinical lead nurse in post to oversee the transfer supported by a quality/performance lead who will together take account of NHS culture and values; staff TUPE considerations and quality and governance issues ensuring a smooth transfer and deliver improvements.

It is proposed therefore that a Chief Nurse and a Quality, Governance and Performance Manager be appointed within appropriate timescales.

- 1.8** A full cost analysis of the current staffing structure has demonstrated that if the transfer of services into family services is implemented by 2020, after taking account of required recurrent savings within the health visiting budget, it would be possible to employ an additional 5 health visitors or 6 staff nurses or 7 nursery nurses. This additional resource would reduce practitioner caseloads to a position much closer to recommended levels than currently and would enable more preventative work to be undertaken.
- 1.9** The public health nursing service would become part of family services directorate led by the Operational Director Early Help, Children in Need of Help and Protection who would directly manage the chief nurse. The chief nurse would be responsible for the delivery of public health nursing services through the three locality family hub teams. By delivering public health nursing in this way a seamless offer to families will be more achievable because they would have a shared senior management structure, performance framework, vision and values within which to operate.

2. REASONS FOR RECOMMENDATIONS

- 2.1** As outlined above there is a need to make service improvements, use resources more effectively and improve integration with the multi-agency family hubs. CLCHT have a historic agreement in place with commissioners to only partly deliver the healthy child programme consisting mainly of targeted interventions to the 0 – 19 population and their families. FNP is being fully delivered to under 25s in Barnet and a reduced school nursing offer is in place for the 5 – 19 population. Preventative work such as personal social and health education and school or class assemblies on public health issues are not currently undertaken.
- 2.2** Performances against key indicators for public health nursing services are currently below target or not been reported on at all. Data quality is also an issue and there has not always been a Barnet focus due to the provider delivering across a number of areas.
- 2.3** The current contract price is £5,676,259 with a budget reduction of £390,000 to be delivered by 2020. In addition the budget for the breastfeeding support service of £115,000 ceases in March 2018. Cost reductions could be achieved with less duplication of service provision and some sharing of management and estates. A redesigned and restructured service could meet the recurrent savings targets while improving service provision. An increase in health visitor

numbers of 15.2% would enable a reduction in practitioner caseloads by approximately 70 per practitioner resulting in an increased contribution to preventative work and a projected reduction in demand for more intensive higher cost services within Barnet.

- 2.4** CLCHT has agreed in principle to continue to deliver public health nursing services, including breastfeeding, to 2020 and to work alongside commissioners to move towards the revised service delivery model in order to achieve the required savings and transformation required. To support the transformation we will make available £300,000 across the two year extension and recruit to the chief nurse at the appropriate time.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1** Two alternatives to bringing public health nursing services ‘in house’ were considered,
- (a) To continue with the current provider, Central London Community Healthcare trust. Under procurement regulations, the service needs to be procured after a contract expiry and extension which makes this an unviable option.
 - (b) To undertake a full procurement programme for another 3 – 5 years. A full market engagement exercise in 2017 determined that re-procuring might not deliver the level of integration required, would not necessarily achieve the delivery of improved performance outlined within this paper and that a new provider would not necessarily give the required focus to the Barnet population due to other areas of delivery within their organisation.

4. POST DECISION IMPLEMENTATION

- 4.1** Whichever decision is determined, a Project Board and an Implementation Group will be established to oversee the development of the new model of service delivery for Public Health 0 to 19 Nursing and to manage any associated risks.
- 4.2** CLCHT has agreed in principle to continue to deliver public health nursing services, including breastfeeding, to 2020 and to work alongside commissioners to move towards the revised service delivery model in order to achieve the required savings and transformation required. A contract variation for the period to 2020 will be issued.
- 4.3** We will recruit a chief nurse to support with the transformation and provide further advice on the feasibility on bringing the services in house.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1** A 0-19 public health nursing service with increased capacity to deliver preventative interventions and to reduce demand for services by offering a universal provision to the 0 – 19 population will help Barnet meet its priorities

for improving school readiness, to have greater integration of services with social care, early help and children's centres and to assist in improving oral health in the 0 – 5 population.

5.1.2 The Barnet children and young people's plan 2016 – 2020 has a vision focused on making Barnet an even better place to live for all families. The young people at the youth convention wanted improved health education and access to health support which currently the school nurses do not have time to deliver. With a new model of working and better integration with the youth support team and schools this would be able to be realised.

5.1.3 The London Borough of Barnet is well placed to identify local health needs and the aim for commissioning services of young children and families is:

- improving local access to services;
- improving the experience of local children and families;
- improving health and wellbeing outcomes for under-fives;
- reducing health inequalities locally.

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

5.2.1 Recurrent budget savings on current spending have been included within the financing of the proposed new structure as indicated below. The proposed new model makes effective use of resources to enable an increase in the number of Health Visitor posts.

5.2.2 The current CLCHT WTE establishment is 39.30 and in school nursing is 12.12). Caseloads for health visiting are currently approx. 700 per WTE health visiting with a recommendation of a maximum of 400 per WTE dependent on the deprivation of the population. School nursing caseloads are approx. 5000 pupils per WTE school nurse with a recommendation of 3000 per qualified school nurse. The proposed model will reduce these caseload numbers by approximately 70 per practitioner within the available finances.

5.2.3 Information technology infrastructure is a major consideration for a successful transition to LA provision and will require strategic IT advice on the interoperability of systems and to ensure that mobile working is effective immediately on transfer.

5.2.4 Public health nursing staff offices and clinic space was transferred to Central London Community Healthcare Trust in 2012. The current situation will be extensively scoped with NHS properties as well as the council's estates and facilities service to determine what can be gained from co- location and what changes are required. Transfer of services 'in house' within the family hubs model will enable the service to be more integrated with early help and will mean that in time less managers may be required as well as making most efficient use of buildings and mobile technology and a better integrated skill mix should develop.

5.2.5 The new model would be sustainable and would negate the need for future procurement under the current Government legislation which would save time,

money and resources on re-procurement in the future. Maintenance of the commissioner/provider split within the council will ensure transparency, ensure that the best is gained from the new model and will allow the Council to fulfil its role in performance managing delivery of this service.

5.2.6 Impact on the use of funding

	2018-19	2019-20	2020-2021
Contract price (including proposed savings)	£5,420k	£5,285k	£0
In house cost	£0	£0	£4,958k (in house solution will cost less)
Funding available	£5,420k	£5,285k	
Transformation Funding to CLCH	£300,000 for April 2018 to March 2020		
Reinvestment	£0	£0	(£327k)
Reinvestment in staff	£0	£0	£327k (difference between contract price and in house solution)

5.2.7 In order to facilitate the move to provision in house, a budget has been set aside from transformation reserves. In order to support the current provider, CLCHT to achieve the required transformation including continuing to deliver a breastfeeding peer support service as it moves towards a primarily volunteer delivered service and deliver the identified budget savings, it is proposed to offer a transformation grant of £300,000 to CLCHT to be available through a 2 year period of transition from April 2018.

5.2.8 The service will have available the back office services and functions that other London Borough of Barnet divisions have access to such as human resources, information technology, training and development, data analysis and finance.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission certain public services to think about how they can also secure wider social, economic and environmental benefits.

5.3.2 The Healthy Child Programme ensures an efficient health and wellbeing service for children and families whilst delivering benefits to individuals in a coordinated fashion. The programme also includes supporting parents and young people when they need it and providing the right amount of advice to individuals to develop the skills they need to make choices for their own well-being in the future. Services working together derive social capital from each other and this in turn supports a collaborative approach towards sustainability within an ever-changing economy.

5.4 Legal and Constitutional References

- 5.4.1 Constitution Article 7.5 Responsibilities for Functions sets out the terms of the Policy and Resources Committee, which includes responsibility for the Councils finance and corporate procurement.
- 5.4.2 Procurement regulations permit a local authority to bring a service in-house as long as it has the power to deliver the service. This means the capacity and capability to deliver and meets the quality and legislative requirements i.e CQC, Care Act, Public Health Outcomes Framework (PHOF).
- 5.4.3 The senior children and young people commissioner in the Joint Commissioning Unit has met with the children and young people public health specialist & senior nurse in Public Health England and has been assured that the plans presented in this paper, if implemented, would meet their assurance for governance of the service by the London Borough of Barnet.

5.5 Risk Management

- 5.5.1 The evidence base for 'in house' provision is yet to be established for improvement of outcomes for families although there are a growing number of councils taking this decision. The service would require a settling in period of 6 months to 1 year as staff adjusted to a new employer and culture. There is a precedent for councils delivering public health 0- 19 nursing services and lessons can be learnt with close liaison during the planning phase. There are varying models and degrees of integration with children centres and social care within these organisations and some anecdotal evidence to suggest families have experienced more joined up service provision.
- 5.5.2 Due to the current commissioning arrangement it is proving difficult to extract the detailed current staffing structure and back office costs. This means the financial modelling is not from a definitive structure and the costings will need some review and amendments. The current provider is aware and working fully with us on the transition and will be required to provide full budget and subsequent spending details.
- 5.5.3 There is a risk that that the services would transfer but not transform. This will be considered carefully during the planning phase and in contributing to determining the feasibility and desirability of bring services in-house.
- 5.5.4 That the London Borough of Barnet information technology infrastructure would not be ready for the digital transformation that providing health services would require for example interoperability of IT systems across the borough and the health systems. This will be mitigated by ensuring it is on the digital workstream
- 5.5.5 Council employment might result in loss of staff if NHS terms and conditions are not guaranteed following TUPE. This will need early and intensive human resources support with the project management of the transfer and agreements regarding NHS pension provision. The Council is seeking Omitted Body Status so that it can offer an NHS pension.

5.6 Equalities and Diversity

5.6.1 The Public Sector Equality Duty at s149 of the Equality Act 2010 applies to local authorities who as public authorities must, in the exercise of their functions, have due regard to the need to eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the 2010 Act and advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics are - age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

5.6.2 Public health 0 – 19 nursing services deliver the healthy child programme to all children and young people across the borough. This is a universal right and enables the Borough of Barnet to offer the service to children and their families in Barnet. Section 149 of the Act imposes a duty on ‘public authorities’ and other bodies when exercising public functions to 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 persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.7 Consultation and Engagement

5.7.1 Wide consultation took place with stakeholders including the consultant for public health; the clinical lead in the clinical commissioning group. The review group was multi-agency.

5.7.2 Consultation on next stages and implementation is already taking place with service users of health visiting and school nursing as well as the staff themselves and schools in Barnet including exploring what innovations would be welcomed e.g. text messaging; digital methods of consultation.

5.8 Insight

5.8.1 This report is written within the context of the Joint Strategic Needs Assessment and the requirements of the people of Barnet for a seamless service that takes into account their changing needs. The healthy child programme is a national model for health visiting and school nursing and places them with a lead role in the delivery and coordination of care for children and families.

6. BACKGROUND PAPERS

6.1.1 None.

	<p>Policy and Resources Committee</p> <p>13 February 2018</p>
<p style="text-align: right;">Title</p>	<p>Extension of extra care contract for provision of care and support</p>
<p style="text-align: right;">Report of</p>	<p>Chairman of the Policy and Resources Committee</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>None</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Catherine Searle, Interim Assistant Director of Joint Commissioning catherine.searle1@nhs.net</p> <p>Caroline Glover, Health and Social Care Commissioner caroline.glover@barnet.gov.uk</p>

Summary

Metropolitan Support Trust provides care and support services at Wood Court extra care scheme in Burnt Oak. There is no contractual provision for further extension beyond 1st June 2018. Procurement regulations require that the care and support service should be procured under an OJEU process.

This report asks for agreement from the Committee to waive Contract Procedure Rules requiring the Council to go out to tender for contracts of this value, and to extend the contract for provision of care and support at Wood Court for twelve months to the 31st May 2019. This will enable more time for the development of the procurement, and ensure sufficient mobilisation period to enable a smooth transition for residents, in the event that the tender results in a change to the current care and support provider.

Recommendations

- 1. That the Committee agree to waive the Contract Procedure Rules to extend the contractual relationship with Metropolitan Support Trust to residents of Wood Court, the extra care housing scheme, for the provision of care and support services from 1st June 2018 for the period of twelve months to 31st May 2019.**

1. WHY THIS REPORT IS NEEDED

- 1.1 To seek the agreement of the Committee to waive Contract Procedure Rules in order to extend the contractual relationship with Metropolitan Support Trust (Metropolitan) for provision of care and support services at Wood Court extra care scheme for the period of twelve months (up to 31st May 2019).
- 1.2 Wood Court was completed in 2008 and consists of 39 self-contained wheelchair accessible flats with assistive technology and communal facilities (including a dining room, lounge, laundry room, hairdressing facilities, assisted bathrooms and communal gardens).
- 1.3 Capital funding for the site was provided by the Housing Corporation, with revenue funding from both Adult Social Services and the Supporting People Programme. The land on which Wood Court was built was transferred by the Council to Catalyst Housing (the landlord) at nil value for the development of a block of 39 extra care sheltered housing units to which the Council has 100% nomination rights. Catalyst owns the building and provides the housing management. Catalyst is a housing provider and landlord so the care and support service for Wood Court was subject to a separate tender exercise, in order to bring in an extra care support provider.
- 1.4 Metropolitan provides care and support services to the residents at Wood Court. There is no provision for extension of the care and support contract after 31st May 2018.
- 1.5 Despite early preparations for the re-procurement of the care and support service at Wood Court, a number of complexities and risks have arisen:
 - The Government is consulting (until 23rd January) on reform of funding of housing costs and subsidies for supported housing. A new rent system for older people's housing including extra care housing is proposed and a sheltered rent will be introduced from April 2020. The details of the new regulated rent are yet to be determined and will be subject to further consultation. The implications for housing and support providers will be assessed over the coming months and these will need to be considered in the design of the procurement process.
 - The need to ensure a safe transition for residents in the event that the tender results in a change of care and support provider. People who use extra care services are living with long term conditions and frailty. Any change to provider needs to be managed carefully to ensure a smooth

transition and it is in the best interests of residents to include a longer mobilisation period.

- 1.6 On this basis, extra time is needed to ensure that service design will deliver the best outcomes and that once the new contract has been awarded, there is sufficient time available for a robust transition period so that, in the event that the care and support provider changes as a result of the procurement, residents experience a smooth transition from one care provider to another.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Extension of the contractual relationship up to 31 May 2019 will enable more time for the Council to continue to shape the extra care model, including the pricing model. The extension of this contractual relationship will enable the Council to thoroughly address risks and issues which have arisen during the preparation for procurement, which could result in a poor quality procurement or cause disruption for vulnerable older people. Additional time to resolve these risks and issues now will deliver a smoother transition and better service to vulnerable older people.

- 2.2 Wood Court has a CQC rating of Good.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative option is to go out to tender now, as originally planned, to have services mobilised in June 2018. Due to the risks and issues outlined above, this option is not recommended.

4. POST DECISION IMPLEMENTATION

- 4.1 The Strategic Director, Adults, Communities and Health, will progress plans to extend the contractual relationship if the Committee approves the recommendations.
- 4.2 The Council will continue work to develop a clear and robust service specification and procurement documents to ensure comparable and cost effective bids for the procurement of the care and support services to be in operation from 1st June 2019.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

The Corporate Plan 2015 – 2020 sets out the Council's 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

5.1.1 The 2017-18 Addendum to the 2015-2020 Adults and Safeguarding Commissioning Plan includes the following commissioning priorities:

- Developing best practice social care, focused on what people can do and how they can help themselves.
- Diversifying Barnet's accommodation offer to help more people live independently.
- Transforming day care provision to ensure that people remain active and engaged through access to employment and volunteering.
- Improving the borough's leisure facilities, parks and open spaces to support and encourage active and healthy lifestyles, helping to manage demand for adult social services.
- Expanding evidence-based prevention and early support, including technology, to make sure people can use services closer to home to help them stay independent for as long as possible.

5.1.2 Extra Care Housing is a key element of the Council's commissioning of services that support vulnerable older people to maintain their independence, receiving care and support in their own homes, engaging in their local community, and avoiding more institutional settings.

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

5.2.1 The cost of care and support provided by Metropolitan at Wood Court was £354k in 2015/16 and £431k in 2016/17. The budget for Extra Care provision for 2017/18 is £986k per annum and this includes Wood Court extra care scheme. A twelve month extension (from 1 June 2018 up to 31 May 2019) of the contractual relationship with Metropolitan for care and support services at Wood Court is expected to be at least the same cost as 2016/17 and there is ongoing budget provision for this scheme within the Adult Social Care Budget.

5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 **Legal and Constitutional References**

5.4.1 Under public procurement rules contracts for services of this nature need to be competitively tendered if the total contract value exceeds £615,278.

5.4.2 Contract Procedure Rules (CPR) also require the Council to tender for services of this value.

- 5.4.3 However, Regulation 32 (2) (c) of The Public Contracts Regulations 2015 (PCR) says that the Council can make a direct award of a contract to a provider insofar as is strictly necessary where, for reasons of extreme urgency brought about by events unforeseeable by the Council, the time limits for the open or restricted procedures or competitive procedures with negotiation cannot be complied with.
- 5.4.4 Also, Regulation 72 (1) (b) of PCR says that contracts can be modified without a new procurement procedure where additional necessary services not included in the initial procurement are required from the original contractor and where a change of contractor:
- cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, or
 - would cause significant inconvenience or substantial duplication of costs for the contracting authority.
- 5.4.5 Provided that any increase in price does not exceed 50% of the value of the original contract.
- 5.4.6 Also Regulation 782 (1) (c) of PCR says that contracts can be modified without a new procurement procedure where the need for modification has been brought about by circumstances which the Council could not have foreseen, the modification does not alter the overall nature of the contract, and any increase in price does not exceed 50% of the value of the original contract.
- 5.4.7 In the case of reliance on Regulation 72 the Council must send a notice to that effect, in accordance with Regulation 51, for publication.
- 5.4.8 Regulation 72 of PCR also allows contract modifications where the modifications, irrespective of their value, are not substantial. An extension of a 10 year contract for one year is unlikely to be a substantial modification under the PCR.
- 5.4.9 Under the Council Constitution, CPR rule 16.1 states that if the application of these Contract Procedure Rules prevents or inhibits the delivery or continuity of service, the Deputy Chief Executive, Assistant Chief Executive, Strategic Directors or Assistant Directors and Heads of Service may apply for a waiver. All applications for a waiver of these Contract Procedure Rules must be submitted to Policy and Resources Committee specifically identifying the reason for which a waiver is sought, including justification and risk.

5.5 Risk Management

- 5.5.1 The preparation for procurement, including provider engagement and extensive discussions with internal stakeholders, have identified risks and issues which have taken longer than anticipated to resolve. The extension addresses the risk of the Council approaching the market with limited results and a short mobilisation period for the new contract.

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

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.

5.6.2 Pursuant to the Equality Act 2010, public sector organisations have a responsibility to consider equality as part of every procurement. The Council and any organisation contracted by the Council to provide services on its behalf are under an obligation to have due regard to eliminating unlawful discrimination, advancing equality and fostering good relations in the contexts of age, disability, gender reassignment, pregnancy, and maternity, religion or belief and sexual orientation.

5.6.3 No concerns have been raised against Metropolitan during its contract in relation to Equalities and Diversity.

5.7 Consultation and Engagement

5.7.1 Carer and service user representatives have been involved in research into good practice in care and support in ECH schemes, through in-borough visits and out of borough visits. This will inform the development of the wider Barnet model of extra care and the reshaping of the specification for the Wood Court care and support contract.

5.8 Insight

5.8.1 NA.

6. BACKGROUND PAPERS

6.1 Extension of Extra Care Services, Adults and Safeguarding Committee, 10 November 2016 (Item9)

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8674&Ver=4>

6.2 Appendix 1 of the Annual Procurement Forward Plan (agenda Item 10) for 2017/2018 presented to the Policy and Resources Committee on 1 December 2016 which provided approval for the extension/tender of extra care housing schemes and sheltered plus schemes.

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8731&Ver4>



Policy & Resources Committee
13 February 2018

Title	Council Preparations for the General Data Protection Regulation (GDPR)
Report of	Councillor Richard Cornelius
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	None
Officer Contact Details	<p>Victoria Blyth, Information Strategy Manager victoria.blyth@barnet.gov.uk 020 8359 2015</p> <p>Jenny Obee, Head of IT & Information Management jenny.obee@barnet.gov.uk 020 8359 4859</p>

Summary

The General Data Protection Regulation (GDPR) will apply in the UK from 25 May 2018. The GDPR will replace current Data Protection Act 1998 (DPA) legislation and will bring about a considerable number of changes which organisations will be expected to implement and be able to comply with ahead of this date. The government has confirmed that the UK's decision to leave the EU will not affect the commencement of the GDPR.

The legislative changes will impact the way the council engages and interacts with its customers and places expectations on it which must be met. This paper provides an overview of the key changes that need to be implemented and highlights key risks or issues that need to be considered as part of the implementation process.

Other legislation, or proposed legislation, such as the Digital Economy Bill, Criminal Information Directive, Network & Information Security Directive, the Lord Chancellor's Code of Practice on the management of records issued under section

46 of the Freedom of Information Act 2000 and the Privacy & Electronic Communications Regulations 2003 will also need to be considered for their interactions with GDPR, as this other legislation also covers the processing of personal data in some respects.

The Information Management Team (IMT) has begun implementing the plan of required actions, however some of the work will need to be undertaken by delivery units, due to their knowledge and expertise in their respective areas, and this will impact on their resourcing.

Officers Recommendations

- 1. That the Policy & Resources Committee notes the deadline of 25 May 2018 associated with compliance with the GDPR and the potential regulatory action in the event of non-compliance.**
- 2. That the Policy & Resources Committee notes the distinction of the three roles of a councillor, how GDPR applies to each of them, and the split of responsibilities between council and councillor as detailed in section 5.4.5.**
- 3. That the Policy & Resources Committee endorses the importance of the planned e-learning detailed in section 5.2.2 and encourages councillors to undertake said e-learning, including any newly elected councillors following the 3 May local elections.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The General Data Protection Regulation (GDPR) will apply in the UK from 25 May 2018. The GDPR will replace the current Data Protection Act 1998 (DPA) legislation and will bring about a considerable number of changes that organisations are expected to implement and comply with on this date. The government has confirmed that the UK's decision to leave the EU will not affect the commencement of the GDPR, although the UK is currently working on the Data Protection Bill that is likely to be the way the UK incorporates GDPR requirements into UK law post-Brexit.
- 1.2 Considerable work is required to ensure compliance with the new legislation. The Information Management Team (IMT) is running a GDPR Implementation Project, however some of the work will need to be undertaken by delivery units, due to their knowledge and expertise in their respective areas. The work both for IMT and delivery units has resourcing implications of employee time and budget. This report provides an overview of the key changes that need to be implemented and highlights key risks or issues that need to be considered as part of the implementation process.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To ensure that the Policy & Resources Committee notes the deadline associated with compliance with the GDPR on 25 May 2018 and the potential regulatory action in the event of non-compliance.
- 2.2 To ensure that councillors are aware of the effect GDPR has on their obligations with respect of personal data when acting as ward representative, and are aware of the e-learning for the processing of personal data they undertake on

behalf of the council, especially given that the e-learning will be rolled out during the busy period of April-May 2018.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The council cannot choose to not comply with legislation and therefore has no alternative but to implement appropriate measures to ensure compliance with GDPR on 25 May 2018 and ongoing.

4. POST DECISION IMPLEMENTATION

- 4.1 The GDPR Implementation Project will continue its work to ensure compliance across the council.
- 4.2 Employees and councillors will be provided with access to e-learning once the package is procured and implemented.
- 4.3 Amendments to the council's constitution will be proposed, in line with procedures for constitutional changes.
- 4.4 Officers propose bringing a further report to committee on implementation and outstanding risks following the introduction of GDPR on 25 May 2018.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Most of the services the council delivers and the work it undertakes involves the processing of personal data in some form. The GDPR therefore affects most of the council's work and will bring about a considerable number of changes which the council must implement to be able to comply with the new law. GDPR impacts the way the council engages and interacts with its customers, contractors, partners and staff.
- 5.1.2 The vision and principles of the council's Information Management Strategy 2016-20 are met through compliance with the GDPR. Deliverables of the GDPR Implementation Project will meet aims of the strategy's delivery framework. For example, through a record of processing we establish ownership and management of information, and support for staff through targeted communications and a revised policy suite.
- 5.1.3 One of the key tenets of the GDPR is accountability. Not just doing the right thing, but proving compliance with documentation, audit trails and a schedule of compliance and training. Ensuring that the council complies with relevant legislation is not only a legal requirement, but a key way to inspire trust and act in an honourable and transparent way. The GDPR Implementation Project is therefore actively contributing to the five corporate priorities of:
- Delivering quality services
 - Responsible growth, regeneration and investment

- Building resilience in residents and managing demand
- Transforming local services
- Promoting community engagement, facilitating independence and building community capacity.

5.1.4 The GDPR requires a Record of Processing Activity (ROPA), which is a corporate register of the processing of personal data that the council undertakes (or causes to be undertaken on its behalf). The GDPR specifies the information that must be captured and in the absence of a council information asset register this task may be substantial for some areas of the council. This task will need to be completed by delivery units for all the work they undertake or cause to be undertaken; and by the council's key partners for the work undertaken under the CSG, Re and Cambridge Education contracts.

5.1.5 The GDPR places an emphasis on privacy and requires a greater level of transparency with data subjects. This will have many impacts on the council as appropriate and evidenced consideration must be given to the GDPR tenets of Privacy by Design and Privacy by Default. This will require undertaking effective Data Protection Impact Assessments (DPIAs), similar to current Privacy Impact Assessments (PIAs), for relevant projects and process changes. A review of the council's project management processes and the governance processes for committee reports and delegated powers decision making is needed to ensure the requirements on privacy are embedded in council processes, much like those for equalities.

5.1.6 Principle One in the GDPR is that personal data shall be processed "Lawfully, fairly and in a transparent manner in relation to the data subject." (art5(1)(a)). Further detail of the requirements of this principle of transparency can be found in articles 12, 13 and 14 of the GDPR, which prescribe a much more detailed notice to data subjects on the processing of their data being undertaken. Whilst the council currently has a corporate privacy notice with a short version on all forms, the information will need to be delivered in a layered privacy notice that provides the level of detail appropriate to each type of data processing taking place. Amending the privacy notice will be a considerable amount of work, partly hindered by the lack of formal guidance available at time of writing.

5.1.7 A review of all council forms (paper and electronic) is also required to ensure that suitable privacy notices are in place. This applies also to specialist privacy notices for those with disabilities or sensory impairments, and where verbal privacy notices are issued (such as over the phone).

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

5.2.1 The work required to ensure compliance, such as the ROPA, review of forms and consent, review and amendment of council processes, and implementation of training, will require significant officer time across delivery units.

5.2.2 The council has an obligation to ensure that all those processing personal data on its behalf are appropriately trained and understand their responsibilities. An

e-learning package must be procured and implemented with enough time for all council employees (and councillors) to undertake prior to 25 May. Procurement has been agreed in the 2018-19 forward plan but will likely need to be brought forward to 2017-18. This will be done through procedures in article 10 of the council's constitution if required.

- 5.2.3 Under the DPA and GDPR data subjects can make a Subject Access Request (SAR). Under GDPR the maximum deadline for response is shortened from 40 calendar days to 30 calendar days, with the option of charging a £10 fee removed. The loss of the charging mechanism may well increase the number of SARs received and have a small impact on income. From 1 January 2018, the council has shortened the SAR deadline in line with GDPR, to identify any risks for non-compliance prior to the new deadline being in force.
- 5.2.4 Currently the council is obliged to pay a £500 annual notification fee to the ICO as part of registering its processing activities with them. This fee is scrapped under GDPR. However, as that will leave a £17m budget deficit which will need to be covered to support the function of the ICO, the government has added proposals to the Digital Economy Bill for a charging structure. The new model will go live in April 2018 and while the structure has not yet been finalised it is likely to result in a cost of up to £1,000 per annum for local authorities.
- 5.2.5 Councillors are currently subject to an annual registration fee of £35 which is managed by council officers and paid from a councillor's notional allowance. It is believed that this fee is likely to either rise to approximately £55 or be scrapped completely.
- 5.2.6 Local authorities will be required to employ a named Data Protection Officer (DPO) either directly or through contract. The DPO must be appropriately trained and have the professional knowledge and skills to undertake the role. The post cannot be held by someone in a role deemed to conflict with the role of DPO, or a role that has any authority to determine the manner in which data is processed by the council. The DPO must work in an independent manner.
- 5.2.7 The DPO has many duties which must be undertaken and they will require access to appropriate resource, budget and staffing to complete their role and ensure the council's compliance with GDPR. The role of DPO has certain protections from dismissal, similar to the Monitoring Officer, and must have access to senior management to report issues and request resource. Amendments to the council's constitution will be proposed through normal channels to reflect these responsibilities, duties and protections as appropriate.

The council currently has an experienced and qualified data protection practitioner in post and this position will be amended and re-graded in line with HR processes to reflect the new responsibilities of the DPO.

- 5.2.8 Under GDPR the breach management and reporting requirements are strengthened, with the monetary penalty limits significantly increased to a maximum of €20m or 4% of turnover (whichever is larger). The ICO has confirmed that it expects organisations to be fully compliant by 25 May 2018

and will consider enforcement action of decision notices, enforcement notices and monetary penalties from that date as it deems appropriate. The council self-funds any monetary penalties and the GDPR Implementation Project has made the insurance and finance teams aware of this increased financial risk.

5.3 Social Value

- 5.3.1 GDPR clarifies and enhances the rights of data subjects and council processes will be amended where required to ensure that the council meets its legal obligations to individuals under GDPR. This will have benefit to individuals, although the legislation is such that many data subjects will never realise or appreciate the levels to which the council meets high standards in handling their personal data.
- 5.3.2 The increased emphasis on privacy as discussed in 5.1.5 puts the rights of the individual at the forefront of any project or process change and requires that the council considers privacy impacts at the earliest stage in planning and decision making.
- 5.3.3 Changes to the SAR deadline and charging mechanism makes the process easier to access for individuals, but may have an impact on the number of requests received and therefore the resource required from the council.

5.4 Legal and Constitutional References

- 5.4.1 Article 7 of the Council Constitution, under responsibility for function sets out the terms of reference of Policy and Resources Committee including to be responsible information technology and for those matters not specifically allocated to any other committee affecting the affairs of the Council.
- 5.4.2 HBPL will be asked by the project to identify any risks to current council contracts and/or assure the council that standard contract clauses adequately cover GDPR and attendant legislation that affects the processing of personal data as listed in this report's summary.
- 5.4.3 The duties and responsibilities of the role of DPO as mentioned in 5.2.6 and 5.2.7 will require amendment to the council's constitution.
- 5.4.4 Amendments required to council processes as mentioned in 5.1.5 may require changes to the council's constitution or constitutional processes.
- 5.4.5 Mandatory breach reporting for incidents that meet criteria is required under GDPR, within 72 hours of the council becoming aware of the incident. This short deadline will mean that officers must act quickly and expedite the reporting of incidents to the Information Management Team, in line with council policy. Criteria for reporting incidents to the ICO are much tighter under GDPR. However, as the council takes a transparent approach to reporting incidents to the ICO, it is not clear at present whether GDPR will mean an increase in the incidents reported. Further ICO guidance is expected.

- 5.4.6 In terms of information legislation, elected Members of a local authority are considered to fulfil three roles:
1. They act as a Member of the Council (eg as a member of a committee).
 2. They act as a representative for residents of their ward.
 3. They may represent a political party, especially at election time.

These three roles have different responsibilities under information legislation. Councillors in their role as Member of the Council are covered by the council's responsibilities under GDPR and it is the council's obligation to ensure that Members understand their responsibilities and have undertaken appropriate training. The council does this partly through the Members' Information Management Policy. When the council rolls out e-learning training in preparation for GDPR it strongly recommends that all Members undertake the training in order to understand their responsibilities and limit the risk to the council of non-compliance with GDPR.

Councillors are solely and individually responsible for their processing of personal data in their role as ward representative and the council has no obligation to undertake work for them or provide training for them for this role. However, the training undertaken for their role as Member of the Council is generally applicable to their work as ward representative. More details of the breakdown of the roles of a councillor can be found in the Members' Information Management Policy on the council's intranet and website.

Political parties, if a councillor is a member, are responsible for the processing of personal data by councillors in their third role.

5.5 Risk Management

- 5.5.1 A lack of preparation resulting in non-compliance and failure to meet new legislation could result in formal action, including monetary fines, issued to the council and/or contracted partners. The GDPR Implementation Project is in progress to mitigate these risks, although contractors also have their own responsibilities under GDPR.
- 5.5.2 Under the new legislation, monetary penalties increase considerably from a maximum of £500,000 (under current data protection legislation) to a maximum of €20m or 4% of turnover (whichever is greater). The council self-funds any monetary penalties and the GDPR Implementation Project has made the insurance and finance teams aware of this increased financial risk.
- 5.5.3 Inadequate resource will result in the council failing to meet its legal obligations; raising concerns over safeguarding and inappropriate processing of personal data. Inadequate resource will have an impact on whether the council can comply with its obligations for accountability, an emphasis on privacy at the start of and throughout projects, and individuals' rights.

5.6 Equalities and Diversity

- 5.6.1 Whilst the council has an overarching privacy notice, delivery units ensure that the processes for gaining consent and informing customers of what will be

happening with their personal data are appropriate. The council already makes reasonable adjustments for data subjects who have disability, impairment or sensory loss and this will need to continue under GDPR. The project and delivery units will consider children and how to be transparent with them about where and how their data is being processed.

5.7 Corporate Parenting

5.7.1 The GDPR specifies that children's consent should be respected, sometimes instead of parental consent. The impact of this will be considered and incorporated into council processes when further guidance is issued by regulatory or advisory bodies.

5.8 Consultation and Engagement

5.8.1 The council is responsible for all data processed on its behalf, therefore Re, CSG and Cambridge Education will be included in this project's work, as well as any smaller contractors working on the council's behalf. The GDPR Implementation Project is engaging with all delivery units through their Information Management Governance Groups (IMGGs), and through the Commercial Team with key contractors (Re, CSG, Cambridge Education). Delivery units will be engaging directly with their contractors. Any currently commissioned services returning to sit directly under the council need to be assessed to identify actions needed for GDPR compliance, including entry on the ROPA. This responsibility must lie with the project teams managing any insourcing.

5.8.2 The Barnet Group and HBPL are separate data controllers and will make their own arrangements for GDPR.

5.8.3 Schools are also excluded from the project, as they are their own data controllers. However, where appropriate general guidance will be provided by the council to assist schools.

5.8.4 The council's privacy notice will be considerably amended to meet GDPR requirements and communication of the change will be made to residents through conduits like the council's website and the annual council tax letters issued in March/April.

5.8 Insight

5.8.1 GDPR legislates on the nature of 'profiling' activities involving personal data. Our contractor and supplier of the Insight service is reviewing their work in light of GDPR, to identify whether any insight work currently undertake will be affected or need amendment to process or outcomes.

6. BACKGROUND PAPERS

6.1 None.

	<h2>Policy and Resources Committee</h2> <h3>13 February 2018</h3>
<p style="text-align: right;">Title</p>	<p>Business Planning 2018-2020</p>
<p style="text-align: right;">Report of</p>	<p>Councillor Richard Cornelius</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>Yes</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – Medium Term Financial Strategy Appendix B – Council Tax Resolutions Appendix C1 – Detailed Revenue Budgets, Savings, Pressures and Council Tax Schedules Appendix C2 – Theme Committee Revenue Budgets, Savings and Pressures Appendix D – Capital Funding Changes Appendix E1 – Theme Committee Capital programme Appendix E2 – Capital Programme by Delivery Unit Appendix F – Housing Revenue Account Appendix G – Fees and Charges Appendix H – Consultation report Appendix I – Corporate Equalities Impact Analysis (CEIA) Appendix J – Treasury Management Strategy Appendix K – Reserves and Balances Policy Appendix L – Debt Management Policy Appendix M – Corporate Risk Register Appendix N – Corporate Plan Addendum</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Kevin Bartle, Director of Finance (s151 Officer) kevin.bartle@barnet.gov.uk Paul Clarke, Head of Finance (Deputy s151 Officer) paul.clarke@barnet.gov.uk</p>

Summary

On 19th of December 2017, Department for Communities and Local Government (DCLG) published the provisional local government finance settlement which set out the individual authority grant allocations. Consultation around the budget proposals ran from 6th of December 2017 to the 14th of January 2018 and the results of that are analysed. This report revises the Medium Term Financial Strategy (MTFS) in line with the DCLG publication and consultation results.

The report sets out the savings proposals and capital programme for the period 2018-20 and Council Tax for 2018/19.

Recommendations

The report recommends that the Committee:

- 1 Consider the issues that have emerged from the consultation when making their decisions. The committee make the decisions below also being mindful of the equalities impact assessments including the cumulative equalities impact assessments;**
- 2 Recommend to Council for approval the MTFS attached as Appendix A and the detailed revenue budgets in Appendices C1 and C2. The MTFS sets out all of the budget changes over the period 2017-20, including assumptions around inflation, changes to levies, pressures, savings and grant funding. It is the model around which the council's financial strategy is based;**
- 3 Recommend to Council that the budget for 2018/19 is prepared on the basis of no increase to general council tax in 2018/19, other than for the increase set out below on recommendation 4;**
- 4 Recommend to Council the applying of a social care precept at 3% in 2018/19 – to help fund care for vulnerable adults and the elderly;**
- 5 Recommend to Council the resolutions relating to Council Tax contained within Appendix B – Council Tax Resolutions;**
- 6 Recommend to Council, on the advice of the Chief Finance Officer, that it determines that the council's basic amount of Council Tax for 2018/19 as set out in Council Tax resolution (Appendix B) 2(iv) is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums relating to Council Tax increases (Principles)(England) Report 2018/19. Subject to any change to the Report (at the time of publication this report was draft);**
- 7 Recommend to Council for approval the Barnet Council Tax Support Scheme, adopted in January 2015, remain unchanged except for uprating in line with Department for Work and Pension changes for housing benefit (see 1.7.12 below);**
- 8 Notes that the working age non-dependent (ND) charges be uprated as set**

out in paragraph 1.7.13;

- 9 **Recommend to Council that in accordance with Section 38(2) of the Local Government Finance Act 1992 the Chief Executive be instructed to place a notice in the local press of the amounts set under recommendation 5 above within a period of 21 days following the Council's decision;**
- 10 **Recommend to Council for approval the capital programme as set out in Appendix E1 and E2, and that the Chief Officers be authorised to take all necessary actions for implementation;**
- 11 **Approve the addition to the capital programme in relation to the Barnet Trees Policy (as per paragraph 1.8.16);**
- 12 **Approve the addition to the capital programme in relation to the Gaelic Playing pitch relocation (as per paragraph 1.8.20);**
- 13 **Approve the addition to the capital programme in relation to the Tranche 3 Affordable Homes Programme (as per paragraph 1.8.25);**
- 14 **Approve the addition to the capital programme in relation to the Housing Acquisition Programme (as per paragraph 1.8.29);**
- 15 **Approve the use of institutional investment funds of up to £50m to support the Housing Acquisition Programme (as per paragraph 1.8.29);**
- 16 **Approves the changes to the existing Capital Programme as set out in section 1.8 and appendix D;**
- 17 **Recommend to Council that the Chief Finance Officer be authorised to adjust capital project budgets and financing in 2018/19 throughout the capital programme after the 2017/18 accounts are closed and the amount of slippage and budget carry forward required are known;**
- 18 **Recommend to Council the approval of the Treasury Management Strategy for 2018/19 as set out in Appendix J;**
- 19 **Recommend to Council the approval of the following in relation to the Housing Revenue Account:**
 - a) **The proposed rent decrease by 1% for council dwellings as set out in paragraph 1.10.3 to take effect from 1 April 2018;**
 - b) **The proposed increase to service charges for council dwellings as set out in paragraph 1.10.9 to take effect from 1 April 2018; and,**
 - c) **The proposed rent increase of 3.1% for council garages as set out in paragraph 1.10.9 to take effect from 1 April 2018.**
- 20 **Recommend to Council the approval of the draft Schools Budget of £327.313m as per paragraph 1.6.8;**
- 21 **Note the draft Post-16 budget of £5.417m as per paragraph 1.6.8;**

- 22** Recommend to Council that any changes to the Schools Budget reasonably required as a result of the final 2018/19 DSG and Post-16 settlement are delegated for decision to the Strategic Director - Children & Young People in consultation with the Director of Finance;
- 23** Note the Adults, Children's and Environment fees and charges that were approved at their relevant Theme Committee as detailed in Appendix G;
- 24** Note the summary equality impact assessment (EIA) and cumulative assessment set out in section 5.6. Appendix I provides the cumulative impact and individual Delivery Unit assessments where significant changes to service delivery are proposed;
- 25** Recommend to Council approval of the reserves and balances policy as set out in Appendix K and indicative amounts as set out in para 1.12 and the Chief Finance Officer's assessment of adequacy of reserves in section 1.12. The Committee recommend to Council that the CFO authorised to adjust balances in 2018/19 after 2017/18 accounts are closed and the amount of balances carry forward required are known;
- 26** Approve the changes to the underlying financial strategy of the Council as set out in paragraph 1.4.20;
- 27** Approve budget movements as set out in paragraph 1.15;
- 28** Recommend to Council to approve the write offs as detailed in paragraph 1.16;
- 29** Note the corporate risk register and recommend it to Council as set out in Appendix M;
- 30** Recommend to Council for approval the Corporate Plan – 2018/19 addendum attached as Appendix N; and
- 31** Approve the establishment of a Collection Fund Smoothing Reserve as set out in paragraph 1.12.10.

1. WHY THIS REPORT IS NEEDED

1.1. Executive Summary

- 1.1.1 Business planning and strategic management enable the council to plan its future direction on the basis of the best strategic fit between the resources available to meet stakeholder needs and expectations and the environmental conditions which prevail. This report sets out how the council intends to do this and the assumptions it has made.
- 1.1.2 2018/19 and 2019/20 reflect the final two years of the five year MTFS cycle. As anticipated at the start of that plan, it has become more and more difficult to balance increasing demands with reducing resources. This has been evidenced during this business planning cycle, with several theme committees reporting difficulties in achieving savings targets to Policy and Resources committee.
- 1.1.3 In March 2017, the Council agreed plans to achieve reductions of £79.2m for the period 2017 to 2020. This included savings of £53.8m and a commitment to support the budget to 2020 of £25.4m from reserves.
- 1.1.4 Policy and Resources committee received a report in December 2017, which revised the MTFS and identified that Theme Committees had confirmed savings of £28.5m, use of reserves of £17.7m (up to 2020), leaving a gap of £6.7m, of which £3.2m would fall in 2018/19.
- 1.1.5 This report sets out the savings proposals, revised by Theme Committees, in line with commissioning priorities, to close this budget gap. It also sets out consultation responses, equality impact assessments and capital investment proposals that are required to ensure Barnet is able to support the growth needed.
- 1.1.6 The proposed MTFS at Appendix A displays a balanced position for 2018/19 however a £5.9m gap is still currently anticipated for 2019/20. Work to resolve this gap is ongoing and options will be presented to Policy and Resources committee meetings to recommend to Full Council in due course.
- 1.1.7 The Council is able to propose a balanced position primarily as a result of additional income through the New Homes Bonus and a review of its capital programme including reprofiling and the removal of schemes no longer planned to go ahead.
- 1.1.8 The Council's reserves are expected to reduce to £67m by the end of 2017/18 and £28m by the end of the current MTFS period.

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

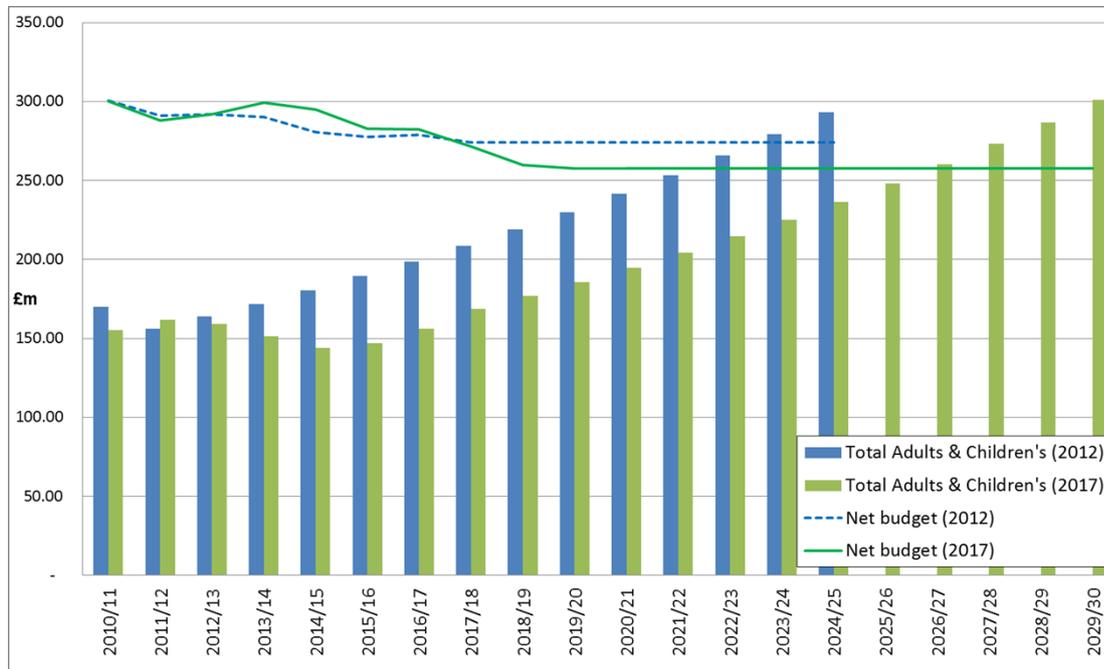
to be ahead of the curve in terms of financial planning; by adopting a long-term view of future challenges the council has managed to save over £144m between 2010 and 2017 whilst maintaining high levels of resident satisfaction – 82% of residents were satisfied with their local area as a place to live 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, although Government funding settlements for the Council are unknown, we will still need to continue to look ahead and consider how to deliver services differently as pressures on our budget continue.

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 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 continues 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 have 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. Our top priority across the council is the Children's Services Improvement Plan, following our Ofsted inspection where services were deemed inadequate. This is a whole council priority and all of our Theme Committees are fully committed to the delivery of the Children's Services Improvement Plan.

Adults and Safeguarding

1.2.10 **Implementing strength-based best practice:** our strength-based approach to social care focuses on the adult's life as a whole, and includes social factors such as friends, family, employment, interests and hobbies. This offers our residents more control over the way they live their lives, with increased resilience and independence. Our strength-based practice programme has been identified as a model of good practice by the national association of directors of adult social services (ADASS) and in the national social work awards. We are continuing to enhance and embed our use of strength-based

practice across frontline teams and are developing a programme that will bring our strength-based practice approach to a wider local audience including providers, health partners and our voluntary and community sector partners. As part of this priority, we are working to expand the care and support options available to residents; building new extra care homes, offering more technology services, increasing employment support, increasing supported living and nursing care, and becoming a dementia-friendly borough.

1.2.11 Integrating local health and social care: we are working with Barnet NHS Clinical Commissioning Group to implement Care Closer to Home, a programme of work that will deliver more care and treatment in local community settings. The first local Care Closer to Home network will go live in Burnt Oak in February 2018. Over the next year we will also be enhancing health care support to care homes to avoid unnecessary hospital admissions and support people in the last phase of life. We are implementing the 'Red Bag' Initiative which ensures an agreed set of key documents, personal items and medication accompanies people from care homes to and from hospital in a clearly identifiable red bag to facilitate smooth hospital admission and discharge. We will also focus on increasing the uptake of screening. A programme of work is underway to increase the number of Annual Health Checks completed by GPs. We will also continue to work on the transforming care programme, preventing hospital admissions for people with learning disabilities and complex needs.

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.

Assets, Regeneration and Growth

1.2.13 Regenerating Brent Cross Cricklewood: this is the council's most substantial growth and regeneration programme. It will transform the area into a new and thriving urban centre and will create 7,500 new homes and up to 27,000 new jobs. There are three essential components:

- Brent Cross London – the redevelopment and modernisation of Brent Cross shopping centre and the delivery of critical infrastructure on the north of the A406, which is being led by Hammerson and Standard Life Investments
- Brent Cross South – the council has appointed Argent Related as its joint venture partner to deliver the development to the south of the A406, which includes the creation of the new town centre
- Thameslink station – led by the council, this includes the building of the new Brent Cross West Thameslink station and new waste and rail freight facilities.

1.2.14 Increasing the housing supply, including Colindale: increasing the supply of housing in the borough is a key priority of the council. As part of the Colindale regeneration over 10,000 new homes will be delivered, and the council is also building new homes on its own surplus sites in partnership with the Barnet Group.

1.2.15 Helping people into work: the Barnet approach sees joint working across Barnet Homes, JobCentre Plus, Cambridge Education, young people's support, and the local providers. Alongside this, we will develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities to achieve the best outcomes and prevent drift and delay. We have active employment schemes available on our regenerations sites to help priority cohorts such as care leavers and those claiming Universal Credit find work.

Children, Education, Libraries and Safeguarding

1.2.16 Children's Services Improvement Plan: we are working with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, 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.

1.2.17 Delivering the family-friendly Barnet vision: our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education, we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise, and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the 'resilient families: resilient children' vision, we have strengthened our approach to children with special education needs and disability, and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

Community Leadership

1.2.18 Safer communities: through the Barnet Safer Communities Partnership (BSCP), Barnet Council works together with the police, probation services, fire service, public health, and other partner agencies to address crime and anti-social behaviour (ASB) issues in Barnet. The aim of the BSCP is that everyone who lives, works, studies in, or visits Barnet will feel safe and be safe. Barnet is one of London's safest boroughs with a low crime rate. In order to ensure that we continue to address crime and ASB that affects people in Barnet, we are focused on working with residents and businesses to tackle ASB which affects their area (including littering, fly-tipping and illegal encampments); supporting victims of Domestic Violence and Hate Crime so people are confident in reporting incidents and the BSCP intervenes to prevent repeat victimisation; reducing Serious Youth Violence including violence linked to

gang activity; and reducing the re-offending and the crime rate in Barnet (and in particular to reduce residential burglary).

- 1.2.19 **Tackling issues with domestic violence, mental health, and substance misuse:** the Safer Communities Partnership Board has signed off a new Barnet Violence against Women and Girls (VAWG) Strategy. This emphasises the importance of work to engage with those victims of domestic abuse facing additional barriers that might prevent them from seeking help, including those with complex multiple needs such as mental health and substance misuse. The Community Safety Hub, a co-located space with officers from Community Safety, police, as well as a range of other teams and partnership agencies, has been being implemented to meet the council and partnership demand to manage complex problem-solving cases.

Environment

- 1.2.20 **Modernising our environmental services:** changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services. This will allow greater synergies across the service. We are reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible.
- 1.2.21 **Delivering highways improvements:** The Council will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over five years), and additional capital investment in road patching and potholes, as well as investing in Transport for London (TfL) Local Implementation Plan projects to improve safety, parking, and local transport. The Council are also shaping its enforcement approach on 'polluters pay' principle and clamping down on fly tipping and littering.

Housing

- 1.2.22 **Building compliance and fire safety:** keeping residents safe is a top priority for the council. This means ensuring that our buildings always comply with safety standards, and meet best practice where reasonable. The tragic fire at Grenfell Tower in June 2017 focused attention on fire safety in particular, but we must also pay attention to electrical and gas safety, water, asbestos, and other potential hazards.

Policy & Resources

- 1.2.23 **Implementing 'The Way We Work' programme** to empower staff to choose when, where and how they work in order to deliver the best possible services and outcomes for our residents and customers. This includes a move out of our offices in NLBP and Barnet House to a new, purpose built office in Colindale and a number of hubs and touchdown points across the borough. Through the programme we are modernising and consolidating our office space whilst also having the opportunity to contribute to the regeneration of the Colindale area. The Way We Work programme is an important step in our

organisational development to becoming a high performing, agile, learning organisation with a highly engaged workforce who deliver positive outcomes for residents and customers in Barnet.

- 1.2.24 **Continuing to improve Customer Services** by developing a customer-focused culture, where customers get a consistently high quality experience, and where we transform the number and quality of digital self-service options so that customers don't have to wait in a queue to get the information and service they need, but can go online 24/7. Our Customer Transformation Programme has been developed to deliver the vision that by 2020 customer access will be simplified, and primarily 'digital by default', offering efficient resolution and services that are joined-up across the council, partner agencies, and the community sector. We are redesigning our website to be much easier to use, and launching a more modern 'My Account' facility that will offer a wider range of service request options and extra features such as automated emails to give customers updates about the services they have requested. We are also delivering a digital inclusion programme to make sure customers without digital skills or access have the opportunity to acquire them, and that customers who cannot go online can still access the specialist support they need.
- 1.2.25 **Medium and long term strategic planning:** our current Corporate Plan and Medium Term Financial Strategy run to 2020 and it is important for us to continue to plan for and focus on the continued funding and demographic challenges beyond that period, as well as the potential opportunities from new technology. It is important to reset our thinking through to 2025 and beyond.
- 1.2.26 **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 Barnet to all new claimants of Universal Credit Full Service is now expected to be implemented from May 2018.
- 1.2.27 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.

Autumn Budget and Local Government Settlement 2017

- 1.2.28 Two major financial policy announcements took place towards the end of 2017. On the 22 November the Chancellor of the Exchequer announced the Autumn Budget 2017. This was the first Budget since the move to the autumn, with a Spring Statement introduced from 2018. In mid-December the Government also announced the Local Government Finance Settlement.

1.2.29 The key headlines within the Autumn Budget 2017 for London and Local Government are as below:

- London business rates retention pilot – The government has agreed the pilot of 100% business rates retention in London in 2018/19, forming a pool and investing revenue growth strategically on a pan-London basis.
- The lifting of Housing Revenue Account borrowing limits. Local authorities will be invited to bid for increases in their caps from 2019/20, up to a total of £1 billion nationally by the end of 2021-22. This was welcomed, particularly the case given the cost of remediation works following the fire at Grenfell Tower and the impact this will have on other works that require HRA resources.
- £2.8bn of funding announced towards improving A&E performance.
- The Government will legislate to allow local authorities to charge a 100% council tax premium on empty properties (Barnet currently charges 50% after two years).
- Business Rates will rise by CPI from April 2018. Business rates currently rise by the Retail Price Index (RPI), a different way of measuring inflation which tends to be higher than the CPI. Barnet will be compensated for the reduced level of income following the change.
- Local infrastructure rate – The government will lend local authorities up to £1 billion at a new discounted interest rate of gilts + 60 basis points accessible for three years to support infrastructure projects that are high value for money.

1.2.30 The provisional 2018/19 Local Government Finance Settlement was announced on the 19th of December 2017. The Settlement outlines provisional Settlement Funding Assessment allocations for local authorities for 2018/19 and illustrative allocations for 2019/20 (which will be the final year of the current “four-year offer” period). The key announcements within the provisional Settlement were as follows:

- The Council Tax referendum threshold will increase by 1% to 3% in 2018/19 and 2019/20.
- Settlement Funding Assessment for London Boroughs will fall by 5.8% in 2018/19 (5.4% Nationally).
- 11 new business rates pooling pilots have been confirmed for 2018/19 (including the London pilot pool) as well as the 5 existing pilots continuing – with a commitment to further pilots in 2019/20.
- Plans to move to 75% business rates retention in 2020-21 across local government were announced.
- A further consultation has been published on the Fair Funding Review, and government confirmed its intention to implement new funding baselines in 2020-21.
- £19 million was announced for UASC nationally with Barnet receiving £0.231m.

London Business Rates Pooling

1.2.31 In the 2017 Autumn Budget, the Government indicated support for developing a 100% business rate retention pilot pool in London for 2018/19. Following work to establish the governance arrangements by London Councils, the

application for a London wide Business Rates pool has been accepted by central government.

1.2.32 The Government has now issued its “designation order”, establishing the London pilot pool from the 1st of April 2018 and this was reflected in the Provisional Local Government Finance Settlement in December 2018.

1.2.33 On the 12th of December 2017, the Council resolved to:

- 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, the City of London Corporation, for the duration of the pilot);
- To agree the Memorandum of Understanding between London authorities for the operation of the pilot pool; and,
- Delegate authority to the Deputy Chief Executive to take decisions in relation to the Strategic Investment Pot

1.2.34 The deadline for any authority to opt out of the Pool prior to its inception was the 16th of January 2018 and no authority has done so.

1.2.35 Final confirmation is awaited that each authority has taken the relevant decisions, through their own constitutional decision-making arrangements.

1.2.36 **Pool principles:** the pool is voluntary, but includes all London authorities; London retains a greater share of business rates in exchange for Revenue Support Grant; a “no detriment guarantee” ensures that the pool cannot be worse off than the participating authorities would have been collectively if they had not entered the pilot pool; no “new burdens” will be transferred to London and participation in the pilot will not affect the development or implementation of the Fair Funding review (currently anticipated in 2020/21).

1.2.37 **Distribution:** All authorities will 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)

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

1.2.39 **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

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

1.2.41 **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

1.2.42 Following the successful establishment of the governance arrangements for the pool, work has now begun on setting up the financial administration arrangements, led by the City of London Corporation and the GLA.

1.2.43 The payment schedule arrangements will be confirmed in mid-February 2018. The Council has assumed £3m additional income in 2018/19 in relation to the pilot.

UK economy to 2020

1.2.44 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.

1.2.45 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.

1.2.46 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

1.2.47 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.

1.2.48 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.

1.3 Service specific national, regional and local context

Children's Social Care

Improvement Plan

1.3.1 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.

1.3.2 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.

1.3.3 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

1.3.4 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). Only a limited number of provisions currently in force, including 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 known when the other provisions will come into force.

1.3.5 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

1.3.6 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.

1.3.7 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

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

1.3.9 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

1.3.10 It is estimated that the budget gap for the social care in the UK to 2020 is £5.8billion. 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.

- 1.3.11 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.
- 1.3.12 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.
- 1.3.13 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.
- 1.3.14 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

- 1.3.15 The Autumn Budget 2017 included a number of measures aimed at increasing housing supply including:
- The lifting of Housing Revenue Account borrowing 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.
- It is anticipated that 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.

1.3.16 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

1.3.17 The Homelessness Reduction Act 2017 has received royal ascent and is expected to come into force 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)

1.3.18 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.

1.3.19 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.

1.3.20 Current modelling of the financial impact suggests that the increase in levy could be as much as £6.5m per year by 2025. Within the current MTFS period, an additional £3.1m has been included as a pressure to be funded.

1.4 Medium Term Financial Strategy

1.4.1 The Medium Term Financial Strategy (MTFS) is the Council's major financial planning document. It puts the financial perspective on the council's Corporate Plan priorities, expressing the aims and objectives of various plans and strategies in financial terms up to March 2021. It is a key element of sound corporate governance and robust financial management.

1.4.2 The MTFS to 2021, 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.

1.4.3 The MTFS displays a balanced position for 2018/19 however a £5.9m gap is still currently anticipated for 2019/20. Work to resolve this gap is ongoing and options will be presented to Policy and Resources Committee meetings to recommend to Full Council in due course. The 2018/19 balanced position is achieved by:

- An increase in Government funding through the New Homes Bonus of £1.1m which has been applied to the revenue budget
- The redirection of existing New Homes Bonus from investment in infrastructure within the capital programme to supporting services within the revenue budget of £1.2m

- A thorough review of projects within the capital programme including the reprofiling or deletion of schemes where appropriate, resulting in a reduction in the capital financing requirement
- Recognising £3m of additional non-recurrent funding from the London-wide Business Rates Pool
- Anticipated achievement of £11.287m worth of budget savings (discussed further in section 1.5)
- Existing planned use of £7.745m of reserves.

1.4.4 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.

1.4.5 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 updated mid-December 2017;
- **Capital financing costs:** this relates to the Council's estimates of the revenue costs of its Capital Programme

1.4.6 The assumptions relating to income within the MTFS are as follows:

- **Business rates:** £3m of non-recurrent funding has been recognised as a result of the London-wide Business Rates Pooling;
- **Revenue Support Grant (RSG):** This reflects the multi-year funding settlement to 2020. As part of the deal for the London-wide Business Rates pool, the Council's RSG allocation for 18/19 will be paid within the Business Rates amount. As this could be a one year pilot, the Council assumes it will receive its 2019/20 RSG allocation as usual.;
- **Council Tax:** No general increase is included within the MTFS for 2018/19. An increase of 2.99% is factored in to the MTFS for 2019/20.;
- **Social Care Precept element of council tax:** the council has the flexibility of raising a maximum of 6% between 2017/18 and 2019/20 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 supports the council to continue to meet the increasing demand in adult social care.

1.4.7 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).

1.4.8 Mid to Long-Term Pressures (post 2020)

- North London Waste Authority (NLWA): funding of future of residual waste management arrangements is likely to incur additional annual costs in the region of £6m by 2025. This is discussed in greater detail in paragraphs 1.3.18 to 1.3.20.
- It is forecast that the Council will receive no Revenue Support Grant after 2019/20 given the trajectory of reduction. The 2019/20 RSG amount is expected to be £6.1m, down from £77m in 2013/14.
- A high-level assessment of the likely pressures and funding for 2020/21 indicates an indicative budget gap of £31.3m.

Local Government Finance - Post 2020

1.4.9 It is difficult to forecast beyond 2019/20 when the current 4-year Settlement ends due to a lack of clarity provided from Central Government. The Local Government Finance Bill was drafted and was making progress through Parliament prior to the 2017 General Election. This progress was halted when the new Parliament was established.

1.4.10 The Government is currently working on three key projects which will have an as yet, unknown impact on the Council's funding and budgets. They are discussed below.

Business Rates

- 1.4.11 With regard to Business Rates retention, the Government has already indicated it will look to move the retention level for all local government to 75% by 2020. It is expected that moving to 100% retention would require primary legislation which may be difficult to achieve in the short term given the current legislative workload. The London 100% retention pool is only a pilot.
- 1.4.12 Work within Central Government is continuing to plan for a business rates reset and new baselines while learning from pilots and to look at what can be done immediately and in the longer term in terms of retention levels.
- 1.4.13 There is a government working group tasked with looking at this. CLG have proposed that they initially focuss on elements of the system which can be modified using secondary legislation and so are suitable for a short term reform package. Once this work is completed it could consider longer term options for reform through primary legislation.
- 1.4.14 A significant amount of work is required in this area in order for changes to be implemented by 2020. The London-wide business rates pool reduces this risk, however given that that pool is a pilot, the Council has an interest in the retention work being completed.
- 1.4.15 In addition to retention, there is an expected business rates reset in 2020/21. There are a number of unknowns about how this will work, including understanding how it will be determined (ie. What data will be used and from which years), what will the period be between resets and how does that effect the incentivisation for investing in growth, who will be the winners and losers and also a consideration of the link to the revaluation due in 2022/23.

Fair Funding Review

- 1.4.16 The Government is also working on a Fair Funding Review which will focus on the relative needs of an organisation, the relative resources and any transitional arrangements which may be required as a result. The outcome of the review is expected to:
- Set new baseline funding allocations
 - Examine relative resources
 - Initial focus on services currently funded through finance settlement
 - Technical papers including careful consideration of transitional arrangements
- 1.4.17 The Government issued a Call for Evidence in July 2016 which was followed on the 19th December with a 12 week consultation period, closing 12 March 2018. At the moment there is no further information on the likely timescale for any implementation.

Brexit

- 1.4.18 The Department for Exiting the European Union was established to lead on the negotiations for the UK to withdraw from the EU. In March 2017, the “European Union (Notification of Withdrawal) Bill” became an Act of Parliament and

enabled the Government to invoke Article 50 of the Treaty of the European Union and begin the formal negotiations to withdraw.

1.4.19 It is presently unknown what the impact post 2020 will be whilst those negotiations are ongoing, however the Council will continue to monitor the situation and seek to understand the medium and long term implications.

Underlying Financial Strategy

1.4.20 This MTFS has been prepared based on the existing underlying financial strategy of utilising the Council's reserve balances in order to avoid increasing Council Tax for residents. As the term of this strategy is drawing to a close it is necessary for the Council to review its approach and if necessary articulate a revised underlying strategy for the period ahead. The recommended approach from the section 151 officer is as follows:

- within the medium term, balance recurrent expenditure with estimated income in order that the Council has a sustainable financial position;
- quickly address ongoing financial pressures with a permanent solution, reducing the instances where one off solutions are used;
- maintain an appropriate level of reserves to protect the Council against future budgetary impacts and the continuing financial pressures which the Council faces;
- plan over a medium term of at least 3 years in order that the Council is fully informed as to future scenarios and can prepare appropriate action; and
- risk manage its budget estimates to ensure that they are robust and, to ensure that the budgets agreed are managed and delivered in year as required

1.4.21 The committee are asked at recommendation 23 to endorse this strategy.

1.5 Savings proposals

1.5.1 The proposed budget for 2018/19 reflects a budget gap of £11.287m, with savings proposals to reach a balanced position. These savings are set out in detail in Appendix C1 and C2.

	2018/19 £000
Budget Gap before savings and pressures	11,287
Proposed Savings	(11,287)
Budget Gap after savings	0

1.5.2 The 2018/19 savings targets by Theme Committee are as below:

Theme Committee	2018/19 £000
Adults & Safeguarding	2,980
Assets, Regeneration & Growth	2,355
Children, Education, Libraries & Safeguarding	2,692

Theme Committee	2018/19 £000
Environment	1,915
Policy & Resources	1,345
Total	11,287

1.5.3 The combined Theme Committee savings targets from 2018 through to 2020 are set out below:

Theme Committee	2018/19 £000	2019/20 £000	Total £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	-	243	243
Environment	1,915	2,780	4,695
Policy & Resources	1,345	4,123	5,468
Total	11,287	17,269	28,556

1.5.4 The detailed savings plans are included at Appendix C1 and C2, and the main savings in each theme committee are listed below:

- Adults and Safeguarding Committee- £7.897m
 - 3rd party spend
 - Carers intervention programme
 - Transformation of 'Your Choice Barnet' supported living and day care services
 - Support for working age adults
 - Mental health service users – step down/independent living
 - Integrated later life care
 - Assistive technology
- Assets, Regeneration and Growth Committee - £4.663m
 - Accommodation strategy
 - Increase in council tax base
- Children's, Education, Libraries and Safeguarding Committee - £5.590m
 - Contract management
 - Youth Services
 - Early years
 - Libraries
 - Shared Services model

- Community Leadership Committee - £0.243m
 - CCTV reducing expenditure
- Environment Committee - £4.695m
 - Street scene – commercial waste and cleansing income
 - Street scene – waste and recycling collection
 - Street scene – Green Spaces
 - Demand Management via enforcement and education
- Policy and Resources Committee - £5.468m
 - Customer access strategy
 - Borrowing costs and interest earned
 - CSG contract
 - Workforce Savings

1.6 The 'ring fenced' budgets are shown below:

Better Care Fund (BCF)

- 1.6.1 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.
- 1.6.2 In 2017/18 the Council was allocated £6.9m of the BCF funding for the protection of social care.
- 1.6.3 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 care in order to meet the objectives of the pooled fund.
- 1.6.4 The success of the BCF and therefore the pooled budget is measured through the achievement of a reduction in emergency hospital admissions and the reduction in delayed transfers of care. Initiatives within the BCF are targeting resources on preventing admissions to hospital through 7-day social work service, rapid response services and enablement.
- 1.6.5 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.
- 1.6.6 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 Grant (DSG) and the Schools Budget

1.6.7 The DSG does not directly impact on the council's revenue budget position as it is provided as a specific and ring-fenced grant which is used in support of the local authority's Schools Budget. The Schools block primarily funds mainstream schools. The Early Years block primarily funds early education provision in private, voluntary and independent settings, maintained nursery schools, school nursery classes and the education of two year olds from households with low incomes. The High Needs block primarily funds pupils with high needs, who are usually pupils with Special Educational Needs (SEN) who have Statements of SEN or Education Health and Care Plans (EHCP) or pupils in alternative provision (such as Pupil Referral Units). The DfE have created a new Central Schools Services DSG Block (CSSB) for 2018/19 from existing 2017/18 DSG funding. The CSSB covers funding for historic commitments and funding for ongoing and statutory responsibilities.

1.6.8 Members are asked to approve the draft Schools Budget (DSG) of £327.313m, to note the draft Post-16 budget of £5.417m and agree that any changes to the Schools Budget reasonably required as a result of the final 2018/19 DSG and Post-16 settlement are delegated for decision to the Strategic Director - Children & Young People in consultation with the Director of Finance. The indicative Schools Budget is set out below and also includes a table showing the Schools' Funding Factor rates.

1.6.9 The key factors are as follows:

- The move towards a National Funding Formula (NFF) for schools and High Needs continued with the publication by the DfE of their response to the second stage consultation and NFF for Schools and High Needs (HN) policy document on 14th September 2017. The Government announced an additional £1.3 billion for schools and High Needs across the next two years, 2018/19 and 2019/20.
- The schools NFF will provide for higher core per-pupil funding, compared to the funding schools are receiving in 2017-18, with 0.5% per pupil cash increase in 2018/19, and a 1% increase by 2019/20 compared to baselines. However, the full cost of in-year pupil growth is not being funded through the increased DSG, as the DfE will only include in the 18-19 DSG the amount spent on growth from the DSG allocation in 17-18, whereas £3.1m of the £3.9m of Barnet's growth funding came from DSG reserves. So additional resource has had to be found from within the Schools Block allocation. This prevents the full additional 0.5% per pupil being passed onto schools within their individual school budget shares. However, the proposed budget does now include a Minimum Funding Guarantee of 0%, which means that no school will receive less money per pupil in 2018/19 than they did in 2017-18. To make this affordable, any schools gaining from the phased introduction of the National Funding Formula will have their gains capped at +0.24% per pupil.

- Schools Block - The 2018/19 Schools Block Income is based on the following rates:
 - £4,391 Primary unit of funding based on 30,017 primary pupils (October 2017 census)
 - £5,700 Secondary unit of funding based on 19,934 secondary pupils (October 2017 census)
 - £3.257m of funding for Pupil Growth, Premises and Mobility - historic spend/ not Area Cost Adjustment (ACA) adjusted.
 - TOTAL = £248.673m

- High Needs Block - The provisional High Needs block income for Barnet has been calculated as follows:
 - £44.754m - Actual High Needs national funding formula allocation
 - £2.668m - based on a £4,446 per pupil ACA weighted base rate * 667 (pupils in special schools/ academies based on the October 2017 census)
 - £0.408m - Import/export adjustment £6,000 * 68 (net imported) pupils
 - £0.298m other adjustments
 - TOTAL = £48.128m

1.6.10 This represents a 0.2% increase over baseline funding for 2017/18. The final import/export adjustment (68 imported pupils in Barnet) data will be amended to reflect January 2018 special school census data.

- Early Years Block - The Early Years Block is estimated using early years numbers taken from the Early Years and Schools census in January 2017. An update to the 2017/18 Early Years Block allocation will be made once the January 2018 Early Years and Schools census numbers are finalised.

- Central Block – The provisional 2018/19 central block for Barnet includes the following:
 - £1.656m – allocation for ongoing responsibilities (includes former ‘retained duties’ Education Services Grant)
 - £0.464m – Historic commitments allocation
 - TOTAL = £2.12m

1.6.11 The draft DSG (gross) and Post 16 grant allocation is shown below:

	Schools Block £m	High needs Block £m	Early Years Block £m	Central Block £m	Total DSG	Post-16 £m
2018/19 DSG Block Value (incl. Post 16)	248.673	48.128	28.392	2.120	327.313	5.417
Proposed Budget Allocation:		48.128	27.105		75.233	5.417
School Funding Formula	247.833				247.833	
Forum Agreed Central Services			1.287	1.264	2.551	
Statutory duties				0.856	0.856	
Growth Fund*	0.840				0.840	
Estimated Total Expenditure	248.673	48.128	28.392	2.120	327.313	5.417

*Note: the Growth Fund is for the one-off costs of setting up new schools, expanding existing schools and temporary 'bulge' classes. Growth funding also includes funding for the additional pupils and this element of growth funding is included in the school funding formula line and amounts to £2.348m

1.6.12 The council is required to submit a completed Authority Proforma Tool (the APT), to the Department for Education (DfE) annually, which shows all the detailed assumptions underpinning the proposals for allocating budgets to schools. The proposed funding rates for 2018/19 financial year are as follows:

Pupil led factors		2017/18 Barnet Formula		2018/19 NFF rates (Area Cost adjusted)	
Description		Amount per pupil		Amount per pupil	
1) Basic Entitlement Age Weighted Pupil Unit (AWPU)	Primary (Years R-6)	£3,325.75		£3,016.29	
	Key Stage 3 (Years 7-9)	£4,782.86		£4,241.69	
	Key Stage 4 (Years 10-11)	£4,782.86		£4,815.96	
	Description	Primary amount per pupil	Secondary amount per pupil	Primary amount per pupil	Secondary amount per pupil
2) Deprivation	FSM	Not used in 2017/18		£483.13	£483.13
	FSM6	£1,423.56	£505.00	£592.94	£861.95
	IDACI Band F	£0.00	£0.00	£219.61	£318.43
	IDACI Band E	£0.00	£0.00	£263.53	£428.23
	IDACI Band D	£0.00	£0.00	£395.29	£565.49
	IDACI Band C	£880.00	£2,189.44	£428.23	£614.90
	IDACI Band B	£2,100.00	£5,224.80	£461.17	£658.82
3) Looked After Children (LAC)	LAC March 17	£0.00			
4) English as an Additional Language (EAL)	EAL 2 Primary	£530.00		£565.49	
	EAL 2 Secondary		£1,378.00		£1,520.77
5) Mobility	Pupils starting school outside of normal entry dates	£422.90	£618.53	£422.90	£618.53
6) Prior attainment	Low Attainment % old FSP 73			£1,152.93	
	Secondary low attainment (year 7)				
	Secondary low attainment (year 8)	Not used in Barnet 2017/18 Formula			
	Secondary low attainment (years 9 to 11)				£1,701.95

1.6.13 Pressure on the DSG budget continues due to the continuing growth in primary pupil numbers feeding through into secondary schools. The non-capital cost of setting up new classes is estimated to be £3.188m for 2018/19. In addition, the increases in the number of High Needs pupils and their increased complexity of needs results in further pressures.

Public Health

1.6.14 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.

1.6.15 As a result, the grant has reduced 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.

1.6.16 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.

1.6.17 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

Pension Fund

1.6.18 Governance of the Barnet LGPS pension fund is delegated to the Pension Fund Committee supported by the Local Pension Board. Day-to-day management is undertaken by various entities with the Capita group.

1.6.19 The effectiveness of the governance of the pension fund can be measured in various ways:

- The funding level
- The quality of service provided to members and employers
- Softer issues around the deployment of investment

Funding Affordability

1.6.20 Employers are mainly interested in current and future levels of contributions. Both low and stable contribution rates are desirable given budget constraints.

There are currently around 60 employers in the fund, with contribution rates set individually.

1.6.21 The most recent triennial actuarial value of the fund was undertaken as at 31st March 2016. The results are shown in the table below:

	31-Mar-13 £'m	31-Mar-16 £'m
Assets	789	916
Liabilities	1,000	1,256
Deficit	(211)	(340)
funding level	79%	73%
Employers contribution rate - scheme wide		
Primary	13.0%	17.90%
secondary	11.0%	8.50%
Total	24.0%	26.4%

1.6.22 The funding level deteriorated between the two valuation dates however, comparison is complicated by changes in methodology and assumptions.

1.6.23 Changes in the funding level are driven by the investment returns and the assumptions used to value the benefit liabilities.

1.6.24 Investment performance is monitored quarterly by the Pension Fund committee. The most recent three year annualised returns as at 30 Sept 2017 were 8.1% compared with a benchmark of 8.6%. The performance of the diversified growth mandates has been below benchmark.

The Quality of Service provided to Scheme Members and Employers

1.6.25 The Local Pension Board receives quarterly reports from Capita on performance against service standards. Following problems with the issuing of Annual Benefits Statements in 2016, and subsequent concerns raised by The Pensions Regulator, a Service Improvement Plan was agreed with Capita in August 2017. Progress against the Plan is tracked via monthly meetings with senior officers and at Local Pensions Board meetings.

Other Governance Expectations

1.6.26 The governance of the pension fund in areas such as investment in 'topical' industries e.g. fossil fuel, tobacco, arms, alcohol, pay day lenders etc, attracts attention and expectations from members and residents and can incur publicity. Similarly, the way in which fund managers' vote on sensitive issue e.g.

executive pay is occasionally reported. The Barnet fund has not encountered significant interest in these issues recently.

1.7 Council Tax and Social Care Precept

1.7.1 The Council needs to ensure that it has adequate resources to meet its statutory and mandatory obligations and its priorities. Its approach is to deliver a budget that is affordable and with a prudent and realistic level of Council Tax over the period of the MTFS.

1.7.2 The council tax base is an important step towards setting the basic amount of Council Tax. The detailed council tax base schedule is included at Appendix B. The Chief Finance Officer, under delegated powers, has determined the 2018/19 council tax base to be 141,918 (Band D equivalents), the calculations are shown in the following table:

Council Tax Base	2018/19 Band D equivalents	2017/18 Band D equivalents
Total properties (per Valuation List)	172,575	169,714
Exemptions	(2,641)	(2,513)
Disabled reductions	(112)	(111)
Discounts (10%, 25% & 50%)	(28,272)	(28,258)
Adjustments	2,517	2,319
Aggregate Relevant Amounts	144,067	141,151
Non-Collection (1.5% both years)	(2,163)	(2,118)
Contributions in lieu from MoD	14	16
	141,918	139,049

1.7.3 Within the provisional Local Government Finance Settlement the Government confirmed that the level that it considers excessive for general council tax increases in 2018/19 is 3%. Should the Council wish to raise the level by that amount above, a referendum of the local electorate must be held. For the purposes of planning, no assumption has been made relating to general council tax increases in 2018/19 but a 2.99% assumed increase has been included for 2019/20.

Adult Social Care Precept

1.7.4 The offer by the Secretary of State for Communities and Local Government to Adult Social Care (ASC) authorities, effective from 2016/17, gave upper-tier authorities with ASC responsibilities the option to charge an additional precept on their Core Council Tax without the need to hold a referendum, to thus assist those authorities in meeting expenditure pressures in Adult Social Care.

1.7.5 There are on-going pressures on Adult Social Care budgets due to particular market cost pressures and forecast demand growth for care services as a result of increasing numbers of older people, people with disabilities and people with long term health conditions needing care. These demographic pressures are exacerbated by increasing pressure from hospitals to discharge patients in a timely fashion, particularly during the winter months. There is also added pressure from reduced capacity to make efficiencies from external care

providers without affecting the quality of care they provide, along with an increase in homecare costs – potentially exacerbated by changes to the Living Wage.

- 1.7.6 The state of the market and unavoidable cost pressures will continue to be a major challenge. Activity and level of complexity is increasing alongside demographic changes, workforce pressures from the Living Wage and the driving down of price are all major dynamics that are impacting on the availability and quality of services.
- 1.7.7 Between 2015/16 and 2016/17 the number of Adult Social Care packages provided has increased from 4,651 to 4,705. This is an increase of 54 cases, or 1.2% increase over a 12 month period. Whilst this is a relatively stable number of individuals, the level of intensity of support for existing clients has increased causing significant pressure on the cost of commissioned care.
- 1.7.8 For financial modelling purposes it has been currently assumed that for 2018/19 the Council will apply the precept for Adult Social Care (ASC) of 3% to its share of Council Tax bills. Should the authority choose to apply 3% onto Council Tax bills for the ASC precept, the Council will have to complete a declaration to DCLG within 21 days of its annual budget being approved by Council. This declaration will compare budget changes in adult social care to the rest of the general fund to demonstrate that the Council has spent the funds raised from the precept on the purpose for which it was intended.
- 1.7.9 Should the proposed 3% ASC precept be applied, the Council Tax for Barnet will be as per the following table:

BUDGET	2017/18 Original	2017/2018 Current	2018/2019 Original
	£	£	£
Total Service Expenditure	277,196,880	277,196,880	285,650,880
Contribution to / (from) Specific Reserves	1,234,000	1,234,000	(2,750,126)
NET EXPENDITURE	278,430,880	278,430,880	282,900,754
Other Grants	(36,612,000)	(36,612,000)	(32,020,000)
BUDGET REQUIREMENT	241,818,880	241,818,880	250,880,754
Business Rates Retention	(36,484,000)	(36,484,000)	(74,360,000)
Business rates top-up	(18,362,000)	(18,362,000)	0
BUSINESS RATES INCOME	(54,846,000)	(54,846,000)	(74,360,000)
RSG	(23,413,000)	(23,413,000)	0
Collection Fund Adjustments (see para 1.12.8)	(3,000,000)	(3,000,000)	(7,732,000)
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	160,559,880	160,559,880	168,788,754
BASIC AMOUNT OF TAX	1,154.70	1,154.70	1,189.34
GLA TAX	280.02	280.02	294.23

TOTAL COUNCIL TAX (BAND D EQUIVALENT)	1,434.72	1,434.72	1,483.57
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1.7.9 The provisional Greater London Authority (GLA) precept is £41,756,533 making the total estimated demand on the collection fund and Council Tax requirement £210,545,287.

London Borough of Barnet	£163,872,715
Social Care Precept	£4,916,039
Barnet's Council Tax Requirement	£168,788,754
Greater London Authority	£41,756,533
Total Requirement for Council Tax	<u>£210,545,287</u>

1.7.10 The levels of council tax for each category of dwelling will be:

Council Tax Band	Barnet	GLA	Total CT
A	792.89	196.15	989.04
B	925.04	228.85	1,153.89
C	1,057.19	261.54	1,318.73
D	1,189.34	294.23	1,483.57
E	1,453.63	359.61	1,813.24
F	1,717.94	425.00	2,142.94
G	1,982.23	490.38	2,472.61
H	2,378.68	588.46	2,967.14

1.7.11 Individual Council Tax bills will reflect occupancy status with discounts for low occupancy (one or no adults) and exemptions for specific circumstances. In addition, some residents will be eligible for Council Tax support.

Council Tax Support Scheme

1.7.12 The Council adopted, on 13 January 2015, following a consultation, a revised Local Council Tax Reduction Scheme called Council Tax Support. The scheme had the following features:

- Contribution of 20% for working age claimants unless in a protected group;
- Continued protection from the impact of the minimum contribution for war pensioners;
- War pension income disregarded from both the working age scheme and the pension credit age scheme;

1.7.13 The working age Non-dependant (ND) charges be uprated as follows:

Description	Deduction
Gross income greater than or equal to £202.85 per week from any source (unless the non-dependant is	£11.90 per week

Description	Deduction
receiving an income in category 3)	
Gross income less than or equal to £202.84 per week (unless the non-dependant is receiving an income in category 3)	£5.00 per week
In receipt of Income Support, Income based Jobseekers Allowance, Income related Employment and Support Allowance, State Pension Credit or Universal Credit where the award is calculated on the basis that the recipient has no earned income	Nil

1.8 Capital Investment Programme

1.8.1 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.

1.8.2 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.

1.8.3 The current capital programme totals £901m 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.

1.8.4 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

1.8.5 A summary, by theme committee, of the currently approved capital programme is shown below:

Theme Committee	2017-18 £'000	2018-19 £'000	2019-20 £'000	Total £'000

Adults & Safeguarding	12,961	27,401	-	40,362
Asset, Regeneration and Growth	115,585	168,521	37,095	321,201
Children's Education, Libraries & safeguarding	44,498	86,535	51,326	182,359
Community Leadership	71		-	71
Environment	27,389	19,367	11,140	57,896
Housing	39,010	50,996	16,141	106,147
Policy & Resources	19,749	14,716	1,120	35,585
Total - General Fund	259,263	367,536	116,822	743,621
Housing Revenue Account	58,686	70,192	28,509	157,387
Total - all services	317,949	437,728	145,331	901,008

1.8.6 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

1.8.7 Following a project undertaken by colleagues within the Finance Service a number of changes are proposed to the Capital Programme. These changes cover deletions of schemes no longer required, reprofiling projects over a more realistic delivery period and refinancing schemes to make optimal funding decisions overall. These changes are discussed below.

Deletions

1.8.8 As part of the financial forward planning exercise, challenge has been provided to capital schemes throughout the capital programme. Every line within the programme was scrutinised and particular focus was exacted where expenditure had not yet been incurred or was lower than the anticipated profile of payments.

1.8.9 As a result of this activity a number of deletions have been identified. These deletions will not affect service delivery but will remove projects which are recognised as not currently being planned for delivery. Removing the unnecessarily planned capital expenditure not only reduces the revenue requirement for capital financing but also supports good financial management practices in accurately forecasting project costs and reducing slippage.

1.8.10 The total value of deletions to the capital programme is £96m and is shown by theme committee below:

Theme Committee	Deletion £'000
Adults and Safeguarding	-
Assets, Regeneration & Growth	(16,028)
Children's Education, Libraries & safeguarding	(76,238)
Community Leadership	-
Environment	(3,276)
Housing	(579)
Policy & Resources	-
Total - General Fund	(96,121)
Housing Revenue Account	-
Total - all services	(96,121)

1.8.11 The largest value of deletions within the capital programme relates to School Place planning within Children's Education, Libraries & safeguarding. This significant reduction recognises the reduced pupil number forecasts and the impact of free schools reducing the need for the Council to build additional classrooms within the Borough.

Slippage or Accelerated Spend

1.8.12 In addition to the process of challenge of schemes on the continued inclusion within the capital programme, scrutiny has been provided to the profiling assumptions of every scheme. The current capital programme covered the period to 2019/20. As major capital works can span many financial years, there is a need to plan over a longer time horizon. Expanding the planning period enables existing schemes to spread the cost over a more reasonable delivery period.

1.8.13 As a result of this work, the capital programme has been expanded to cover the period to 2024/25. Movements in schemes by theme committee across this period are summarised below:

Theme Committee	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	Net
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adults & Safeguarding	(5,000)	(5,265)	10,265	0	0	0	0	0	0

Asset, Regeneration and Growth	(41,411)	(4,909)	35,638	8,062	1,690	750	180	0	0
Children's Education, Libraries & safeguarding	(5,974)	(6,326)	7,675	4,625	0	0	0	0	0
Community Leadership	0	0	0	0	0	0	0	0	0
Environment	(2,195)	2,195	0	0	0	0	0	0	0
Housing	(16,114)	8,921	4,897	1,040	501	251	251	253	0
Policy & Resources	(9,316)	4,955	2,000	2,361	0	0	0	0	0
Total - General Fund	(80,010)	(429)	60,475	16,088	2,191	1,001	431	253	0
Housing Revenue Account	(8,401)	8,401	0	0	0	0	0	0	0
Total - all services	(88,411)	7,972	60,475	16,088	2,191	1,001	431	253	0

Additions

1.8.14 Extending the time horizon of the Capital Programme means that an addition is required for annual capital projects such as Major Works within the HRA and the modernisation of Primary and Secondary schools. This is to enable the continuation of the existing and ongoing investment decisions. These are laid out within Appendix D for approval.

1.8.15 In addition to the business as usual addition above, four other additions are put forward for consideration by Theme Committees. They are the Barnet Tree Policy and the Gaelic playing pitch relocation, both referred to Policy and Resources by the Environment Committee to consider the funding of the programme as part of the Medium Term Financial Plan.

Barnet Trees Policy

1.8.16 The objectives of the Tree Policy are;

- to provide a service which supports our changing and growing borough whilst also maintaining and improving the borough's tree stock and natural environment.
- To contribute to biodiversity;
- To be a leader in tree planting and maintenance in London.
- To contribute to the health of residents in the borough by bringing about improvements to air quality; by sequestration of carbon dioxide and reduction in levels of nitrogen dioxide through carrying out targeted tree planting

1.8.17 The total funding request is £450,000 per annum for the next five years. This is broken down as;

- £300,000 per annum for street trees
- £100,000 per annum for trees in Parks & Open Spaces (P&OS)
- £50,000 per annum for response to urban heat island, air pollution.

1.8.18 The estimated annual capital financing costs of the proposed tree planting programme amount to £68,560 which can be contained within the annual revenue budget for tree planting.

1.8.19 The decision to approve this addition is included at recommendation 10.

Gaelic playing pitch relocation

1.8.20 The need for the Council to relocate St Kiernan's Gaelic Athletic Association arises directly from the redevelopment of the Cophall Leisure Centre and is required by conditions attached to the grants of planning consent for the leisure centre redevelopment and the redevelopment of Montrose Playing Field/Silkstream Park. The requirement also arises from the Playing Pitch Strategy for Barnet.

1.8.21 The application for planning consent for the wider NIMR site development has now been considered by the Mayor of London who has granted consent for the development. There is a Section 106 agreement attached to the grant of planning consent designed to assist with the relocation of St Kiernan's GAA.

1.8.22 Initial estimates indicate the cost of the relocation to total £2,000,000 from which it will be seen that after application of the Section 106 contributions, there remains a shortfall of £1,300,000. Applications for funding are being made to the Gaelic Athletic Association and other potential funders to meet this shortfall.

1.8.23 Approval is sought for the inclusion of the £700,000 Section 106 contribution in the Capital Programme. An additional application for inclusion within the capital programme will be made when the outcome of the external funding applications is known.

1.8.24 The decision to approve this addition is included at recommendation 11.

Tranche 3 (Opendoor Homes Affordable Housing Programme)

1.8.25 This addition is required in order to budget for the use of £700,000 s106 funding to deliver offsite affordable housing at the Croft. There is no additional net cost to the General Fund as a result of this addition.

1.8.26 The decision to approve this addition is included at recommendation 12.

Housing Acquisitions Programme

1.8.27 To meet the council's homelessness obligations, the Assets Regeneration and Growth Committee in November 2017 authorised a third tranche of purchasing homes in Greater London on the open market under a leasing arrangement supported by an institutional investment fund.

1.8.28 Following further consideration of this approach, it is recommended that a more flexible approach is taken utilising PWLB lending to support the direct purchase of properties alongside the leasing arrangements.

1.8.29 This proposed approach is therefore to increase the capital programme for 2018/19 to include £40m for direct acquisitions, alongside the programme supported by the institutional investment fund limited to £50m. The increase in the capital programme will be funded by prudential borrowing. Recommendation 13 seeks approval for the increase of the capital programme funded by borrowing. Recommendation 14 seeks approval for the use of institutional investment funds.

Capital Financing Decisions

1.8.30 At the Policy and Resources Committee meeting on the 5 December 2017, the Committee delegated 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. As a result, work has been undertaken to review funding decisions and these are presented in Appendix D for the Committee to note.

1.9 Treasury Management Strategy

1.9.1 The Treasury Management Strategy is included in Appendix J. The main recommended revision to the Treasury Management Strategy is:

- External Borrowing will be taken initially using temporary borrowing as long-term (50 year) PWLB rates are forecast to remain at or below 3% until June 2019.

1.9.2 Temporary borrowing will be in the form of either short term loans from other local authorities or variable Public Works Loan Board (both less than one year).

1.10 Housing Revenue Account

1.10.1 The Local Government and Housing Act 1989 requires the Housing Revenue Account (HRA) to be maintained as a ring-fenced account. Any surpluses generated from the HRA can be used to support the account when it fails to break even. The budget can be set so that there is a drawing on balances, but it is not permissible for an overall HRA budget deficit to be set. It is for the council to determine what level of balances should be maintained. The quarter 3 monitoring position indicated that at 31 March 2017 the HRA balances are forecast to be £12.5m.

1.10.2 The principal items of expenditure within the HRA are management and maintenance costs, together with charges for capital expenditure (depreciation and interest). This is substantially met by rent and service charge income from dwellings, garages, and commercial premises.

Council Dwelling Rents

1.10.3 Council rents are required to be reduced by 1% a year for the four years from April 2016. In October 2017, the Ministry of Housing, Communities and Local Government (MHCLG) (formerly the Department for Communities and Local

Government (DCLG)) announced that increases to social housing rents will be limited to the Consumer Prices Index (CPI) plus 1% for five years from April 2020. This is required by the Welfare Reform and Work Act.

1.10.4 When a dwelling is re-let to a new tenant then the rent will be reset at the formula rent level, minus 1% for four years from April 2016 as required by the government policy for social rents.

1.10.5 Where a dwelling rent is already above formula rent levels at the point it becomes empty, there will be no adjustment to the property rent when it is re-let.

1.10.6 Once a property has been let, the rent will reduce by 1% a year at the start of the following financial year for the current tenant up to and including 2019/20.

1.10.7 New homes being delivered on the Council's land will be subject to affordable rents set at 65% of average private sector market rents or the Local Housing Allowance (LHA) whichever is lower. In line with government policy, the affordable rent that applies at the end of each financial year will be reduced by 1% at the start of the next financial year for the current tenant up to and including 2019/20.

1.10.8 The current average weekly rent on a 48 week basis will be £109.43. This has decreased from an existing weekly average rent of £110.53. The average formula rent (for new tenants on re-let) will be £117.10; this has decreased from an existing average of £118.28.

Service Charges and Garages

1.10.9 The table below outlines the changes that are recommended to take effect from 1 April 2018 (on a 48 week basis):

	2017/18	2018/19	Increase	% Increase
Grounds Maintenance	£2.77	£2.80	£0.03	1.0%
Lighting	£1.21	£1.23	£0.02	2.0%
Heating - Grahame Park	1 Bed - £12.20	1 Bed - £12.20	1 Bed - £0.00	0%
	2 Bed - £16.92	2 Bed - £16.92	2 Bed - £0.00	
	3 Bed - £18.27	3 Bed - £18.27	3 Bed - £0.00	
Heating – excluding		0%		

Grahame Park				
Digital Television	£1.47	£1.54	£0.07	5%
Weekly Caretaking	£6.71	£6.71	£0.00	0%
Quarterly Caretaking	£1.36	£1.36	£0.00	0%
Enhanced Housing Management and Alarm Service (sheltered housing)	0% increase applied to existing charges for these services.			
Garages	3.1% increase applied to existing rents for garages			
Door Entry Systems	£2.33 per week (for all new and replacement systems installed from 01/04/2017) – an increase of 5% based on expected cost increase.			

1.10.10 The proposed changes reflect increases in the cost of providing the services described. In the case of heating charges, no increases are recommended as the cost of fuel has not increased during 2017/18.

1.10.11 The cost of providing access to digital television was reviewed in 2017/18 to ensure that the service charge reflected the cost of providing this service. It is recommended that the charge is increased in line with the cost increase expected of 5%, which represents an increase of £0.07 pence a week.

1.10.12 The charge introduced for new and replacement installations of door entry phone systems is proposed to increase by 5% in line with the estimated cost increase. Replacement door entry phone systems will not be installed without first consulting with tenants and leaseholders.

HRA Summary and working balance

1.10.13 Total expenditure for 2018/19 is estimated at £59.7m including charges for financing HRA debt.

1.10.14 The HRA for 2018/19 shows a contribution from balances of £754k. The estimated HRA balance as at 31 March 2018 is £13.6m.

Housing – Right to Buy (RTB) Receipts

1.10.15 The council has entered into an agreement with the former Department for Communities and Local Government (DCLG) to retain an element of the RTB receipts for investment in building or acquisition of new social housing. Up to 30% of the retained receipts must be spent on the cost of replacement affordable rented homes.

1.10.16 Retained RTB receipts must be spent within three years of being received. If retained RTB receipts are not spent within the three years' time limit they must be returned to DCLG, with interest charged at 4% above base rate (Bank of England), calculated from the date of the relevant RTB receipts.

1.10.17 The council has undertaken purchase of property to add to the stock of social housing to ensure that the receipts do not have to be repaid to DCLG.

1.11 Robustness of the budget and assurance from Chief Finance Officer

1.11.1 In order to comply with Section 25 of the Local Government Act 2003; the Authority's Chief Financial Officer (the Director of Finance) is required to report on the robustness of the estimates made for the purposes of the budget calculations and the adequacy of the proposed reserves. This information enables a longer-term view of the overall position to be taken. It is also reports on the Director of Finance's consideration of the affordability and prudence of capital investment proposals. The level of general balances to support the budget and appropriate earmarked reserves maintained by the Council in accordance with the agreed Council Policy on Earmarked Reserves are an integral part of its continued financial resilience. The council's reserves and balance policy is attached at Appendix K.

Robustness of Estimates

1.11.2 The Council is a going concern and the budget process is part of a continuous service planning and financial cycle. Therefore, knowledge and understanding of the previous and current national and local financial and economic environments are used to make informed assumptions and judgements about the future. This activity seeks to establish a robust budget which is appropriate and realistic having taken a practical assessment of risk.

1.11.3 The impact on the MTFS from previous financial settlements has been mitigated by using collection fund surplus, new homes bonus and use of reserves.

1.11.4 The reduction of funding in contingency means that if the social care precept is not applied, additional savings options will need to be developed of at least £4.9m (on-going) to ensure there is a balanced and sustainable budget going forward.

1.11.5 The financial planning process has been managed at officer level through the Strategic Commissioning Board and Delivery Unit meetings. These Director level groups have overseen the process for financial planning, including medium-term resource projections, the strategic context for the borough, and the quantification of new pressures on resources, and the identification of potential budget savings. This has happened alongside budget challenge sessions with members of Performance and Contract Management Committee and Policy and Resources Committee.

1.11.6 Extensive consultation has taken place in respect of the budget proposals in general, and also in respect of specific planned changes. Consultation feedback has been taken into consideration as final proposals to the council have been formulated.

1.11.7 At Member level, the Theme Committees have considered the financial planning process and made recommendations to the Policy and Resource Committee. The savings will then be referred to Council and agreed in March 2018.

Robustness of Budget Setting Process

1.11.8 The process that has been undertaken to set the budget has included engagement of officers from service departments throughout the year, regular

reporting to Theme Committees and Council, consultation with the public, along with due consideration of statutory duties, particularly in respect of equalities. For these reasons, it can be confirmed that the budget setting process has been robust.

Effectiveness of Budget Management

1.11.9 The council has robust arrangements for managing budgets and performance. Close attention will continue to be paid to the implementation of agreed savings and monitoring of the Council's current overspend, with regular reporting to the Performance and Contract Management Committee.

1.11.10 The Council has a legal responsibility to set a balanced budget which can include the planned use of its reserves. The Council is planning to use around £70m of its reserves over the period to March 2020. Whilst the funds are available to use in this way, the trajectory of their reduction is unsustainable in the long term and means that the Council risks being forced to make tough decisions over a short period of time. The Section 151 officer recommends that the Council now materialises its plans to reduce its net expenditure to keep within available resources and to slow, and eventually eradicate, the erosion of its available reserves. This will minimise significant short-term impacts upon front line services.

1.12 Reserves and balances

1.12.1 It is the role of the Section 151 officer to recommend a level of reserves within the council's budget. However, it is important that members understand the level of reserves that the council holds, and ensure that the reserves policy fits in line with the organisational strategy. The council's policy on reserves and balances is attached at Appendix K.

1.12.2 The council expects to hold general non ring-fenced and not earmarked annual reserves of £9m to deal with any in year and unplanned pressures. The council will seek in time to increase this to £12m, which is equivalent to 5% of annual expenditure and this amount is in line with Audit and Regulatory good practice.

1.12.3 The council needs to ensure an adequate level of reserves and contingencies, which will enable it to manage the risks associated with delivery of the budget including equalities impacts and unforeseen events.

1.12.4 Ring fenced reserves include money that is ring fenced by statute and can only be used for their designated purpose (such as schools and public health balances) or funding held to service a long term PFI contract.

1.12.5 The council held specific reserves at the end of the last financial year of £96.798m, a general fund balance of £9.6m and HRA balance of £12.4m.

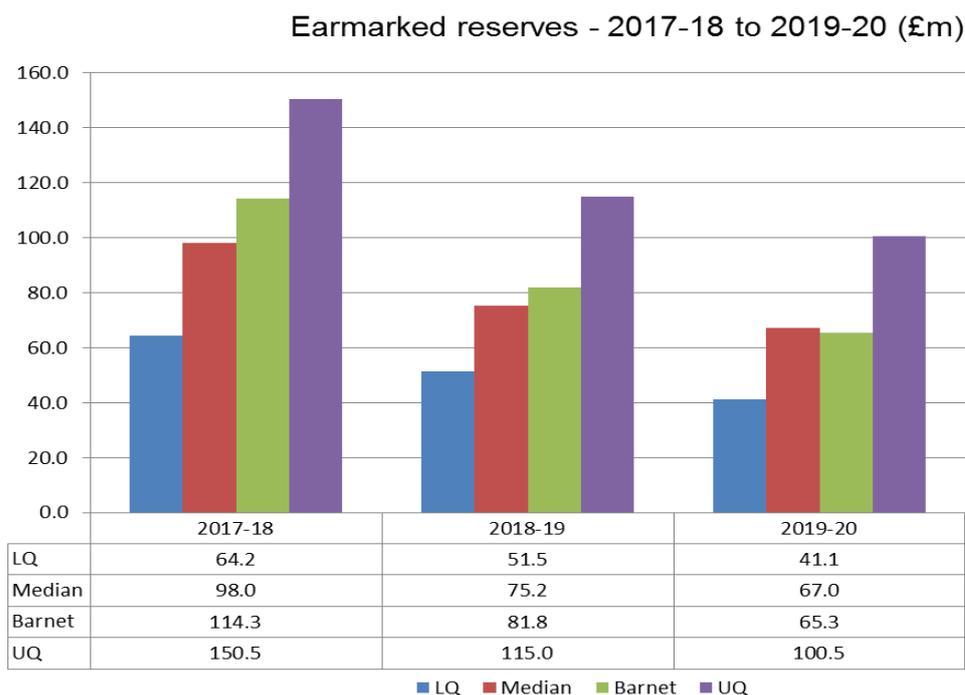
1.12.6 The following table indicates the estimated balances that the council will hold up to March 2020.

Specific Reserves	Mar-17	Mar-18	Mar-19	Mar-20
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	£'000	£'000	£'000	£'000
Risk	-	-	-	-
Balancing the MTFS	15,425	13,695	7,950	-
Collection Fund Smoothing	-	2,000	2,000	2,000
Transformation	6,754	4,500	2,200	-
PFI	4,286	4,286	4,286	4,286
Service Development	11,383	5,836	5,517	5,267
Infrastructure	36,571	23,988	3,455	6,058
Service Reserves	22,379	12,886	11,607	10,807
Council Total	96,798	67,191	37,015	28,418
Schools Reserves	10,894	9,894	8,894	7,894
Total	107,692	77,085	45,909	36,312

General Reserves	Mar-17 £'000	Mar-18 £'000	Mar-19 £'000	Mar-20 £'000
General fund	9,614	9,000	9,000	9,000
Housing revenue account (ringfenced)	12,489	9,762	9,008	8,254

1.12.7 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.



Use of Collection Fund Surplus

- 1.12.8 Within the 2017/18 budget, the Council assumes it will use £3m of its accumulated Collection Fund Surplus to support its revenue budget. This is one off funding rather than being available as a recurrent surplus.
- 1.12.9 The proposed MTFs, at Appendix A, proposes the additional use of £3.3m in 2018/19 followed by a further £0.3m in 2019/20. This was included to recognise that savings proposals within the Assets Regeneration and Growth Committee relating to additional council tax income from residential developments was forecast to be delayed by around 12 months.
- 1.12.10 The one off uses of the surplus described above would leave an approximate balance of £6m by the closing of 2017/18. It is proposed that the first £2m of this remaining balance is used to establish a Collection Fund Smoothing Reserve. The purpose of this reserve would be to balance any year on year surplus or deficits, minimising the risk to the general fund of any unplanned impacts.
- 1.12.11 It is then proposed that the remaining £4m is utilised to replenish the General Fund Balances closer to the target level of £12m. This will result in a forecast balance of £9m at year end 2017/18. The Council will seek in time to increase this to £12m as discussed in paragraph 1.12.2.
- 1.12.12 The latest forecast collection fund variance estimates an in year deficit of £1.5m. It is common for both positive and adverse variances to exist within the Collection Fund and should this forecast be realised at year end, it will be the first call on the newly established Collection Fund Smoothing Reserve. There is no forecast variance for 2018/19 at this stage.
- 1.12.13 The General Fund Balance quoted in paragraph 1.12.6 is calculated assuming this treatment is applied.

1.13 Fees and Charges

- 1.13.1 For the fees and charges within their remit, theme Committees, Planning Committee and Licensing Committee must approve changes to fees and charges that are above inflation by 2% or more, the introduction of new fees and charges, and changes to fees and charges outside the normal annual cycle.
- 1.13.2 Changes to fees and charges approved by theme Committees, Planning Committee and Licensing Committee must be reported to Policy and Resources Committee for noting.
- 1.13.3 Appendix G sets out the changes that require noting by this committee.

1.14 Budget Management

- 1.14.1 The following paragraphs contain draft budget monitoring information as at the end of Quarter 3 (December 2017). It should be noted that this information is

still draft and is due to be presented to the Performance and Contracts Management Committee on the 27 February 2018.

- 1.14.2 The forecast General Fund revenue outturn is £281.782m, which is a projected overspend of £4.583m (1.7%) compared with the revised budget of £277.199m. This reported variance is after the application of reserves which act as one off mitigations to the budget variance. The overall variance is largely driven by overspends in Adult Services and CSG.
- 1.14.3 The projected outturn on the council's capital programme is £227.347m, £176.934m of which relates to the General Fund programme and £50.414m to the HRA capital programme. This is a variance of £90.602m less than the 2017/18 budget of £317.949m.

Revenue Budgets

- 1.14.4 The Delivery Units with significant overspends are listed below with a summary of their main pressures:
- 1.14.5 The revenue budget for **Adults and Communities** is forecast to overspend by £1.515m. Adult Social Care (ASC) has experienced increasing complexity and demand for services since 2014/15. The learning disability budgets have been experiencing pressure as a result of the transforming care (Winterbourne) agenda. Projections include c£0.275m spend on supported living placements that would previously have been hospital admissions.
- 1.14.6 The current overspend also includes expenditure relating to backdated claims for Ordinary Residence that have been lost; these were not provided for based on previous legal advice. As a result, there is a one-off budget pressure of £0.479m and an ongoing pressure of £0.116m.
- 1.14.7 There is also significant pressure from homecare, equipment and nursing care placements. The Council has been working hard to support local NHS partners to cope with the pressures on the health system and reduce delayed discharges of care. The growing demand from health has led to an increase of 14% in commissioned homecare hours from last year and a £0.235m increase in projected costs for the community equipment service. The latter has been mitigated through the capitalisation of equipment via the DFG budget.
- 1.14.8 The Deprivation of Liberty Safeguards (DOLS) service continues to be a significant cost pressure in 2017/18, as a result of Supreme Court judgements in 2014/15 and a loss of grant funding since 2015/16.
- 1.14.9 A piece of work is being undertaken by colleagues within Adults Services, supported by the Director of Finance and his staff to fully understand the emerging pressure within Adult Services. It was previously reported to committees about the difficulty in obtaining management information following a system change. A process of validation of that information is now needed to take place in order to understand any ongoing financial pressure within the service. This will be reported in more detail to the Performance and Contract Management Committee on the 27 February 2018.

- 1.14.10 Assurance is forecasting an overspend of £0.289m due to an underachievement of income, which is partly offset by an underspend on core hours.
- 1.14.11 The projected overspend for the **Commissioning Group**, which includes environment, parking and infrastructure, is £0.357m which represents 1.0% of the total Delivery Unit budget. The forecast overspend is principally due to the income budget for the registrar and mortuary services not being achieved.
- 1.14.12 The projected overspend of £1.240m for **CSG** represents 5.7% of the total Delivery Unit budget (£21.836m). This variance relates to pressure on income budgets. There is a shortfall in schools traded income of £0.7m. This pressure has emerged due to a combination of more schools becoming academies with their own support services and school budgets in general being under more pressure. In addition to this, income generated from services such as the Programme Management Team and Document Solutions are lower (£0.5m) as a result of lower demand than expected. The Council is looking at the assumptions within the budget as part of the MTFs process.
- 1.14.13 The projected overspend of £0.277m for **Family Services** represents 0.5% of the total Delivery Unit budget (£58.471m). There is a £1.700m forecast overspend relating to external high cost specialist placements and associated services. The additional directed requirement for two assistant heads of service, three duty assessment team managers and eight duty Assessment Team social workers has resulted in a £0.390m pressure. The ongoing improvements being made will continue to place pressure on existing resources. Forecast pressures are being offset by the additional budget allocated by Policy and Resources Committee in June 2017 and additional one-off grant funding.
- 1.14.14 The projected overspend of £0.253m for **Housing Needs and Resources** represents 3.7% of the total Delivery Unit budget (£6.860m). The forecast overspend is largely due to a shortfall in rental income as a result of temporary accommodation rents being fixed at January 2011 Local Housing Allowance rates, in addition to income loss from hostels, temporary accommodation preventions and one-off private sector leasing.
- 1.14.15 Recovery plans for forecast in-year overspends are monitored by Performance and Contract Management Committee through the year.
- 1.14.16 Specific risks in the MTFs takes the pressures above into consideration, however relevant Directors will need to ensure existing overspends are being addressed in order to ensure delivery of future savings proposals are not at risk.

Capital Budget management

- 1.14.17 The projected capital outturn is £90.602m (27.8%) lower than the latest approved budget, primarily due to slippage. The principal variances from budget and the reasons for these are as follows:

- 1.14.18 Within the Commissioning Group capital programme, there is slippage of £5.000m on the Sports and Physical Activities project. Site mobilisation and construction started in December 2017 and the project is being reprofiled to reflect the anticipated timescale for completion. There is also slippage on the depot relocation project and a number of other projects.
- 1.14.19 Within the schools capital programme, there is slippage of £0.700m on the St Agnes School expansion and £1.287m on the Blessed Dominic / St James project, both due to planning delays. There is also slippage of £1.832m on alternative provision due to delays in procurement and of £0.903 on other projects.
- 1.14.20 Within Family Services, there is slippage of £2.458m. Additional works to libraries have required an increase in the budget for this project of £0.648m. There have been delays to the Youth Scheme project with planning taking longer than expected and this has resulted in the project being re-profiled into 2018/19 (£1.699m). The information management project has also slipped into 2018/19 whilst options are appraised for the new youth offending system (£0.545m).
- 1.14.21 The forecast capital outturn for Housing Needs and Resources shows slippage of £16.221m which relates mainly to the Open Door project being reprofiled as it started later than planned due to registered provider status being obtained.
- 1.14.22 The Re capital programme has decreased by £42.304m. The slippage relates mainly to the Colindale Station works (£13.500m), the Thames Link station (£18.489m) and the Strategic Opportunities Fund (£8.000m), all of which have been re-profiled into future years.
- 1.14.23 The HRA forecast shows a decrease of £8.273m. The HRA Fire Safety Programme has slipped into 2018/19 with re-cladding works taking longer than planned (£4.500m). The Moreton Close project continues to experience delays and has slipped further budget into 2018/19 (£4.700m).

1.15 Transfers to reflect budget changes

- 1.15.1 An in-year transfer from contingency is required to cover the Council's Apprentice levy costs totalling £0.615m.
- 1.15.2 Insurance budgets in 2017/18 need to be re-aligned across all delivery units to capture the total cost of running the service. This virement will be on a one-off basis as per the following table:

Service Area	£
Adults and Communities	(8,590)
Assurance	(7,540)
Children's Education & Skills	3,190
Children's Family Services	(63,590)

Commissioning	49,670
Customer Support Group	(42,360)
Housing Needs Resources	(430)
Parking & Infrastructure	(1,910)
Regional Enterprise	(4,440)
Streetscene	94,470
Central Expenses	(18,470)
Grand Total	0

1.15.3 Authorisation is requested to approve these budget transfers at recommendation 24.

1.16 Debt Write off

1.16.1 The following write offs over £5k, are to be referred to Full Council.

- Sundry Debt write offs totalling £0.174m
- Council Tax write offs totalling £0.133m
- Non-Domestic Rates write offs totalling £2.088m

Sundry Debt Write off Write offs

1.16.2 Sundry debt write-off's totalling £0.174m are requested for write off, the details of which can be seen in the table below.

Sundry Debts - Write offs over £5k			
Account Reference	Amount	Invoice Date	Comments
1	37,101.80	02/12/2013	Insufficient funds in estate
2	28,463.39	31/10/2014	Insufficient funds in estate
3	18,994.63	17/09/2015	Insufficient funds in estate
4	11,031.52	06/12/2010	Recovery action exhausted
5	10,854.76	20/11/2015	Insufficient funds in estate
6	8,702.00	02/04/2013	Insufficient funds in estate
7	8,777.35	01/08/2005	Recovery action exhausted
8	7,573.21	06/03/2013	Recovery action exhausted
9	7,141.09	15/02/2016	Insufficient funds in estate
10	6,965.76	21/08/2014	Recovery action exhausted
11	6,450.15	28/09/2016	Insufficient funds in estate
12	6,388.40	11/11/2013	Insufficient funds in estate
13	7,663.34	26/07/2012	Insufficient funds in estate
14	8,089.99	24/06/2016	Recovery action exhausted
Total	£174,197.39		

1.16.3 Actions taken to recover debt over £5,000 are as per the Council's Income and Debt Management Policy. If an invoice is raised and remains unpaid, the "dunning" process comes into play as follows:

- Level 1 – a reminder is sent after 21 days

- Level 2 – a second notice is sent after 35 days i.e. a further 14 days

1.16.4 The Income team have reviewed all Level 2 cases remaining outstanding greater than 49 days (allowing a further 14 days to pay after the Final Notice) to decide whether the debt recovery should proceed.

1.16.5 Depending on the type of debt, customers and circumstances, the use of debt collectors or issuing proceedings in the County Court is considered. Every case is treated individually, hence the circumstances of each debt is assessed prior to taking a decision on the recovery of the debt in conjunction with the delivery unit.

Council Tax and Non-Domestic Rates

1.16.6 The debts are within the council's existing bad debt provision including the GLA precept for council tax, and GLA and Government shares of retained business rates. The bad debt provision for Council Tax is currently £20.8m and for Business Rates is £5.7m.

Council Tax

1.16.7 Irrecoverable council tax debts of £0.133m are requested for write off. The individual debts are all over £5,000 and cover the financial years from 2004/05 to 2016/17.

1.16.8 All the debts are in respect of closed accounts. Most are in respect of debtors who have absconded, including some who are known to be abroad. The table below provides a breakdown of the age profile of these debts with the total value for each year recommended for write off.

1.16.9 Attempts to trace absconders include searches of our internal revenues system, credit reference agencies, enquiry notices to owners, agents and new occupiers of properties and visit reports by our Inspection and Enforcement Agents. With regard to cost effectiveness, the extent of tracing activity will correspond to the amount of the individual debts with a greater intensity of checks being carried out in respect of these larger debts. It should be noted that where a debtor is traced following the write off of the debt then the debt will be reinstated and further attempts made to recover, subject to statutory limitation periods and it being economical to do so.

Write Off Amount for Council Tax Greater than £5000			
Financial year debt raised	Liability £'s	Cost £'s	Total Value £'s
2004/05	170		170
2005/06	88	194	282
2006/07	3,123	97	3,220
2007/08	5,877	587	6,464
2008/09	7,965	669	8,634
2009/10	12,494	572	13,066
2010/11	17,424	1,061	18,485

2011/12	22,278	554	22,832
2012/13	22,722	942	23,664
2013/14	18,919	762	19,681
2014/15	12,759	762	13,521
2015/16	2,087	373	2,460
2016/17	293	97	390
Grand Total	126,199	6,670	132,869

Non-Domestic Rates (NDR)

1.16.10 Irrecoverable National Non Domestic debts of £2.088m are requested for write off. The individual debts are all £5,000 or more and cover the financial years 1998/99 to 2017/18.

1.16.11 All the debts are in respect of closed accounts. Most are in respect of debtors who have absconded, including some who are known to be abroad and out of our jurisdiction. Other debts are either limited companies that have been dissolved or wound up or again companies registered abroad. None or insufficient monies to clear these debts have been yielded as Business Rates debts do not rank as preferential debt in insolvency proceedings. Therefore no further action can be taken.

1.16.12 Attempts to trace absconded debtors include searches of internal systems, credit reference agencies, internet searches, enquiries with owners, agents, and new occupants of the relevant properties and visits by the inspector and Enforcement Agents. With regard to cost effectiveness, the extent of tracing activity will correspond to the amount of individual debts and with a greater emphasis on checks made in respect of larger debts. It should be noted that if an absconder is subsequently located following a write off then the debt can be re-raised and attempts made to recover it, subject to statutory limitation periods and it being economical to do so.

Write Off Amount for Non Domestic Rates Greater than £5000			
Financial year debt raised	Liability	Cost	Total Value
	£'s	£'s	£'s
1998/99	18,008		18,008
2006/07	1,156	170	1,326
2007/08	7,148	170	7,318
2008/09	28,340	340	28,680
2009/10	38,531	340	38,871
2010/11	10,955	340	11,295
2011/12	29,762	510	30,272
2012/13	61,048	170	61,218
2013/14	140,044	1,360	141,404
2014/15	344,366	3,060	347,426
2015/16	504,885	4,670	509,555

2016/17	716,855	6,460	723,315
2017/18	167,808	1,530	169,338
Grand Total	2,068,906	19,120	2,088,026

Housing

General Fund debt Write-offs

1.16.13 The scheduled write-offs, where the individual debt level is in excess of £5,000 is £0.099m relating to the General Fund, temporary accommodation (table below).

Recovery process for former tenants

Standard cases

- Week 1 – First Former Tenant warning letter is sent
- Week 2 – Second Former Tenant warning letter is sent
- Week 3 – The debt is either written off if its uneconomical to recover, or referred to a debt collection agency

Deceased cases

- Week 4 – First Former Tenant warning Letter is sent
- Week 5 – Second Former Tenant warning Letter is sent
- Week 6 – Third Former Tenant warning Letter is sent
- Week 7 – The debt is moved to probate for write off

1.16.14 Debts in excess of £5,000 most commonly relate to closed accounts, with the majority being statute barred. This occurs when the council is legally unable to recover any monies owed by tenants due to the recovery time permitted by law being exceeded. Debts which are not statute barred (statute barred – greater than 6 years and no longer collectable) are treated as irrecoverable as the debtor is either unable to be traced, deceased with no estate or the debt is of a non-material amount, thus is uneconomical to recover

Housing General Fund - Write offs over £5k			
Account Number	Amount (£)	Termination Date	Comments
170102385	14,122.03	07/11/10	Statute Barred
170104211	13,249.08	29/08/10	Statute Barred
170073522	12,754.70	13/04/09	Statute Barred
170108746	12,353.30	29/08/10	Statute Barred
170109452	10,948.84	29/08/10	Statute Barred
170123850	10,137.60	19/09/10	Statute Barred
170129560	7,905.43	14/09/10	Statute Barred
170109073	6,674.81	15/08/10	Statute Barred
170027852	5,430.26	24/10/10	Statute Barred
170115579	5,025.56	26/09/10	Statute Barred
Total	98,601.61		

1.16.15 The bad debt provision will cover the amount of debt proposed to be written off within the Housing General Fund; the current bad debt provision balance is £4.9m.

1.17 Future Financial Planning Work

1.17.1 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.

1.17.2 The programme is structured around demand-focussed workstreams led by subject matter experts from within the authority, working with partners. It includes a number of phases, involving the development of a high-level vision, analytical work to understand demand drivers and the development of savings proposals based on those drivers of demand. A Task & Finish Group and Programme Team provide support and leadership throughout the process.

1.17.3 The section 151 officer maintains a high level mid to long-term forecast of the Council's income and expenditure levels. This forward looking approach supports strong financial management and enables the organisation to take appropriate strategic decisions well in advance. Taking considered decisions in this way minimises shocks and supports effective decision making.

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 cuts 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 cuts to services the council provides, but these are not included in this report.

4 POST DECISION IMPLEMENTATION

- 4.1 Following approval of these recommendations, these budget proposals and the proposed council tax resolutions will be considered by Council on 6th of March 2018.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Council's Corporate Plan for 2015-20 sets 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; and
- 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.

5.3 Social Value

- 5.3.1 In taking forward the proposals due regard will be paid to the Social Value Act. The Social Value Act will be a useful tool in ensuring that our activities are embedded in prevention and early intervention. We will seek to look for added value that providers can bring in delivering our services, such as where apprenticeships are provided.

- 5.3.2 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

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 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty

on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority's financial position is set out in sub-section 28(4) of the Act.

- 5.4.3 All proposals emerging from the review of the budget setting process must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.
- 5.4.4 Constitution Responsibilities for Functions Annex A sets out the terms of the Policy and Resources Committee, which include:
- Strategic policy and finance including recommending capital and revenue budget, Medium-Term Financial Strategy and Corporate Plan to Full Council;
 - Finance including: treasury management; local taxation; insurance; corporate procurement; grants; writing off debt; virements; and effective use of resources; and
 - To be responsible for those matters not specifically allocated to any other committee affecting the affairs of the Council.
- 5.4.5 As a matter of public law the duty to consult with regards to proposals to vary reduce or withdraw services will arise in 4 circumstance:
- 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.
- 5.4.6 Regardless of whether the council has a duty to consult, 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 allows 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, and the extent to which alternatives and discarded options, have been considered.
- 5.4.7 Barnet Council is committed to involving residents, businesses and service

users in shaping the borough and the services they receive. Consultation and engagement is one of the key ways the council interacts with and involves local communities and residents, providing them with opportunities to:

- Gain greater awareness and understanding of what the council does
- Voice their views and understand how they can get involved
- Feed in their views to the democratic decision making process.

5.4.8 There will be staff consultation about these proposals in compliance with s188 of the Trade Union & Labour Relations (Consolidation) Act 1992. The Council may be required to publish a statutory notice to the Secretary of State and undertake consultation should we reach the minimum thresholds for potential redundancies resulting from these proposals

5.4.9 Decision makers should have due regard to the Public Sector Equality Duty when making their decisions. If negative equality impacts are found then decision makers may – or may not – decide to change their decisions after balancing all of the factors. The equalities duties are ongoing duties – they are not duties to secure a particular outcome. The equalities duties should be taken into account before a decision is made. It is important that decision makers have regard to the statutory requirements on them and make decisions in light of all available material. This will include the results of consultation and other comments that residents and organisations make on the proposals.

5.4.10 Full equality impact assessments have been prepared for the Policy and Resources Committee for those savings that will make up the budget for 2017/18 taking into account the results of the public consultation before the budget is referred to Council. Where proposals are at early stages then the equality impact assessment will be completed prior to decisions being made.

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: A public authority must, in the exercise of its functions, have due regard to the need to: (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.6.2 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. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include steps to take account of disabled persons' disabilities.

- 5.6.3 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 the need to: (a) Tackle prejudice, and (b) Promote understanding. 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. The relevant protected characteristics are:
- Age;
 - Disability;
 - Gender reassignment;
 - Pregnancy and maternity;
 - Race;
 - Religion or belief;
 - Sex; and
 - Sexual orientation.

Equalities impact of budget and consultation

- 5.6.4 The Cumulative Equalities Impact Assessment (CEIA) of the budget savings proposals for 2018/19 is shown at Appendix H together with an Appendix which details the EIAS which support the individual budget savings proposals for 2018/19 and their equalities impact by Theme Committee. The CEIA also takes account of the Budget Consultation outlined in Appendix H to this paper and briefly considers the equalities impact of 3 proposed approaches set out in the consultation document to bridge the MTFS gap.
- 5.6.5 The CEIA shows that the budget savings proposals for 2018/19 will result in many positive benefits for Barnet residents and businesses including the protected characteristics and other groups who may be disadvantaged. Each year, as theme committees work more strategically, in an inclusive and holistic manner, the CEIA shows relatively more positive and neutral impacts and relatively fewer negative impacts. There are no new negative equality impacts for the protected characteristics as part of the Budget savings proposals for 2018/19.
- 5.6.6 ASC have developed 12 Savings proposals for 18/19 budget, 11 of these are continuing savings. The equalities impact of 10 of 12 savings proposals are showing positive impact: Your Choice Barnet, supporting people in the community, Carers Intervention Dementia, Independence of Young people, Moreton Close extra care housing, Assistive Technology, Mental Health Step Down to enable people with mental health conditions to live in the community, support for working age adults and older adults, Personal Assistants and Disabilities Facility grant. Changes in 3rd party spend and Better Care Fund are not anticipated to have an equalities impact.
- 5.6.7 CELs have 9 savings proposals of which 7 are continuing. There are 2 new savings proposals for Youth Service redesign and Adoption which may require equalities impact analysis. At present Children's are not showing additional negative impacts because of their savings proposals. They have not produced individual EIAs for their proposals and have considered the EIA for Children's and young people plan showing minimum positive impact, LAC placement

published last year and early years EIA all showing positive impacts. The Libraries EIA, showing minimum negative impact, continues to be monitored and updated as proposals are implemented.

5.6.8 Environment are showing 12 proposals to support their budget savings proposals. None of the assessments are currently showing a negative impact but Streetscene service redesign EIA is showing impact not known.

5.7 Consultation and Engagement

Preliminary consultation

5.7.1 The Council has already undertaken a range of consultation and engagement to inform the Council's development of the Corporate Plan strategic priorities and five 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 (2014) 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.

5.7.2 In 2015 formal consultation also 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.

5.7.3 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.

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

Phase	Date	Summary
Phase 1: Setting out the challenge	Summer 2013	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	October 2013 - June 2014	• Engagement through Citizen's Panel Workshops which focused on stakeholder priorities and how they would want the Council to approach

Phase	Date	Summary
development of options		the Priorities and Spending Review <ul style="list-style-type: none"> • An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2015	<ul style="list-style-type: none"> • Focus on developing commissioning priorities and MTFS proposals for each of the 6 committees • Engagement through Committee meetings and working groups
Phase 4: Strategic Plan to 2020 Consultation	December 2014 - 2015	<ul style="list-style-type: none"> • A series of 6 workshops with a cross section of residents recruited from the Citizens Panel and Youth Board, plus two workshops with users¹ of council services. • An online survey

The council has also conducted formal annual budget consultations every year.

Formal consultation on 2018/19 budget

Overview

- 5.7.5 Preliminary consultation and engagement has informed the development of the Council's 2018/19 budget proposals to be put forward for consultation.
- 5.7.6 The general budget consultation began the day after Policy and Resources Committee on 5 December 2017 and concluded on 14 January 2018.
- 5.7.7 The consultation was published prior to the Local Government Settlement on 19 December 2017 which enabled councils to increase general Council Tax by up to 2.99%.
- 5.7.8 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. Where appropriate, separate service-specific consultations have already taken place or will take place in the next few months for the 2018/19 savings. The outcomes of these consultations are being reported into the committee decision making processes.
- 5.7.9 The following paragraphs set out the headline findings from the general budget consultation 2018/19 which will be presented to Full Council, on 6 March 2018. The detailed findings can be found in Appendix .H

General consultation on 2018/19 budget

Method

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

5.7.10 The 2018/19 general budget consultation asked for views on:

- The council's proposal to apply a further 3% social care precept to Council Tax in 2018/19;
- The overall budget and the saving proposals for 2018/19;
- Options for meeting the remaining £6.7million budget gap by 2020.

5.7.11 The general public consultation was published on Engage Barnet with detailed background information about the Council's budget setting process and the financial challenges the Council faces.

- Respondent's views were gathered via online questionnaire.
- Paper copies and an Easy Read version of the consultation were also made available on request;
- 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;
- The consultation was widely promoted via the Council's residents' magazine, Barnet First; Barnet Online; local press; Twitter; Facebook; and posters in libraries and other public places;
- Super-users, i.e. users of non-universal services, were 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;
- A face to face meeting was also held with adults with learning difficulties, set up through Mencap, where an Easy Read presentation of the consultation document was discussed and further support was given in completing the Easy Read questionnaire.
- A separate questionnaire was sent to the Citizens' Panel to ensure the views of a representative sample of the borough's population were captured on the Council's proposal to apply a 3% social care precept to Council Tax in 2018/19 and options for meeting the remaining £6.7million budget gap by 2020.

Response to the consultation

5.7.12 A total of 597 questionnaires have been completed:

- 108 questionnaires were completed by the general public
- 489 questionnaires were completed by the Citizens' Panel.

5.7.13 The findings have been reported in order of the largest sample size: Citizens' Panel (489), and then Public Consultation (108).

5.7.14 There were also two written responses from businesses which did not answer the questions included in the public consultation questionnaire. These responses have been reported on separately and further details are provided in Appendix H.

Response Profile

- 5.7.15 The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population. More information on the Citizens' Panel methodology can be found in Appendix H.
- 5.7.16 Due to low completion rate of the diversity monitoring questions to the general public consultation (67%) the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it was of the borough's population.
- 5.7.17 It is also important to note that the consultation methods differ and their findings cannot be reported in a single result. For this reason, the findings have been reported on separately, so that comparisons can be made between the much larger representative sample from the Citizens' Panel and the open general public consultation. For more information on how the results have been reported and interpreted please refer to Appendix H.

Key findings are summarised below:

- 5.7.18 Both the Citizens' Panel and the general public consultation were asked their views on the council's proposal to apply a further 3% social care precept in 2018/19, and options for closing the remaining £6.7million budget gap to 2020.
- 5.7.19 It should be noted that those who support or oppose the council's proposal to apply a further 3% social care precept have only been reported in this report. The full findings of who answered they 'neither support nor oppose' or 'don't know' have been reported on in Appendix H.
- 5.7.20 Also, the base size may vary from question to question as not all respondents provided a response to every question.

The Council's proposal to apply a further 3% social care precept increase in 2018/19

- 5.7.21 The majority of Citizens' Panel members (63%) and the general public respondents (56%, 61 out of 108 respondents) support the proposal to apply a further 3% social care precept in 2018/19.
- 5.7.22 Only one fifth of the Citizens' Panel (21%) oppose the proposal, and slightly more 29% (32 out of 108 respondents) of respondents from general public consultation oppose the proposal to apply a further 3% social care precept in 2018/19.

Reasons why respondents support a social care precept increase

- 5.7.23 The most frequently mentioned reasons for support of a 3% social care precept increase in 2018/19 was recognition that demand for adult social care is increasing and that we have an ageing population; followed by social care is underfunded and standards need to be improved; the raise is acceptable,

citing it was fair, affordable and in line with inflation; and recognition that social care is becoming an urgent priority.

Reasons why respondents oppose a social care precept increase

5.7.23 The most frequently mentioned reasons why respondents oppose the proposal to apply a further 3% social care precept increase in 2018/19 was around affordability, with living costs going up and wages not increasing; there was also a particular reference to pensioners not being able to afford this increase. Some respondents indicated they could afford but they were concerned that this increase would put a burden on low income families.

5.7.24 Other frequently mentioned reasons were that respondents felt Council Tax is already too high; that the council should make more efficiency savings and reduce waste, for example downsizing staff and having better regulation to reduce waste; that the Government should pay more and take more responsibility; and savings or cuts should be made from existing budgets not via the taxpayer.

Analysis of demographic sub-groups who are significantly more likely to support or oppose the proposal to apply a further 3% social care precept increase in 2018/19

5.7.25 The Citizens' Panel demographic sub-groups responses have also been analysed to identify which groups have a statistically significantly different response from the overall response. The sample size and the lack of completion of the demographic questions from the public consultation is too small to draw any significant conclusions in terms of demographics.

5.7.26 The analysis of the Citizens' Panel data found that some demographic sub-groups stand out in their responses:

- Respondents aged between 45 – 54, living in the Finchley and Golders Green constituency, of Jewish faith or of white ethnicity are **more likely to support** the proposal to apply a 3% social care precept.
- Respondents who are retired, aged 65+ are **more likely to support** and **less likely to oppose** the 3% social care precept.
- Respondents of a non-white (Asian, black or other) ethnicity are **less likely to support** the proposal to apply a 3% social care precept.

Proposals for closing the remaining budget gap of £6.7 million by 2020

5.7.27 Respondents were presented with the following three options for closing the remaining budget gap of £6.7million by 2020:

- The Council should exercise its flexibility to raise general Council Tax by up to 1.99% in 2018/19
- The Council should reduce the level of investment in infrastructure in 2018/19

- The Council should find further savings within the Theme Committees in 2019/20.

5.7.28 Respondents were first asked to indicate to what extent they support or oppose each option, and then asked to rank each option in order of their preference.

Level of support for each option to close the budget gap

5.7.29 Both the Citizens' Panel and respondents from the public consultation **gave two options equal support. These were to: 'raising general Council Tax by up to 1.99% in 2018/2019', and 'find further savings within the Theme Committees 2019/2020'**. Just over half of both samples supported these two options.

5.7.30 However, the Citizens' Panel were less likely to indicate they opposed raising Council Tax (29%) compared to the general public consultation (39%), and conversely the panel were more likely to say they 'neither support or oppose' (16%) compared to the general public (4%).

5.7.31 A further 3% of the Citizens' Panel and the public consultation respondents indicated they 'don't know or were not sure'

5.7.32 **Both samples were much less supportive of the option 'reducing the level of investment in infrastructure in 2018/19'**. The panel was slightly more likely to oppose this option compared to respondents from the general public consultation:

- Only 23% of the panel supported this option, with the majority opposing it (61%).
- Just slightly more respondents from the public consultation supported this option (34%) compared to the panel. However, their views were more mixed, with only 44% opposing this option and the remainder indicated they were neither support or oppose (13%) or indicated they 'Don't know /Not sure' (9%).

5.7.33 **Analysis of Citizens' Panel demographic sub-groups of who are more likely to support or oppose raising the general Council Tax by up to 1.99%.**

- Respondents who are owner occupier or of a Jewish faith are **more likely to support** the option of raising the general Council Tax by up to 1.99% in 2018/19.
- Respondents from the Chipping Barnet constituency, Finchley and Golders Green constituency, aged 45-54, aged 65+, white ethnicity or retired are **more likely to support** and **less likely to oppose** raising general Council Tax by up to 1.99%.
- Respondents from Hendon constituency or non-white ethnicity (Asian, black or other) are **less likely to support** and **more likely to oppose** raising general Council Tax by up to 1.99%.

Analysis of demographic sub-groups on who are more likely to support or oppose finding further savings within the Theme Committees in 2019/20.

- Respondents who are female or Asian ethnicity are **more likely to support** and **less likely to oppose** finding further savings within the Theme Committees in 2019/20.
- Respondents who are of Christian faith are **less likely to support** finding further savings within the Theme Committees.
- Respondents who are male, aged 35 - 44 or aged 45 - 54 are **less likely to support** and **more likely to oppose** finding further savings within the Theme Committees.
- Respondents who have a white ethnicity, owner occupiers or no religion are **more likely to oppose** finding further savings within the Theme Committees.
- Respondents who are of a non-white ethnicity are **less likely to oppose** finding further savings within the Theme Committees.

Analysis of Citizens' Panel demographic sub-groups on who are more likely to support or oppose reducing the level of investment in infrastructure

- Respondents from Hendon constituency or rent from a private landlord are **more likely to support** and **less likely to oppose** reducing the level of investment in infrastructure.
- Respondents in Chipping Barnet constituency are **less likely to support** and **more likely to oppose** reducing the level of investment in infrastructure.
- Respondents with a white ethnicity are **more likely to oppose** reducing the level of investment in infrastructure.
- Respondents from a non-white ethnicity or a Christian faith are **less likely to oppose** reducing the level of investment in infrastructure.

Ranking of options to close the budget gap to 2020

5.7.34 When asked to rank these options in order of preference, the Citizens' Panel's first preferred option was 'find further savings within Theme Committees in 2019/2020', and then their second preferred option was 'raise general Council Tax by up to 1.99% in 2018/2019 – although these were ranked very closely; this was followed by reducing the level of investment in infrastructure in 2018/19 to help meet the budget gap.

5.7.35 In summary Citizens' Panel preferred options are as follows:

- 1st preferred option: find further savings within the Theme Committees in 2019/20
- 2nd preferred option: raise general Council Tax by up to 1.99% in 2018/20
- 3rd preferred option: reduce the level of investment in infrastructure in 2018/19.

However, the general public respondents put 'raise general Council Tax by up to 1.99% in 2018/2019' as their first preferred option and their second

preferred option as 'find further savings within the Theme Committees in 2019/20'. Like the Citizens' Panel their third preferred option was to 'reduce the level of investment in infrastructure in 2018/19'.

5.7.36 Analysis of Citizens' Panel demographic sub-groups who are more likely to rank these options in the order specified at 5.7.35:

The Citizens' Panel ranked 'find further savings within the Theme Committees in 2019/20' as their 1st preference:

- Respondents with a non-white ethnicity (Asian, black or other) are **more likely** to rank this option as their first choice.
- Respondents aged 65+ or white ethnicity **less likely** to rank this as their first option.

The Citizens' Panel ranked 'raise general Council Tax by up to 1.99% in 2018/19' as their 2nd preference:

- Respondents from a non- white ethnicity, Christian faith or are disabled **more likely** to rank this as their second choice.
- Respondents from a white ethnicity, Atheist faith or have no disability are **less likely** to rank this as their second choice.

The Citizens' Panel ranked 'reduce the level of investment in infrastructure in 2018/19' as their 3rd preference:

- Respondents aged 45 -54, owner occupiers or Jewish faith are **more likely** to rank this as their third choice.
- Respondents from the Hendon constituency or rent from a private landlord and **less likely** to rank this as their third choice.

Alternative options that the council has not considered to help generate income or make savings

5.7.37 Respondents were asked if they had any suggestions for alternative options that the Council had not considered to help generate income or make savings. 126 panel members and 52 respondents from the general public consultation wrote in alternative suggestions.

5.7.38 The most frequently mentioned suggestions were around bringing services back in house and reducing out sourcing; followed by reducing Council staff and capping Council staff salaries and allowances; generating income through increasing fines - for example through increased parking charges or fines on fly tipping, littering and applying a congestion toll; increasing housing tax for landlords, or residents who own more than one property or have empty houses. Others mentioned cutting benefits and reducing income support.

Overall budget and savings for 2018/19

5.7.39 The Citizens' Panel were not asked questions on the overall budget and savings and/or income proposals within each Theme Committee for 2018/19.

5.7.40 The consultation findings outlined on the following pages are from the general public consultation only.

5.7.41 The general public consultation were asked if they had any comments to make on the overall budget, in particular on how the 2018/19 proposed savings have been divided across the Theme Committees. Of those who responded to the whole general public consultation 39 out of 108 gave a response to this question.

5.7.42 The four most common themes were concerns about: out sourcing; the high savings to Children's Services; the high savings to Adults and Safeguarding; and the need for more information to be able make a comment – for example Theme committees are too broad to comment, or need employee's salary and pension figures.

Theme Committee Savings and/or Income Proposals 2018/19

5.7.43 The general public consultation were asked the following questions on the saving and/or income proposals within each Theme Committee for 2018/19:

- Overall, to what extent do you agree or disagree with the savings and/or income proposals within each Theme Committee's budget for 2018/19?
- Do you have any comments or alternative suggestions to make about the individual savings and/or income being proposed within this committee for the 2018/19 budget?

Table 1 summarises the headline findings on the extent to which respondents agree or disagree with the savings proposed within each committee.

Table 1: Summary of headline findings on the extent to which public consultation respondents agree or disagree with the savings proposed within each Committee.

Theme Committee	Consultation Findings ²
Policy and Resources	Opinion was mixed on the savings and/or income proposals within this committee, with no clear majority agreeing or disagreeing. 41% (23 out of 57 respondents) agree with the savings proposals. 30% (17 out of 57 respondents) disagree, and the remainder neither agree nor disagree 21% (12 out of 57) or don't know 9% (5 out of 57).
Adults and Safeguarding	More respondents agree rather than disagree with the savings and/or income generation proposals within the Adults and Safeguarding Committee. Just under half (47%, 20 out of 43 respondents) agree with the savings and/or income proposals within the Adults and Safeguarding Committee. 30% (13 out of 43 respondents) disagree, and

² Where percentages do not add up to 100 this is due to rounding.

Theme Committee	Consultation Findings ²
	the remainder neither agree nor disagree 19% (8 out of 43) or don't know 5% (2 out of 43).
Children, Education, Libraries and Safeguarding	Respondents are more likely to disagree with the proposed savings and/or income proposals within the Children, Education, Libraries and Safeguarding Committee rather than agree. 34% (19 out of 57 respondents) agree with these savings and/or income proposals. Half of respondents (49%, 28 out of 57 respondents) disagree. The remainder neither agree nor disagree 12% (7 out of 57) or don't know 5% (3 out of 57).
Environment	In Environment Committee, respondents are more likely to disagree with the savings and/or income proposals rather than agree. 29% (16 out of 55 respondents) agree with the savings and/or income proposals within the Environment Committee compared to 42% (23 out of 55 respondents) who disagree. The remainder neither agree nor disagree (24%, 13 out of 55) or don't know 5% (3 out of 55).
Assets, Regeneration and Growth	Opinion on Assets, Regeneration and Growth Committee savings and/or income proposals were slightly more mixed within this committee. Slightly more respondents agree with the savings and/or income proposals within this committee than disagree. 44% (17 out of 39 respondents) agree with this committee's savings and/or income proposals, whereas 33% (13 out of 39 respondents) disagree, and the remainder neither agree nor disagree (21%, 8 out of 39) or don't know 3% (1 out of 39).
Community Leadership	Again, opinion on Community Leadership Committee's budget proposals were mixed within this committee. Slightly more respondents agree with the budget being proposed within this committee than disagree. 38% (17 out of 45 respondents) agree with the budget within this committee, 27% (12 out of 45 respondents) disagree and 33% (15 out of 45 respondents) neither agree nor disagree or don't know (2%, 1 out of 45).
Housing	In the Housing Committee the same proportion agree as disagree with the budget being proposed in this committee. 33% (13 out of 40 respondents) agree with the budget in Housing Committee and 33% disagree (13 out of 40) respondents. The remainder neither agree nor disagree (28%, 11 out of 40 respondents) or don't know (8 %, 3 out of 40 respondents).

Theme Committee	Consultation Findings ²

5.7.44 Detailed analysis on the open-ended questions for each committee is provided in Appendix H.

5.8 Insight

5.8.1 The Adults and Safeguarding and Children’s, Education, Libraries and Safeguarding proposals have been developed using the Joint Strategic Needs Assessment (JSNA) which outlines the current and projected needs of the borough’s population.

5.8.2 All the proposals have used evidence of best practice and guidance (such as NICE guidance), where available and relevant, to develop their initiatives.

6. BACKGROUND PAPERS

Committee	Item & Agenda	Link
Full Council 7 March 2017	Item 1 Business Planning 2017-20	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=8819&Ver=4
Policy and Resources Committee 27 Jun 2017	Item 15 Business Planning 2017-20	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8736&Ver=4
Policy and Resources Committee 5 December 2017	Item 10 Business Planning - Medium Term Financial Strategy and Draft Budget for 2018-19	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8739&Ver=4
Adults and Safeguarding Committee 6 November 2017	Item 7 Business Planning	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=9233&Ver=4
Assets, Regeneration and Growth Committee 27 November 2017	Item 7 Business Planning	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4
Assets, Regeneration and Growth Committee 27 November 2017	Item 13 Open Market Purchase of Affordable Housing	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=696&MId=9435&Ver=4
Children's Education, Libraries and Safeguarding Committee 17 November 2017	Item 11 Business Planning 2018/19	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=697&MId=8694&Ver=4
Community Leadership Committee 22 November 2017	Item 13 Business Paper	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=694&MId=8724&Ver=4
Environment Committee 7 November 2017	Item 8 Business Planning 2018/19 - 2019/20	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9221&Ver=4
Housing Committee 23 October 2017	Item 11 Housing Revenue Account (HRA) Business Plan	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=699&MId=9237&Ver=4
Environment Committee 11 September 2017	Item 8 Draft Tree Policy	https://barnetintranet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9220&Ver=4

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Medium Term Financial Strategy	Revised MTF5		Indicative
	2018/19 £000	2019/20 £000	2020/21 £000
Base Expenditure Budget	277,197	285,651	282,216
Statutory/cost drivers			
Inflation (pay)	1,713	1,738	900
Inflation (non-pay)	4,482	3,871	4,000
Capital financing costs	0	500	1,000
Public Health	(454)	(454)	0
Pension Contributions	440	450	250
Statutory/cost drivers sub-total	6,181	6,106	6,150
Contingency - general risks	900	3,853	1,500
Transfer to General Fund Balances	4,390	(4,390)	0
North London Waste Authority (NLWA) levy	1,229	1,915	1,000
Service Pressures (incl Adult Soc Care)	4,986	3,594	5,000
Highway Maintenance		2,100	0
Family Services Duty and Assessment IBCF (added to the baseline)	600		6,800
Apprenticeship Levy costs to Schools	(400)		
Concessionary Fares/Other Levies	0	0	400
Service Expenses sub-total	11,705	7,071	14,700
Total expenditure	295,083	298,828	303,066
New Formula Grant Funding			
Business Rates	71,360	38,337	38,322
Business Rate Localisation	3,000	0	0
Business Rates - Top up*	0	19,411	18,644
Revenue Support Grant (RSG)*	0	6,182	6,200
*No top up and RSG due to BR pooling			
New Formula grant sub-total	74,360	63,930	63,166
Council Tax			
Council Tax Income (excluding ARG savings)	162,018	166,203	173,859
Social Care precept 2018-19 (3%)	4,916	4,916	0
General Council Tax 2018-19 (0%)	0	0	0
General Council Tax 2019-20 (2.99%)	0	5,136	0
General Council Tax 2020-21 (2.99%)			5,198
Collection Fund contribution (CT)	7,732	300	0
Private Finance Initiative (PFI) credit	2,235	2,235	2,235
New Homes Bonus (NHB)	9,375	9,730	0
Housing and Council Tax Benefit Administration Grant	1,801	1,621	0
Public Health	17,156	16,703	16,700
Adults Social Care Grant / IBCF	1,453	2,600	9,400
Other funding sub-total	206,686	209,444	207,392
Total Income from Grant and Council Tax	281,046	273,374	270,558
Budget Gap before savings & pressures	14,037	25,454	32,508
Service related savings	(8,989)	(12,174)	
Council Tax Base growth	(1,855)	(657)	
Mitigating factors	(443)	(4,438)	
Proposed Savings	(11,287)	(17,269)	0
Budget Gap after savings	2,750	8,185	32,508
Balances to/(from) reserves			
Specific reserves contribution 2017/18 NHB			
Specific reserves contribution 2018/19 NHB	4,995		
Specific reserves contribution 2019/20 NHB		7,730	
Specific reserves contribution 2017/18			
Specific reserves contribution 2018/19	(7,745)		
Specific reserves contribution 2019/20		(9,950)	
Reserves sub-total	(2,750)	(2,220)	0
Budget Gap after savings and use of reserves	0	5,965	32,508

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Appendix B
COUNCIL TAX RESOLUTION
Statutory Determination of Council Tax 2018-19 by London Borough of Barnet.

The Council is recommended, in accordance with the Local Government Finance Act 1992, to:

1) Note that the Chief Finance Officer, under their delegated powers in accordance with the financial regulations, has calculated **141,918** (band D equivalent) as the amount for the Council Tax Base for the year 2018/19 [item T in the formula in Section 31B (1) of the Local Government Finance Act 1992, as amended (the “Act”)]

2) Recommend to Council for approval, the following amounts, calculated for 2018/19 in accordance with Sections 31A, 31B and 34 to 36 of the Act:

i) **£982,327,960** as the aggregate of the amounts that the Council estimates for the items set out in Section 31A (2) (a) to (f) of the Act;

ii) **£813,539,206** as the aggregate of the amounts that the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act;

iii) **£168,788,754** as the Council Tax Requirement in accordance with Section 31A (4) of the Act, being the amount by which the aggregate at 2i) above exceeds the aggregate at 2ii) above. (Item R in the formula section 31A (4) of the Act;

iv) **£1,189.34** as the basic amount of Council Tax for the year, being the Council Tax Requirement at 2iii) above (Item R), divided by the Council Tax Base set out at 1 above (Item T), in accordance with Section 31B (1) of the Act;

3) Recommend to Council, on the advice of the Chief Finance Officer, that it determines that the council’s basic amount of Council Tax for 2018/19 as set out in 2(iv) above is not excessive in accordance with the principles approved under section 52ZB and 52ZC of the Local Government Finance Act 1992, set out in the Referendums relating to Council Tax increases (Principles)(England) Report 2018/19. Subject to any change to the Report (At the time of publication this report was draft)

4) Note that the table below sets out the amounts of Council Tax for 2018-19 calculated by multiplying the amounts at 2(iv) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to the dwellings listing in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken in account for the year in respect of categories of dwellings listed in different valuation bands.

Council Tax Band	Barnet
A	792.89
B	925.04
C	1,057.19
D	1,189.34
E	1,453.63
F	1,717.94
G	1,982.23
H	2,378.68

5) Note that for the year 2018-19, the Greater London Authority has provisionally issued precepts to the Council in respect of the functional bodies under its control, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings as shown below:

Council Tax Band	GLA
A	196.15
B	228.85
C	261.54
D	294.23
E	359.61
F	425.00
G	490.38
H	588.46

6) Agree that having calculated the aggregate in each case of the amounts at 4 with the amounts at 5 above, the Council, in accordance with Sections 30(2) and 36 of the Act, hereby sets the following amounts as the amounts of Council Tax for 2018-19 for each of the categories of dwellings as shown below.

Council Tax Band	Total CT
A	989.04
B	1,153.89
C	1,318.73
D	1,483.57
E	1,813.24
F	2,142.94
G	2,472.61
H	2,967.14

Appendix C1: Revenue Budget 2018/19

	2017/2018		2018/2019
	Original Estimate	Current Estimate	Original Estimate
<u>Council Services</u>	£	£	£
Adults & Communities	87,145,031	87,183,511	89,119,511
Assurance	3,847,673	4,060,073	4,049,073
Cambridge Education	6,524,813	6,714,813	6,459,813
Central Expenses	52,723,188	41,672,678	53,391,678
Children's Family Services	52,444,980	58,470,740	56,333,740
Commissioning	20,498,031	20,881,001	21,127,001
Customer Support Group	21,160,935	21,835,935	21,335,935
HB Law	2,011,397	2,036,397	2,036,397
Housing Needs Resources	5,559,749	6,859,749	6,859,749
Parking & Infrastructure	5,935,749	6,061,555	6,061,555
Public Health	17,610,000	17,610,000	17,156,000
Regional Enterprise	(824,393)	325,607	(1,529,393)
Streetscene	12,881,092	13,694,622	12,244,622
Special Parking Account	(10,321,365)	(10,209,801)	(10,849,801)
Additional Income for Council Tax			1,855,000
Total Service Expenditure	277,196,880	277,196,880	285,650,880

REVENUE BUDGET 2018/19

BUDGET	2017/2018 Original	2017/2018 Current	2018/2019 Original
	£	£	£
Total Service Expenditure	277,296,880	277,196,880	285,650,880
Contribution to / (from) Specific Reserves	1,234,000	1,234,000	(2,750,126)
NET EXPENDITURE	278,530,880	278,430,880	282,900,754
Other Grants	(36,612,000)	(36,612,000)	(32,020,000)
BUDGET REQUIREMENT	241,918,880	241,818,880	250,880,754
Business Rates Retention	(36,484,000)	(36,484,000)	(74,360,000)
Business rates top-up	(18,362,000)	(18,362,000)	0
BUSINESS RATES INCOME	(54,846,000)	(54,846,000)	(74,360,000)
RSG	(23,413,000)	(23,413,000)	0
Collection Fund Adjustments	(3,000,000)	(3,000,000)	(7,732,000)
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	160,659,880	160,559,880	168,788,754
Greater London Authority - Precept	38,936,501	38,936,501	41,756,533
COUNCIL TAX REQUIREMENT	199,596,381	199,496,381	210,545,287

Components of the Council Tax (Band D)	2017/2018	2018/19	Increase
	£	£	
Mayor's Office for Policing and Crime	206.13	218.13	5.82%
London Fire & Emergency Planning Authority	47.04	50.22	6.76%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances	26.85	25.88	(3.61%)
Greater London Authority	280.02	294.23	5.07%
London Borough of Barnet	1,154.70	1,189.34	3.00%

REVENUE BUDGET 2018/19

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2017/18	2018/19	Tax Yield
	£	£	£
[Up to £40,000] Band A	956.48	989.04	2,197,805
[Over £40,000 & up to £52,000] Band B	1,115.89	1,153.89	6,691,062
[Over £52,000 & up to £68,000] Band C	1,275.31	1,318.73	27,136,351
[Over £68,000 & up to £88,000] Band D	1,434.72	1,483.57	43,240,091
[Over £88,000 & up to £120,000] Band E	1,753.55	1,813.24	47,172,925
[Over £120,000 & up to £160,000] Band F	2,072.37	2,142.94	36,715,184
[Over £160,000 & up to £320,000] Band G	2,391.20	2,472.61	35,999,446
[Over £320,000] Band H	2,869.44	2,967.14	11,392,423
			210,545,287

COUNCIL TAXBASE

Council Taxbase	2017/18	2018/19	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	169,714	172,575	256,027,092
Exemptions	(2,513)	(2,641)	(3,918,108)
Disabled reductions	(111)	(112)	(166,160)
Discounts (10%, 25% & 50%)	(28,258)	(28,272)	(41,943,491)
Adjustments	2,319	2,517	3,734,146
Aggregate Relevant Amounts	141,151	144,067	213,733,479
Non-Collection (1.5% both years)	(2,118)	(2,163)	(3,208,962)
Contributions in lieu from MoD	16	14	20,770
	139,049	141,918	210,545,287

Budget Summary and Forward Plan

Adults & Communities	2018/19 £	2019/20 £
Base Budget	87,145,031	89,119,511
Virements	38,480	
	87,183,511	89,119,511
<p><u>Efficiencies</u></p> <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> <p>The saving in 2019/20 is anticipated from improved processes and productivity from the implementation of a new IT case management system</p>	(294,000)	(213,000)

Adults & Communities	2018/19 £	2019/20 £
<p>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 (https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf). 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.</p>	(343,000)	(596,000)
	(637,000)	(809,000)
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0

Adults & Communities	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>(100,000)</p> <p>(160,000)</p> <p>(465,000)</p>	<p>(100,000)</p>

Adults & Communities	2018/19 £	2019/20 £
<p>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.</p>	(150,000)	(100,000)
<p>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.</p>	(500,000)	(500,000)
<p>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.</p>	(170,000)	(170,000)
<p>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.</p>	(50,000)	

Adults & Communities	2018/19 £	2019/20 £
<p>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.</p>	(350,000)	(425,000)
<p>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.</p>	(250,000)	(375,000)
<p>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.</p>		(400,000)
	(2,195,000)	(2,070,000)

Adults & Communities	2018/19 £	2019/20 £
<p><u>Income</u></p> <p>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 .</p> <p>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.</p>	(148,000)	(647,000)
	(148,000)	(2,038,000)
<p><u>Pressures</u></p> <p>Social Care Precept</p>	4,916,000	
	4,916,000	0
Budget	89,119,511	84,202,511

Adults and Communities

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Care Quality	3,675,231	3,131,053	3,131,053
Customer Care	253,637	215,502	215,502
Integrated care - LD & MH	35,971,934	39,478,676	37,966,506
Integrated care - OP & DP	41,945,537	39,488,031	42,936,201
Safeguarding	682,218	656,229	656,229
Social Care Management	741,233	695,749	695,749
Adults Social Care	83,269,790	83,665,240	85,601,240
Community Well-being	540,998	604,399	604,399
Customer Finance	839,611	851,456	851,456
Performance & Improvement	1,411,271	1,457,265	1,457,265
Prevention & Well Being	565,217	489,989	489,989
Community Well-being	3,357,097	3,403,109	3,403,109
Dir Adult Soc Serv & Health	518,144	115,162	115,162
Dir Adult Soc Serv & Health	518,144	115,162	115,162
Adults and Communities	87,145,031	87,183,511	89,119,511

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	13,236,177	13,861,301	13,861,301
Supplies/Services	5,950,424	6,393,332	6,243,332
Third Party Payments	95,070,074	83,272,861	85,509,511
Transport Related	1,144,591	215,143	215,143
Secondary Recharges	37,813	1,037,298	1,037,298
Premises Related	54,943	54,552	54,552
Transfer Payments	515,196	17,271,428	17,268,778
Expenditure	116,009,218	122,105,915	124,189,915
Other Grants, Reimbursements & Contributions	(15,265,358)	(20,199,198)	(20,347,198)
Customer & Client Receipts	(11,940,355)	(13,113,337)	(13,113,337)
Government Grants	(1,658,474)	(1,609,869)	(1,609,869)
Income	(28,864,187)	(34,922,404)	(35,070,404)
Adults and Communities	87,145,031	87,183,511	89,119,511

Budget Summary and Forward Plan

Assurance	2018/19 £	2019/20 £
Base Budget	3,847,673	4,049,073
Virements	212,400	
	4,060,073	4,049,073
<u>Efficiencies</u>		
<p>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.</p> <p>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.</p>	(11,000)	(11,000)
		(282,000)
	(11,000)	(293,000)
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0

Assurance	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	4,049,073	3,756,073

Assurance

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Assurance Management	579,358	560,233	583,058
Assurance Management	579,358	560,233	583,058
Elections	357,505	549,345	549,345
Elections	357,505	549,345	549,345
Governance	2,158,330	2,167,700	2,167,700
Governance	2,158,330	2,167,700	2,167,700
Internal Audit & CAFT	752,480	782,795	748,970
Internal Audit & CAFT	752,480	782,795	748,970
Assurance	3,847,673	4,060,073	4,049,073

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	3,503,323	3,525,723	3,525,723
Supplies/Services	450,660	640,660	629,660
Transport Related	28,040	28,040	28,040
Secondary Recharges	100,907	100,907	100,907
Premises Related	1,520	1,520	1,520
Expenditure	4,084,450	4,296,850	4,285,850
Other Grants, Reimbursements & Contributions	(177,247)	(177,247)	(177,247)
Customer & Client Receipts	(59,530)	(59,530)	(59,530)
Income	(236,777)	(236,777)	(236,777)
Assurance	3,847,673	4,060,073	4,049,073

Budget Summary and Forward Plan

Cambridge Education	2018/19 £	2019/20 £
Base Budget	6,524,813	6,459,813
Virements	190,000	
	6,714,813	6,459,813
<u>Efficiencies</u>		
	0	0
<u>Shared Service Models</u>		
Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services.	(255,000)	(350,000)
	(255,000)	(350,000)
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
Explore options for meeting the cost of transport for young people, post-16, with Special Educational Needs and Disabilities.		(250,000)
	0	(250,000)
Budget	6,459,813	5,859,813

Cambridge Education

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Education & Skills Management	6,524,813	6,714,813	6,459,813
Education Management Team	6,524,813	6,714,813	6,459,813
Children's Education & Skills	6,524,813	6,714,813	6,459,813

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	41,870	41,870	41,870
Supplies/Services	(396,740)	(396,740)	(396,740)
Secondary Recharges	6,879,683	7,069,683	6,814,683
Expenditure	6,524,813	6,714,813	6,459,813
Children's Education & Skills	6,524,813	6,714,813	6,459,813

Budget Summary and Forward Plan

Central Expenses	2018/19 £	2019/20 £
Base Budget	52,723,188	53,391,678
Virements	(10,726,510)	
	41,996,678	53,391,678
<u>Efficiencies</u>		
<p>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.</p> <p>If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving should still be achievable.</p> <p>Decrease in Concessionary Fares</p>	(500,000)	(1,000,000)
	(300,000)	
	(800,000)	(1,000,000)
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0

Central Expenses		2018/19	2019/20
		£	£
<u>Reducing Demand, Promoting Independence</u>			
		0	0
<u>Income</u>			
		0	0
<u>Pressures</u>			
General Provision for Inflation		6,195,000	
Pension contributions		440,000	
Contingency		5,490,000	
Service Pressures		70,000	
		12,195,000	0
Budget		53,391,678	52,391,678

Central Expenses

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	16,779,670	16,779,670	16,279,670
Car Leasing	2,210	0	2,210
Central Contingency	12,402,547	1,352,037	14,471,037
Corporate Fees & Charges	233,940	233,940	233,940
Corporate Subscriptions	194,220	194,220	194,220
Early Retirement	3,577,321	3,577,321	3,577,321
Levies	18,688,250	18,688,250	17,788,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	740,030	742,240	740,030
Central Expenses	52,723,188	41,672,678	53,391,678
Central Expenses	52,723,188	41,672,678	53,391,678

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	2,871,491	2,871,491	2,871,491
Supplies/Services	740,420	718,660	722,290
Third Party Payments	19,656,470	19,656,470	18,756,470
Transport Related	2,210	0	2,210
Secondary Recharges	(191,230)	(191,230)	(191,230)
Premises Related	740,400	740,400	740,400
Transfer Payments	1,180	0	1,180
Capital Financing	30,447,457	19,396,947	32,015,947
Expenditure	54,268,398	43,192,738	54,918,758
Other Grants, Reimbursements & Contributions	(18,130)	0	0
Customer & Client Receipts	176,040	183,060	176,040
Interest	(1,703,120)	(1,703,120)	(1,703,120)
Income	(1,545,210)	(1,520,060)	(1,527,080)
Central Expenses	52,723,188	41,672,678	53,391,678

Central Expenses (Levies)

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	378,350	378,350	378,350
London Pension Funds	607,000	607,000	607,000
Traffic Control Signals Unit	469,400	469,400	469,400
Concessionary Fares	16,095,280	16,092,280	15,392,280
	17,870,760	17,867,760	17,167,760
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	284,000	287,000	287,000
	284,000	287,000	287,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	533,490	533,490	333,490
	533,490	533,490	333,490
Total Levies	18,688,250	18,688,250	17,788,250

Budget Summary and Forward Plan

Children's Family Services	2018/19 £	2019/20 £
Base Budget	52,444,980	56,333,740
Virements	6,025,760	
	58,470,740	56,333,740
<u>Efficiencies</u>		
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.	(365,000)	(334,000)
	(365,000)	(334,000)
<u>Shared Service Models</u>		
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.		(800,000)
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.	(150,000)	
	(150,000)	(800,000)
<u>Service Reductions</u>		
	0	0

Children's Family Services		2018/19	2019/20
		£	£
<u>Service Redesign</u>			
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 service levels above the statutory minimum (£1.5m), intervening early before needs escalate.		(375,000)	(375,000)
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.		(430,000)	(527,000)
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.		(53,000)	(12,000)
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.		(514,000)	
		(1,372,000)	(914,000)
<u>Reducing Demand, Promoting Independence</u>			
		0	0
<u>Income</u>			
Savings through appropriate allocation of education costs for joint placements for children under the age of 18.		(250,000)	(250,000)
		(250,000)	(250,000)
<u>Pressures</u>			
		0	0
Budget		56,333,740	54,035,740

Children's Family Services

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
CSC 0-25	7,092,757	8,146,787	8,146,787
Intake and Assessment	3,799,305	4,685,185	4,558,185
Intervention and Planning	3,368,435	3,452,355	3,452,355
Permanence Trns & CorParenting	3,419,202	3,509,967	3,509,967
Placements	16,768,445	17,685,120	17,285,120
Safeguarding & Quality	2,125,920	2,518,329	2,518,329
Social Care Management	1,745,458	1,596,878	1,596,878
Children Social Care	38,319,522	41,594,621	41,067,621
Commissioning & Business Imp.	3,520,054	3,306,552	3,306,552
Early Years	4,240,324	4,278,174	3,473,174
Libraries & Comm.Engagemnt	4,142,175	4,663,735	4,610,735
Youth & Family Support	1,871,964	1,883,564	1,369,564
Early Intervention & Prevention	13,774,517	14,132,025	12,760,025
Family Services Management	350,941	2,744,094	2,506,094
Family Services Management	350,941	2,744,094	2,506,094
Children's Family Services	52,444,980	58,470,740	56,333,740

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(248,900)	247,100	247,100
Employee Related	26,988,191	27,614,566	26,897,566
Premises Related	1,175,119	955,579	955,579
Secondary Recharges	67,220	67,220	67,220
Supplies/Services	4,417,341	6,478,736	6,113,736
Third Party Payments	17,581,152	20,368,532	19,563,532
Transfer Payments	6,078,290	6,062,890	6,062,890
Transport Related	480,269	466,009	466,009
Expenditure	56,538,682	62,260,632	60,373,632
Other Grants, Reimbursements & Contributions	(2,133,356)	(2,133,356)	(2,383,356)
Customer & Client Receipts	(1,448,686)	(1,144,876)	(1,144,876)
Government Grants	(511,660)	(511,660)	(511,660)
Income	(4,093,702)	(3,789,892)	(4,039,892)
Children's Family Services	52,444,980	58,470,740	56,333,740

Children's Services DSG

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Education DSG	(15,998,857)	(17,779,559)	(18,118,326)
Schools Funding	210,503	958,021	1,012,131
Education (DSG)	(15,788,354)	(16,821,538)	(17,106,195)
Childrens Social Care DSG	403,150	403,150	403,150
Early Interven & Preven DSG	15,385,204	16,418,388	16,703,045
Family Services DSG	15,788,354	16,821,538	17,106,195
Children's Service DSG	0	0	0

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(213,439,330)	(3,189,751)	0
Employee Related	3,876,170	3,876,170	3,564,550
Premises Related	2,630	2,630	2,630
Secondary Recharges	0	0	582
Supplies/Services	741,880	741,880	1,513,850
Third Party Payments	33,356,596	36,741,739	39,406,066
Transfer Payments	180,129,847	176,227,175	177,396,081
Transport Related	455,207	455,207	445,140
Expenditure	5,123,000	214,855,050	222,328,899
Customer & Client Receipts	(123,000)	(123,000)	(120,000)
Government Grants	(5,000,000)	(214,732,050)	(222,208,899)
Income	(5,123,000)	(214,855,050)	(222,328,899)
Children's Service DSG	0	0	0

Budget Summary and Forward Plan

Commissioning	2018/19 £	2019/20 £
Base Budget	20,498,031	21,127,001
Virements	358,970	
	20,857,001	21,127,001
<u>Efficiencies</u>		
<p>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.</p> <p>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.</p> <p>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.</p>	(34,000)	(33,000)
		(397,000)
	(500,000)	
	(534,000)	(430,000)
<u>Service Reductions</u>		
	0	0

Commissioning	2018/19 £	2019/20 £
<p><u>Service Redesign</u></p> <p>Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off</p> <p>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.</p>		<p>(243,000)</p> <p>(150,000)</p>
	0	(393,000)
<p><u>Reducing Demand, Promoting Independence</u></p> <p>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.</p>	(100,000)	(300,000)
	(100,000)	(300,000)

Commissioning	2018/19 £	2019/20 £
<u>Shared Service Model</u>		
	0	0
<p><u>Growth & Income</u></p> <p>Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation. Further rationalisation of control room function.</p> <p>Asset Management: Anticipated to be achieved via the review of Green Space asset across the borough; including fees and charges applicable to leaseholds.</p> <p>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 and a small revenue stream above investment costs. A procurement process is being carried out to identify a future provider.</p> <p>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 and a small revenue stream above investment costs. A procurement process is being carried out to identify a future provider.</p> <p>Explore options for meeting the cost of statutory school improvement functions</p> <p>Increasing Council Tax Support payments to 30%</p>		<p style="text-align: right;">(200,000)</p> <p style="text-align: right;">(100,000)</p> <p style="text-align: right;">(25,000)</p> <p style="text-align: right;">(200,000)</p> <p style="text-align: right;">(100,000)</p> <p style="text-align: right;">(1,400,000)</p>

Commissioning	2018/19 £	2019/20 £
<p>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.</p> <p>Advertising on and near to Highways: A number of opportunities have been identified for additional advertising across the public realm, including; highways, bus shelters, parks and open spaces, and town centres.</p>		(100,000)
	(325,000)	(1,800,000)
<u>Pressures</u>		
Increase in North London Waste Authority Levy	1,229,000	
	1,229,000	0
Budget	21,127,001	18,204,001

Commissioning

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Commercial	840,610	868,219	855,423
Commercial & Customer	840,610	868,219	855,423
Finance	929,909	1,046,159	512,159
Information Management	878,453	988,133	988,133
Programme & Resources	819,535	877,946	890,742
Deputy Chief Operating Officer	2,627,897	2,912,238	2,391,034
Adults and Health	1,271,444	1,286,294	1,286,294
Children & Young people	255,971	330,925	30,925
Environment	13,429,748	13,516,000	14,620,000
Growth & Development	217,604	223,704	223,704
Strategic Commissioning	15,174,767	15,356,923	16,160,923
Strategic Commissioning Board	560,430	567,270	567,270
Strategic Commissioning Board	560,430	567,270	567,270
Commissioning Strategy	655,440	506,034	506,034
Communications	638,887	670,317	646,317
Strategy & Communications	1,294,327	1,176,351	1,152,351
Commissioning	20,498,031	20,881,001	21,127,001

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(57,514)	(43,751)	(58,751)
Employee Related	9,606,109	8,942,729	8,803,729
Premises Related	73,045	36,255	36,255
Secondary Recharges	(2,220,261)	(1,319,771)	(1,819,771)
Supplies/Services	13,224,693	14,461,845	16,043,485
Third Party Payments	2,505,318	1,145,508	1,145,508
Transfer Payments	258,000,000	272,509,939	272,509,939
Transport Related	16,260	13,630	13,630
Expenditure	281,147,650	295,746,384	296,674,024
Customer & Client Receipts	(1,045,613)	(1,739,235)	(2,159,375)
Government Grants	(256,099,206)	(270,074,252)	(270,074,252)
Other Grants, Reimbursements & Contributions	(3,504,800)	(3,051,896)	(3,313,396)
Income	(260,649,619)	(274,865,383)	(275,547,023)
Commissioning	20,498,031	20,881,001	21,127,001

Budget Summary and Forward Plan

Customer Support Group	2018/19 £	2019/20 £
Base Budget	21,160,935	21,335,935
Virements	675,000	
	21,835,935	21,335,935
<p><u>Efficiencies</u></p> <p>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.</p> <p>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.</p> <p>The scope of the contract will then be kept under review to identify any further savings.</p>	(500,000)	(1,500,000)
	(500,000)	(2,500,000)

Customer Support Group	2018/19 £	2019/20 £
<u>Service Reductions</u>	0	0
<u>Service Redesign</u>	0	0
<u>Reducing Demand, Promoting Independence</u>	0	0
<u>Income</u> Income to be generated through surplus space available in libraries.	0	(151,000) (151,000)
<u>Pressures</u>	0	0
Budget	21,335,935	18,684,935

Customer Support Group

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
CSG Managed Budget	867,611	1,329,071	867,611
CSG Management Fee	20,293,324	20,506,864	20,468,324
Customer Support Group	21,160,935	21,835,935	21,335,935
Customer Support Group	21,160,935	21,835,935	21,335,935

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Premises Related	4,505,360	4,505,360	4,005,360
Secondary Recharges	(1,188,890)	(1,188,890)	(1,188,890)
Supplies/Services	28,681,654	29,395,194	29,356,654
Expenditure	31,998,124	32,711,664	32,173,124
Customer & Client Receipts	(9,543,169)	(9,581,709)	(9,543,169)
Government Grants	(422,830)	(422,830)	(422,830)
Other Grants, Reimbursements & Contributions	(871,190)	(871,190)	(871,190)
Income	(10,837,189)	(10,875,729)	(10,837,189)
Customer Support Group	21,160,935	21,835,935	21,335,935

Budget Summary and Forward Plan

HB LAW	2018/19 £	2019/20 £
Base Budget	2,011,397	2,036,397
Virements	25,000	
	2,036,397	2,036,397
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	2,036,397	2,036,397

HB LAW

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
HB Law	2,011,397	2,036,397	2,036,397
HB Law	2,011,397	2,036,397	2,036,397
HB LAW	2,011,397	2,036,397	2,036,397

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Supplies/Services	2,791,229	2,816,229	2,816,229
Expenditure	2,791,229	2,816,229	2,816,229
Customer & Client Receipts	(779,832)	(779,832)	(779,832)
Income	(779,832)	(779,832)	(779,832)
HB LAW	2,011,397	2,036,397	2,036,397

Budget Summary and Forward Plan

Housing Needs Resources	2018/19 £	2019/20 £
Base Budget	5,559,749	6,859,749
Virements	1,300,000	
	6,859,749	6,859,749
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	6,859,749	6,859,749

Housing Needs Resources

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Housing Needs Resources	5,559,749	6,859,749	6,859,749
Housing Needs Resources	5,559,749	6,859,749	6,859,749
Housing Needs Resources	5,559,749	6,859,749	6,859,749

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	84,670	84,670	84,670
Secondary Recharges	140	140	140
Supplies/Services	3,485,097	4,785,097	4,785,097
Third Party Payments	18,219,900	25,659,072	25,659,072
Expenditure	21,789,807	30,528,979	30,528,979
Other Grants, Reimbursements & Contributions	(488,250)	(488,250)	(488,250)
Customer & Client Receipts	(15,741,808)	(23,180,980)	(23,180,980)
Income	(16,230,058)	(23,669,230)	(23,669,230)
Housing Needs Resources	5,559,749	6,859,749	6,859,749

Budget Summary and Forward Plan

Parking and Infrastructure	2018/19 £	2019/20 £
Base Budget	5,935,749	6,061,555
Virements	125,806	
	6,061,555	6,061,555
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	6,061,555	6,061,555

Parking & Infrastructure

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Highway Inspection/Maintenance	255,397	260,447	260,447
Parking	(537,750)	(537,750)	(537,750)
Parking & Infrastructure	(282,353)	(277,303)	(277,303)
Special Parking Account	0	0	0
Special Parking Account	0	0	0
Street Lighting	6,218,102	6,338,858	6,338,858
Street Lighting	6,218,102	6,338,858	6,338,858
Parking & Infrastructure	5,935,749	6,061,555	6,061,555

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Accounting Charges	10,321,365	10,209,801	10,849,801
Employee Related	1,730,169	1,802,585	1,802,585
Premises Related	192,260	192,260	192,260
Secondary Recharges	(203,667)	(128,667)	(128,667)
Supplies/Services	12,191,020	12,282,974	11,982,974
Transport Related	62,790	60,790	60,790
Expenditure	24,293,937	24,419,743	24,759,743
Customer & Client Receipts	(18,358,188)	(18,358,188)	(18,698,188)
Income	(18,358,188)	(18,358,188)	(18,698,188)
Parking & Infrastructure	5,935,749	6,061,555	6,061,555

Budget Summary and Forward Plan

Public Health	2018/19 £	2019/20 £
Base Budget Virements	17,610,000	17,156,000
	17,610,000	17,156,000
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
Reduction in PH Grant	(454,000)	
	(454,000)	0
Budget	17,156,000	17,156,000

Public Health

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Public Health	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Third Party Payments	17,610,000	17,610,000	17,156,000
Expenditure	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000

Budget Summary and Forward Plan

Regional Enterprise	2018/19 £	2019/20 £
Base Budget	(824,393)	(1,529,393)
Virements	1,150,000	
	325,607	(1,529,393)
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
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.	(1,855,000)	(657,000)
	(1,855,000)	(657,000)
<u>Pressures</u>		
	0	0
Budget	(1,529,393)	(2,186,393)

Regional Enterprise

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Guaranteed Income	(14,661,463)	(16,249,463)	(16,249,463)
Re Managed Budgets	(901,498)	(63,498)	(63,498)
RE Projects	0	0	0
Re Managed Budgets	(15,562,961)	(16,312,961)	(16,312,961)
Management Fee	14,738,568	16,638,568	16,638,568
Re Management Fee	14,738,568	16,638,568	16,638,568
Regional Enterprise	(824,393)	325,607	325,607
Additional Income from Council Tax			(1,855,000)
Regional Enterprise Total			(1,529,393)

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(150,000)	(150,000)	(150,000)
Employee Related	910	910	910
Premises Related	5,810	5,810	5,810
Secondary Recharges	(2,336,960)	(1,583,460)	(1,583,460)
Supplies/Services	21,148,068	23,044,568	23,044,568
Expenditure	18,667,828	21,317,828	21,317,828
Customer & Client Receipts	(14,749,463)	(16,249,463)	(16,249,463)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Other Grants, Reimbursements & Contributions	(3,457,433)	(3,457,433)	(3,457,433)
Income	(19,492,221)	(20,992,221)	(20,992,221)
Regional Enterprise	(824,393)	325,607	325,607
Additional Income from Council Tax			(1,855,000)
Regional Enterprise Total			(1,529,393)

Budget Summary and Forward Plan

Streetscene	2018/19 £	2019/20 £
Base Budget	12,881,092	12,244,622
Virements	513,530	
	13,394,622	12,244,622
<u>Efficiencies</u>		
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.	(450,000)	
New Service Offer: Anticipated to be achieved via staffing efficiencies and an asset management review of the fleet.	(150,000)	(150,000)
[Note: The previous 2017/18 saving of £600k has been re-profiled as £300k in 2017/18 and £300k in 2018/19].		
	(600,000)	(150,000)
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
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.	(50,000)	
	(50,000)	0

Streetscene	2018/19 £	2019/20 £
<p><u>Reducing Demand, Promoting Independence</u></p> <p>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.</p> <p>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.</p>		(900,000)
	(100,000)	(100,000)
	(100,000)	(1,000,000)

Streetscene	2018/19 £	2019/20 £
<p><u>Income</u></p> <p>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.</p> <p>Asset Management: Anticipated to be achieved via the review of Green Space asset across the borough; including fees and charges applicable to leaseholds.</p>	(300,000)	(300,000)
	(400,000)	(300,000)
<u>Growth</u>	0	0
Budget	12,244,622	10,794,622

Streetscene

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Business Improvement	326,755	696,202	696,202
Business Improvement	326,755	696,202	696,202
Transport	(44,940)	280,940	280,940
Contract Management	(44,940)	280,940	280,940
Green Spaces	3,955,500	4,135,880	3,885,880
Green Spaces	3,955,500	4,135,880	3,885,880
Street Cleansing	2,835,437	3,354,807	2,904,807
Parks, Street Cleaning & Ground	2,835,437	3,354,807	2,904,807
Street Scene Management	542,243	293,833	293,833
Street Scene Management	542,243	293,833	293,833
Recycling	364,237	0	0
Trade Waste	(1,959,585)	(1,957,595)	(2,257,595)
Waste	6,861,445	6,890,555	6,440,555
Waste & Recycling	5,266,097	4,932,960	4,182,960
Streetscene	12,881,092	13,694,622	12,244,622

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	11,693,850	15,903,035	15,453,035
Premises Related	1,349,320	1,272,340	1,272,340
Secondary Recharges	(7,041,693)	(1,910,328)	(1,910,328)
Supplies/Services	2,113,847	2,765,391	2,315,391
Transport Related	9,482,438	3,207,038	3,207,038
Expenditure	17,597,762	21,237,476	20,337,476
Customer & Client Receipts	(4,716,670)	(7,502,226)	(8,052,226)
Government Grants	0	(40,628)	(40,628)
Income	(4,716,670)	(7,542,854)	(8,092,854)
Streetscene	12,881,092	13,694,622	12,244,622

Budget Summary and Forward Plan

Special Parking Account	2018/19 £	2019/20 £
Base Budget	(10,321,365)	(10,849,801)
Virements	111,564	
	(10,209,801)	(10,849,801)
<u>Efficiencies</u>		
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.	(200,000)	
	(200,000)	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
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, only carry out those that are funded through area committees or developers and carry out a strategic review to prioritise future changes.	(100,000)	(150,000)
	(100,000)	(150,000)

Special Parking Account	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
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.	(240,000)	(130,000)
Advertising on and near to Highways: A number of opportunities have been identified for additional advertising across the public realm, including; highways, bus shelters, parks and open spaces, and town centres.	(100,000)	(200,000)
	(340,000)	(330,000)
<u>Pressures</u>		
	0	0
Budget	(10,849,801)	(11,329,801)

Special Parking Account

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Income			
Penalty Charge Notices - Including MTC	(11,915,010)	(11,915,010)	(11,915,010)
Permits	(1,820,000)	(1,820,000)	(2,160,000)
Pay & Display	(3,180,000)	(3,180,000)	(3,180,000)
CCTV Bus lanes	(370,000)	(370,000)	(370,000)
Total Income	(17,285,010)	(17,285,010)	(17,625,010)
Operating Expenditure	6,963,645	7,075,209	6,775,209
Net Operating Surplus	(10,321,365)	(10,209,801)	(10,849,801)
Net Expenditure in Year	(10,321,365)	(10,209,801)	(10,849,801)
Appropriation to General Fund	10,321,365	10,209,801	10,849,801
Balance Carried Forward	0	0	0

The SPA is a ringfenced statutory account covering the estimated impact of implementing On-Street Parking and Penalty Charge Notice enforcement, as required by the Road Traffic Act 1991.

Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time being and that there was no further demand on the ringfenced account in respect of further off-street parking. Accordingly, part of the surplus arising from the SPA is used to substitute for existing relevant works.

The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for public transport improvement projects that fall within the criteria set out in the Highways Act 1980.

HOUSING REVENUE ACCOUNT	2017/18 Revised Budget	2018/19 Original Budget
	£'000	£'000
Income		
Dwelling rents	(52,804,715)	(49,784,776)
Non-dwelling rents	(1,713,886)	(1,641,193)
Tenants Charges for services and facilities	(4,044,450)	(4,242,304)
Leaseholder Charges for services and facilities	(3,094,000)	(3,211,572)
Total Income	(61,657,051)	(58,879,845)
Expenditure		
Repairs and Maintenance	7,485,519	7,445,852
Supervision & Management		
General	15,190,777	15,250,218
Special	6,329,269	5,878,179
Rent, Rates, Taxes and other charges	129,484	144,484
Depreciation and impairment of fixed assets	21,971,000	23,219,151
Debt Management Expenses	7,413,627	7,540,376
Increase in bad debt provision	1,100,000	250,000
Total Expenditure	59,619,676	59,728,260
Net Cost of HRA Services	(2,037,375)	848,415
Interest and investment income	(147,200)	(94,744)
(Surplus) or Deficit	(2,184,575)	753,671

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Appendix C2: Revenue Budget 2018/19

	2017/2018		2018/2019
	Original Estimate	Current Estimate	Original Estimate
Council Theme Committee	£	£	£
Adults & Safeguarding	88,416,475	88,469,805	90,405,805
Assets, Regeneration and Growth	(5,648,392)	(5,947,512)	(8,263,972)
Children's, Libraries, Education and Safeguarding	59,225,334	65,636,569	62,944,569
Community Leadership	2,281,370	2,272,810	2,248,810
Environment	36,554,894	39,402,420	39,056,420
Housing	5,282,069	6,553,660	6,553,660
Policy and Resources	83,796,495	73,408,929	84,544,389
Public Health	17,610,000	17,610,000	17,156,000
Special Parking Account	(10,321,365)	(10,209,801)	(10,849,801)
Additional Income for Council Tax			1,855,000
Total Service Expenditure	277,196,880	277,196,880	285,650,880

REVENUE BUDGET 2018/19

BUDGET	2017/2018 Original	2017/2018 Current	2018/2019 Original
	£	£	£
Total Service Expenditure	277,296,880	277,196,880	285,650,880
Contribution to / (from) Specific Reserves	1,234,000	1,234,000	(2,750,126)
NET EXPENDITURE	278,530,880	278,430,880	282,900,754
Other Grants	(36,612,000)	(36,612,000)	(32,020,000)
BUDGET REQUIREMENT	241,918,880	241,818,880	250,880,754
Business Rates Retention	(36,484,000)	(36,484,000)	(74,360,000)
Business rates top-up	(18,362,000)	(18,362,000)	0
BUSINESS RATES INCOME	(54,846,000)	(54,846,000)	(74,360,000)
RSG	(23,413,000)	(23,413,000)	0
Collection Fund Adjustments	(3,000,000)	(3,000,000)	(7,732,000)
BARNET'S ELEMENT OF COUNCIL TAX REQUIREMENT	160,659,880	160,559,880	168,788,754
Greater London Authority - Precept	38,936,501	38,936,501	41,756,533
COUNCIL TAX REQUIREMENT	199,596,381	199,496,381	210,545,287

Components of the Council Tax (Band D)	2017/2018	2018/19	Increase
	£	£	
Mayor's Office for Policing and Crime	206.13	218.13	5.82%
London Fire & Emergency Planning Authority	47.04	50.22	6.76%
Mayor, Administration, Transport for London, Olympic Games and Boroughs' Collection Fund balances	26.85	25.88	(3.61%)
Greater London Authority	280.02	294.23	5.07%
London Borough of Barnet	1,154.70	1,189.34	3.00%

REVENUE BUDGET 2018/19

COUNCIL TAX SUMMARY

Council Tax Bands (based on property values @ 1 April 1991)	2017/18	2018/19	Tax Yield
	£	£	£
[Up to £40,000] Band A	956.48	989.04	2,197,805
[Over £40,000 & up to £52,000] Band B	1,115.89	1,153.89	6,691,062
[Over £52,000 & up to £68,000] Band C	1,275.31	1,318.73	27,136,351
[Over £68,000 & up to £88,000] Band D	<u>1,434.72</u>	<u>1,483.57</u>	43,240,091
[Over £88,000 & up to £120,000] Band E	1,753.55	1,813.24	47,172,925
[Over £120,000 & up to £160,000] Band F	2,072.37	2,142.94	36,715,184
[Over £160,000 & up to £320,000] Band G	2,391.20	2,472.61	35,999,446
[Over £320,000] Band H	2,869.44	2,967.14	11,392,423
			<u>210,545,287</u>

COUNCIL TAXBASE

Council Taxbase	2017/18	2018/19	
	Band D Equivalents	Band D Equivalents	Income
Total properties (per Valuation List)	169,714	172,575	256,027,092
Exemptions	(2,513)	(2,641)	(3,918,108)
Disabled reductions	(111)	(112)	(166,160)
Discounts (10%, 25% & 50%)	(28,258)	(28,272)	(41,943,491)
Adjustments	2,319	2,517	3,734,146
Aggregate Relevant Amounts	141,151	144,067	213,733,479
Non-Collection (1.5% both years)	(2,118)	(2,163)	(3,208,962)
Contributions in lieu from MoD	16	14	20,770
	<u>139,049</u>	<u>141,918</u>	<u>210,545,287</u>

Budget Summary and Forward Plan

Adults & Safeguarding	2018/19 £	2019/20 £
Base Budget	88,416,475	90,405,805
Virements	53,330	
	88,469,805	90,405,805
<p><u>Efficiencies</u></p> <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>	(294,000)	

Adults & Safeguarding	2018/19 £	2019/20 £
<p>A workforce restructure was implemented in 2016/17. The proposals included reviewing management roles, skills mix (i.e. reducing qualified social workers and having more unqualified social workers) and back office efficiencies. The saving in 2017/18 is the full year impact of the saving.</p> <p>The saving in 2019/20 is anticipated from the implementation of a new IT case management system.</p> <p>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 (https://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf). 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.</p>		(213,000)
	(343,000)	(596,000)
	(637,000)	(809,000)

Adults & Safeguarding	2018/19 £	2019/20 £
<p>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.</p>	(160,000)	
<p>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.</p>	(465,000)	
<p>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.</p>	(150,000)	(100,000)
<p>Support to help people remain caring and in work by increasing support to carers and employers in the borough enabling carers to remain in work and caring by achieving a 0.5% retention rate (c.14 carers). Savings are from cost avoidance of increased homecare support. This is a continuation of previous carers offer savings.</p>		

Adults & Safeguarding	2018/19 £	2019/20 £
<p>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.</p>	(500,000)	(500,000)
<p>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.</p>	(170,000)	(170,000)
<p>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.</p>	(50,000)	
<p>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.</p>	(350,000)	(425,000)

Adults & Safeguarding	2018/19 £	2019/20 £
<p>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.</p> <p>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.</p> <p>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.</p>	(250,000)	(375,000)
	(2,195,000)	(2,070,000)
<u>Pressures</u>		
<p>Social Care Precept</p>	4,916,000	
	4,916,000	0
Budget	90,405,805	85,488,805

Adults and Safeguarding

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Care Quality	3,675,231	3,131,053	3,131,053
Customer Care	253,637	215,502	215,502
Integrated care - LD & MH	35,971,934	39,478,676	37,966,506
Integrated care - OP & DP	41,945,537	39,488,031	42,936,201
Safeguarding	682,218	656,229	656,229
Social Care Management	741,233	695,749	695,749
Adults Social Care	83,269,790	83,665,240	85,601,240
Community Well-being	540,998	604,399	604,399
Customer Finance	839,611	851,456	851,456
Performance & Improvement	1,411,271	1,457,265	1,457,265
Prevention & Well Being	565,217	489,989	489,989
Community Well-being	3,357,097	3,403,109	3,403,109
Dir Adult Soc Serv & Health	518,144	115,162	115,162
Dir Adult Soc Serv & Health	518,144	115,162	115,162
Adults and Health	1,271,444	1,286,294	1,286,294
Strategic Commissioning	1,271,444	1,286,294	1,286,294
Adults and Safeguarding	88,416,475	88,469,805	90,405,805

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(27,514)	(28,751)	(28,751)
Employee Related	14,729,377	15,389,866	15,389,866
Premises Related	70,783	70,742	70,742
Secondary Recharges	70,743	1,069,568	1,069,568
Supplies/Services	6,001,164	6,700,486	6,550,486
Third Party Payments	96,103,184	83,705,971	85,942,621
Transfer Payments	515,196	17,271,428	17,268,778
Transport Related	1,147,591	219,583	219,583
Expenditure Total	118,610,524	124,398,893	126,482,893
Customer & Client Receipts	(11,954,155)	(13,122,287)	(13,122,287)
Government Grants	(1,762,925)	(1,705,245)	(1,705,245)
Other Grants, Reimbursements & Contributions	(16,476,969)	(21,101,556)	(21,249,556)
Income Total	(30,194,049)	(35,929,088)	(36,077,088)
Adults and Safeguarding	88,416,475	88,469,805	90,405,805

Budget Summary and Forward Plan

Assets, Regeneration & Growth	2018/19 £	2019/20 £
Base Budget	(5,648,392)	(8,263,972)
Virements	(260,580)	
	(5,908,972)	(8,263,972)
<u>Efficiencies</u>		
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.	(500,000)	(1,500,000)
	(500,000)	(1,500,000)
<u>Growth and Income</u>		
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.	(1,855,000)	(657,000)
Income to be generated through surplus space available in libraries.		(151,000)
	(1,855,000)	(808,000)
Budget	(8,263,972)	(10,571,972)

Assets, Regeneration and Growth

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
CSG Managed Budget	767,611	1,229,071	767,611
Customer Support Group	767,611	1,229,071	767,611
Guaranteed Income	(6,633,607)	(7,400,287)	(7,400,287)
Re Managed Budgets	0	0	0
RE Projects	0	0	0
Re Managed Budgets	(6,633,607)	(7,400,287)	(7,400,287)
Growth & Development	217,604	223,704	223,704
Strategic Commissioning	217,604	223,704	223,704
Assets, Regeneration and Growth	(5,648,392)	(5,947,512)	(6,408,972)
Additonal Income from Council Tax			(1,855,000)
Assets, Regeneration and Growth Total			(8,263,972)

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Employee Related	598,851	604,951	604,951
Premises Related	4,505,360	4,505,360	4,005,360
Secondary Recharges	(349,597)	(349,597)	(349,597)
Supplies/Services	3,431,433	3,931,433	3,931,433
Expenditure Total	8,186,047	8,692,147	8,192,147
Customer & Client Receipts	(10,403,006)	(11,208,226)	(11,169,686)
Other Grants, Reimbursements & Contributions	(3,431,433)	(3,431,433)	(3,431,433)
Income Total	(13,834,439)	(14,639,659)	(14,601,119)
Assets, Regeneration and Growth	(5,648,392)	(5,947,512)	(6,408,972)
Additonal Income from Council Tax			(1,855,000)
Assets, Regeneration and Growth Total			(8,263,972)

Budget Summary and Forward Plan

Children's, Libraries, Education and Safeguarding Committee	2018/19 £	2019/20 £
Base Budget	59,225,334	62,944,569
Virements	6,411,235	
	65,636,569	62,944,569
<u>Efficiencies</u>		
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.	(365,000)	(334,000)
	(365,000)	(334,000)
<u>Service Reform</u>		
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 service levels above the statutory minimum (£1.5m), intervening early before needs escalate.	(375,000)	(375,000)
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.	(430,000)	(527,000)
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.	(53,000)	(12,000)

Children's, Libraries, Education and Safeguarding Committee		2018/19 £	2019/20 £
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.		(514,000)	
		(1,372,000)	(914,000)
Shared Service Models			
Contractual savings to be delivered as part of the strategic partnership with Cambridge Education to provide Education and Skills services. 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.		(255,000)	(350,000)
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.		(150,000)	(800,000)
		(405,000)	(1,150,000)
Income			
Savings through appropriate allocation of education costs for joint placements for children under the age of 18.		(250,000)	(250,000)
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.		(200,000)	
Explore options for meeting the cost of statutory school improvement functions		(100,000)	
Explore options for meeting the cost of transport for young people, post-16, with Special Educational Needs and Disabilities			(250,000)
		(550,000)	(500,000)
Budget		62,944,569	60,046,569

Children, Education, Libraries

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
CSC 0-25	7,092,757	8,146,787	8,146,787
Intake and Assessment	3,799,305	4,685,185	4,558,185
Intervention and Planning	3,368,435	3,452,355	3,452,355
Permanence Trns & CorParenting	3,419,202	3,509,967	3,509,967
Placements	16,768,445	17,685,120	17,285,120
Safeguarding & Quality	2,125,920	2,518,329	2,518,329
Social Care Management	1,745,458	1,596,878	1,596,878
Children Social Care	38,319,522	41,594,621	41,067,621
Transport	(430)	120,091	120,091
Contract Management	(430)	120,091	120,091
Commissioning & Business Imp.	3,520,054	3,306,552	3,306,552
Early Years	4,240,324	4,278,174	3,473,174
Libraries & Comm.Engagemnt	4,142,175	4,663,735	4,610,735
Youth & Family Support	1,871,964	1,883,564	1,369,564
Early Intervention & Preventio	13,774,517	14,132,025	12,760,025
Education DSG	(15,998,857)	(17,779,559)	(18,118,326)
Schools Funding	210,503	958,021	1,012,131
Education (DSG)	(15,788,354)	(16,821,538)	(17,106,195)
Education & Skills Management	6,524,813	6,714,813	6,459,813
Education Management Team	6,524,813	6,714,813	6,459,813
Childrens Social Care DSG	403,150	403,150	403,150
Early Interven & Preven DSG	15,385,204	16,418,388	16,703,045
Family Services DSG	15,788,354	16,821,538	17,106,195
Family Services Management	350,941	2,744,094	2,506,094
Family Services Management	350,941	2,744,094	2,506,094
Nursery Schools Direct Management	0	635,019	0
Nursery Schools Direct Management	0	635,019	0
Primary Schools Direct Management	0	9,741,067	0
Primary Schools Direct Management	0	9,741,067	0
PRUs Direct Management	0	214,253	0
PRUs Direct Management	0	214,253	0
Secondary Schools Direct Management	0	(11,061,842)	0
Secondary Schools Direct Management	0	(11,061,842)	0
Special Schools Direct Management	0	471,503	0
Special Schools Direct Management	0	471,503	0
Children & Young people	255,971	330,925	30,925
Strategic Commissioning	255,971	330,925	30,925
Children, Education, Libraries	59,225,334	65,636,569	62,944,569

Children, Education, Libraries			
	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Accounting Charges	0	(10,472,130)	0
Capital Financing	(213,688,230)	(2,915,208)	247,100
Employee Related	31,431,052	196,844,202	32,337,282
Premises Related	1,177,749	14,434,704	958,209
Secondary Recharges	(565,960)	(563,960)	(563,378)
Supplies/Services	12,038,904	40,774,803	14,442,269
Support Services	0	11,517,972	0
Third Party Payments	51,002,908	57,175,431	59,034,758
Transfer Payments	186,208,137	1,532,209	183,458,971
Transport Related	937,476	923,216	913,149
Expenditure	68,542,036	309,251,239	290,828,360
Customer & Client Receipts	(1,571,686)	(19,164,426)	(2,479,876)
Government Grants	(5,611,660)	(216,633,148)	(222,820,559)
Other Grants, Reimbursements & Contributions	(2,133,356)	(7,817,096)	(2,583,356)
Income	(9,316,702)	(243,614,670)	(227,883,791)
Children, Education, Libraries	59,225,334	65,636,569	62,944,569

Budget Summary and Forward Plan

Community Leadership	2018/19 £	2019/20 £
Base Budget	2,281,370	2,248,810
Virements	(32,560)	
	2,248,810	2,248,810
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
Reduce expenditure associated with CCTV once the capital contribution towards investment has been paid off.		(243,000)
	0	(243,000)
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	2,248,810	2,005,810

Community Leadership Committee

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Commercial	(159,890)	(159,890)	(159,890)
Commercial & Customer	(159,890)	(159,890)	(159,890)
Finance	181,571	139,001	139,001
Deputy Chief Operating Officer	181,571	139,001	139,001
Governance	7,240	7,240	7,240
Governance	7,240	7,240	7,240
Environment	1,878,089	1,880,719	1,880,719
Strategic Commissioning	1,878,089	1,880,719	1,880,719
Communications	374,360	405,740	381,740
Strategy & Communications	374,360	405,740	381,740
Community Leadership Committee	2,281,370	2,272,810	2,248,810

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	(15,000)	0	(15,000)
Employee Related	1,528,482	662,207	638,207
Premises Related	37,950	810	810
Secondary Recharges	32,020	32,020	32,020
Supplies/Services	938,037	2,339,215	2,415,715
Third Party Payments	646,218	646,218	646,218
Transport Related	6,880	3,000	3,000
Expenditure	3,174,587	3,683,470	3,720,970
Customer & Client Receipts	(595,043)	(513,655)	(513,655)
Government Grants	(236,674)	(457,406)	(457,406)
Other Grants, Reimbursements & Contributions	(61,500)	(439,599)	(501,099)
Income	(893,217)	(1,410,660)	(1,472,160)
Community Leadership Committee	2,281,370	2,272,810	2,248,810

Budget Summary and Forward Plan

Environment Committee	2018/19 £	2019/20 £
Base Budget	36,554,894	39,056,420
Virements	2,547,526	
	39,102,420	39,056,420
<u>Efficiencies</u>		
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.	(450,000)	
New Service Offer: Anticipated to be achieved via staffing efficiencies and an asset management review of the fleet.	(150,000)	(150,000)
[Note: The previous 2017/18 saving of £600k has been re-profiled as £300k in 2017/18 and £300k in 2018/19].		
	(600,000)	(150,000)
<u>Service Reductions</u>		
	0	0

Environment Committee	2018/19 £	2019/20 £
<p><u>Service Redesign</u></p> <p>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.</p>	(50,000)	(150,000)
	(50,000)	(150,000)
<p><u>Reducing Demand, Promoting Independence</u></p> <p>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.</p>	(100,000)	(300,000)

Environment Committee	2018/19 £	2019/20 £
<p>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.</p> <p>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.</p>	(100,000)	(900,000)
	(200,000)	(1,300,000)

Environment Committee	2018/19 £	2019/20 £
<p><u>Growth & Income</u></p> <p>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.</p> <p>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.</p>	<p>(300,000)</p>	<p>(100,000)</p> <p>(300,000)</p>

Environment Committee	2018/19 £	2019/20 £
<p>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 and a small revenue stream above investment costs. A procurement process is being carried out to identify a future provider.</p> <p>Rationalisation of CCTV contracts across ANPR / MTC / ASB. Increase income generation. Further rationalisation of control room function.</p> <p>Asset Management: Anticipated to be achieved via the review of Green Space asset across the borough; including fees and charges applicable to leaseholds.</p>	(25,000)	(200,000)
	(100,000)	(100,000)
	(425,000)	(700,000)
<u>Pressures</u>		
North London Waste Authority Levy	1,229,000	
	1,229,000	0
Budget	39,056,420	36,756,420

Environment

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Business Improvement	326,755	696,202	696,202
Business Improvement	326,755	696,202	696,202
Commercial	99,070	99,070	99,070
Commercial & Customer	99,070	99,070	99,070
Transport	(44,510)	160,849	160,849
Contract Management	(44,510)	160,849	160,849
Green Spaces	3,955,500	4,135,880	3,885,880
Green Spaces Total	3,955,500	4,135,880	3,885,880
Highway Inspection/Maintenance	255,397	260,447	260,447
Parking	(537,750)	(537,750)	(537,750)
Parking & Infrastructure	(282,353)	(277,303)	(277,303)
Street Cleansing	2,835,437	3,354,807	2,904,807
Parks, Street Cleaning & Groun	2,835,437	3,354,807	2,904,807
Guaranteed Income	(7,750,176)	(8,543,087)	(8,543,087)
Re Managed Budgets	(901,498)	(63,498)	(63,498)
Re Managed Budgets	(8,651,674)	(8,606,585)	(8,606,585)
Management Fee	14,738,568	16,638,568	16,638,568
Re Management Fee	14,738,568	16,638,568	16,638,568
Special Parking Account	0	0	0
Special Parking Account	0	0	0
Environment	11,551,659	11,635,281	12,739,281
Strategic Commissioning	11,551,659	11,635,281	12,739,281
Street Lighting	6,218,102	6,338,858	6,338,858
Street Lighting	6,218,102	6,338,858	6,338,858
Street Scene Management	542,243	293,833	293,833
Street Scene Management	542,243	293,833	293,833
Recycling	364,237	0	0
Trade Waste	(1,959,585)	(1,957,595)	(2,257,595)
Waste	6,861,445	6,890,555	6,440,555
Waste & Recycling	5,266,097	4,932,960	4,182,960
Environment Committee	36,554,894	39,402,420	39,056,420

Environment

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Accounting Charges	10,321,365	10,209,801	10,849,801
Employee Related	13,929,541	16,971,243	16,506,243
Premises Related	1,565,945	1,488,965	1,488,965
Secondary Recharges	(9,787,794)	(3,829,929)	(3,829,929)
Supplies/Services	43,598,088	45,807,946	46,597,086
Third Party Payments	1,020	1,020	1,020
Transfer Payments	0	0	0
Transport Related	9,545,228	3,267,828	3,267,828
Expenditure	69,173,393	73,916,874	74,881,014
Customer & Client Receipts	(31,333,174)	(33,188,501)	(34,498,641)
Government Grants	0	(40,628)	(40,628)
Interim Budgets	(1,285,325)	(1,285,325)	(1,285,325)
Income	(32,618,499)	(34,514,454)	(35,824,594)
Environment Committee	36,554,894	39,402,420	39,056,420

Budget Summary and Forward Plan

Housing	2018/19 £	2019/20 £
Base Budget	5,282,069	6,553,660
Virements	1,271,591	
	6,553,660	6,553,660
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
	0	0
Budget	6,553,660	6,553,660

Housing

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Housing Needs Resources	5,559,749	6,859,749	6,859,749
Housing Needs Resources	5,559,749	6,859,749	6,859,749
HRA Other Income & Expenditure	(2,706,476)	(3,388,676)	11,415
HRA Regeneration	669,101	1,351,301	837,000
HRA Surplus/Deficit for the year	2,184,575	2,184,575	(753,671)
Interest on Balances	(147,200)	(147,200)	(94,744)
HRA	0	0	0
Guaranteed Income	(277,680)	(306,089)	(306,089)
Re Managed Budgets	(277,680)	(306,089)	(306,089)
Housing Committee	5,282,069	6,553,660	6,553,660

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Asset Capital Accg Charges	12,837,635	21,151,000	23,219,151
Asset Capital Financing	820,000	820,000	0
Capital Accounting Charges	10,497,940	2,184,575	(753,671)
Capital Financing	7,263,627	7,263,627	7,390,376
Employee Related	84,670	84,670	84,670
Premises Related	11,596,739	11,596,739	11,658,177
Secondary Recharges	1,274,127	1,274,127	1,828,789
Supplies/Services	22,461,614	25,012,461	25,187,397
Third Party Payments	18,623,139	26,062,311	25,947,780
Expenditure	85,459,491	95,449,510	94,562,669
Customer & Client Receipts	(76,421,972)	(85,140,400)	(84,188,443)
Interest	(147,200)	(147,200)	(94,744)
Other Grants, Reimbursements & Contributions	(3,608,250)	(3,608,250)	(3,725,822)
Income	(80,177,422)	(88,895,850)	(88,009,009)
Housing Committee	5,282,069	6,553,660	6,553,660

Budget Summary and Forward Plan

Policy & Resources Committee	2018/19 £	2019/20 £
Base Budget Virements	83,796,495 (10,102,106)	84,544,389
	73,694,389	84,544,389
<p><u>Efficiencies</u></p> <p>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.</p> <p>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.</p> <p>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.</p> <p>If interest rates increase, then the Council will be able to generate additional interest income on deposits, so this saving should still be achievable.</p>	(45,000)	(44,000)
		(679,000)
	(500,000)	(1,000,000)

Policy & Resources Committee		2018/19	2019/20
		£	£
<u>Growth</u>			
General Provision for Inflation		6,195,000	
Contingency		5,490,000	
Service / Demographic Pressures		70,000	
Pensions Contributions		440,000	
		12,195,000	0
Budget		84,544,389	80,421,389

Policy and Resources

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Assurance Management	579,358	560,233	583,058
Assurance Management Total	579,358	560,233	583,058
Capital Financing	16,779,670	16,779,670	16,279,670
Car Leasing	2,210	0	2,210
Central Contingency	12,402,547	1,352,037	14,471,037
Corporate Fees & Charges	233,940	233,940	233,940
Corporate Subscriptions	194,220	194,220	194,220
Early Retirement	3,577,321	3,577,321	3,577,321
Levies	18,688,250	18,688,250	17,788,250
Local Area Agreement	105,000	105,000	105,000
Miscellaneous Finance	740,030	742,240	740,030
Central Expenses Total	52,723,188	41,672,678	53,391,678
Commercial	901,430	929,039	916,243
Commercial & Customer Total	901,430	929,039	916,243
CSG Managed Budget	100,000	100,000	100,000
CSG Management Fee	20,293,324	20,506,864	20,468,324
Customer Support Group Total	20,393,324	20,606,864	20,568,324
Finance	748,338	907,158	373,158
Information Management	878,453	988,133	988,133
Programme & Resources	819,535	877,946	890,742
Deputy Chief Operating Officer Total	2,446,326	2,773,237	2,252,033
Elections	357,505	549,345	549,345
Elections Total	357,505	549,345	549,345
Governance	2,151,090	2,160,460	2,160,460
Governance Total	2,151,090	2,160,460	2,160,460
HB Law	2,011,397	2,036,397	2,036,397
HB Law Total	2,011,397	2,036,397	2,036,397
Internal Audit & CAFT	752,480	782,795	748,970
Internal Audit & CAFT Total	752,480	782,795	748,970
Strategic Commissioning Board	560,430	567,270	567,270
Strategic Commissioning Board Total	560,430	567,270	567,270
Commissioning Strategy	655,440	506,034	506,034
Communications	264,527	264,577	264,577
Strategy & Communications Total	919,967	770,611	770,611
Policy & Resources	83,796,495	73,408,929	84,544,389

Policy and Resources

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Capital Financing	30,432,457	19,381,947	32,000,947
Employee Related	11,330,957	11,346,211	11,346,211
Premises Related	742,620	742,620	742,620
Secondary Recharges	(2,772,913)	(1,871,763)	(2,371,763)
Supplies/Services	33,147,293	33,563,773	33,483,863
Third Party Payments	20,416,280	19,656,470	18,756,470
Transfer Payments	258,001,180	272,509,939	272,511,119
Transport Related	34,630	32,230	34,440
Expenditure	351,332,504	355,361,427	366,503,907
Customer & Client Receipts	(6,453,722)	(7,646,702)	(7,653,722)
Government Grants	(256,080,911)	(269,844,300)	(269,844,300)
Interest	(1,703,120)	(1,703,120)	(1,703,120)
Other Grants, Reimbursements & Contributions	(3,298,256)	(2,758,376)	(2,758,376)
Income	(267,536,009)	(281,952,498)	(281,959,518)
Policy & Resources	83,796,495	73,408,929	84,544,389

Central Expenses (Levies)

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
	£	£	£
<u>Other Establishments - Third part Payments</u>			
Environment Agency	320,730	320,730	320,730
Lea Valley Regional Park	378,350	378,350	378,350
London Pension Funds	607,000	607,000	607,000
Traffic Control Signals Unit	469,400	469,400	469,400
Concessionary Fares	16,095,280	16,092,280	15,392,280
	17,870,760	17,867,760	17,167,760
<u>Joint Authorities - Third Party Payments</u>			
Coroners Court	284,000	287,000	287,000
	284,000	287,000	287,000
<u>Other Local Authorities - Third Party</u>			
London Boroughs Grants	533,490	533,490	333,490
	533,490	533,490	333,490
Total Levies	18,688,250	18,688,250	17,788,250

Budget Summary and Forward Plan

Public Health	2018/19 £	2019/20 £
Base Budget Virements	17,610,000	17,156,000
	17,610,000	17,156,000
<u>Efficiencies</u>		
	0	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
	0	0
<u>Reducing Demand, Promoting Independence</u>		
	0	0
<u>Income</u>		
	0	0
<u>Pressures</u>		
Public Health grant reduction	(454,000)	
	(454,000)	0
Budget	17,156,000	17,156,000

Public Health

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Public Health	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Health authorities - Third Party	17,610,000	17,610,000	17,156,000
Expenditure	17,610,000	17,610,000	17,156,000
Public Health	17,610,000	17,610,000	17,156,000

Budget Summary and Forward Plan

Special Parking Account	2018/19 £	2019/20 £
Base Budget	(10,321,365)	(10,849,801)
Virements	111,564	
	(10,209,801)	(10,849,801)
<u>Efficiencies</u>		
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.	(200,000)	
	(200,000)	0
<u>Service Reductions</u>		
	0	0
<u>Service Redesign</u>		
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, only carry out those that are funded through area committees or developers and carry out a strategic review to prioritise future changes.	(100,000)	(150,000)
	(100,000)	(150,000)

Special Parking Account	2018/19 £	2019/20 £
<u>Reducing Demand, Promoting Independence</u>		
<u>Income</u>	0	0
<p>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.</p>	(240,000)	(130,000)
<p>Advertising on and near to Highways: A number of opportunities have been identified for additional advertising across the public realm, including; highways, bus shelters, parks and open spaces, and town centres.</p>	(100,000)	(200,000)
	(340,000)	(330,000)
<u>Pressures</u>		
	0	0
Budget	(10,849,801)	(11,329,801)

Special Parking Account

	Original Estimate 2017/18	Current Estimate 2017/18	Original Estimate 2018/19
Income			
Penalty Charge Notices - Including MTC	(11,915,010)	(11,915,010)	(11,915,010)
Permits	(1,820,000)	(1,820,000)	(2,160,000)
Pay & Display	(3,180,000)	(3,180,000)	(3,180,000)
CCTV Bus lanes	(370,000)	(370,000)	(370,000)
Total Income	(17,285,010)	(17,285,010)	(17,625,010)
Operating Expenditure	6,963,645	7,075,209	6,775,209
Net Operating Surplus	(10,321,365)	(10,209,801)	(10,849,801)
Net Expenditure in Year	(10,321,365)	(10,209,801)	(10,849,801)
Appropriation to General Fund	10,321,365	10,209,801	10,849,801
Balance Carried Forward	0	0	0

The SPA is a ringfenced statutory account covering the estimated impact of implementing On-Street Parking and Penalty Charge Notice enforcement, as required by the Road Traffic Act 1991.

Council on 4 November 1997 noted that the provision of further off-street parking places was unnecessary for the time being and that there was no further demand on the ringfenced account in respect of further off-street parking. Accordingly, part of the surplus arising from the SPA is used to substitute for existing relevant works.

The net projected surplus on the SPA is available for implementation of parking schemes and as a general support for public transport improvement projects that fall within the criteria set out in the Highways Act 1980.

HOUSING REVENUE ACCOUNT	2017/18 Revised Budget	2018/19 Original Budget
	£'000	£'000
Income		
Dwelling rents	(52,804,715)	(49,784,776)
Non-dwelling rents	(1,713,886)	(1,641,193)
Tenants Charges for services and facilities	(4,044,450)	(4,242,304)
Leaseholder Charges for services and facilities	(3,094,000)	(3,211,572)
Total Income	(61,657,051)	(58,879,845)
Expenditure		
Repairs and Maintenance	7,485,519	7,445,852
Supervision & Management		
General	15,190,777	15,250,218
Special	6,329,269	5,878,179
Rent, Rates, Taxes and other charges	129,484	144,484
Depreciation and impairment of fixed assets	21,971,000	23,219,151
Debt Management Expenses	7,413,627	7,540,376
Increase in bad debt provision	1,100,000	250,000
Total Expenditure	59,619,676	59,728,260
Net Cost of HRA Services	(2,037,375)	848,415
Interest and investment income	(147,200)	(94,744)
(Surplus) or Deficit	(2,184,575)	753,671

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

Directorate	Year	Capital Programme	Funding Type	Additions/Deletions	Slippage/Accelerated Spend	Explanation for request
				£'000	£'000	
Adults & Safeguarding	2017/18	Sport and Physical Activities	Capital Reserve		(5,000)	re-profiled budget
Policy & Resources	2017/18	Depot relocation	Capital receipts		(4,974)	re-profiled budget
Policy & Resources	2017/18	Depot relocation	Borrowing		(26)	re-profiled budget
Policy & Resources	2017/18	Community Centre - Taring Road	Borrowing		(528)	re-profiled budget
Policy & Resources	2017/18	Asset Management	Capital Reserve		(1,547)	re-profiled budget
Policy & Resources	2017/18	Community Hub & Child Hill Library	Grant		(20)	re-profiled budget
Policy & Resources	2017/18	Community Hub & Child Hill Library	Capital receipts		(1,500)	re-profiled budget
Policy & Resources	2017/18	Implementation of Locality Strategy	Capital receipts		(721)	re-profiled budget
Children's Education, Libraries	2017/18	St Agnes	Grant		(700)	re-profiled budget
Children's Education, Libraries	2017/18	St James / Blessed Dominic	Grant		(1,287)	re-profiled budget
Children's Education, Libraries	2017/18	Alternative Provision	Grant		(1,832)	re-profiled budget
Children's Education, Libraries	2017/18	Contingency	Borrowing	(903)		Project no longer going ahead.
Children's Education, Libraries	2017/18	Libraries	Capital receipts		(130)	re-profiled budget
Children's Education, Libraries	2017/18	Information Management	Capital receipts		(300)	re-profiled budget
Children's Education, Libraries	2017/18	Information Management	Capital Reserve		(245)	re-profiled budget
Children's Education, Libraries	2017/18	Youth Zone	Capital Reserve		(1,699)	re-profiled budget
Children's Education, Libraries	2017/18	Libraries Capital works	Borrowing	648		Additional works
Children's Education, Libraries	2017/18	Meadow Close Children's Homes	Borrowing		219	re-profiled budget
Children's Education, Libraries	2017/18	Early Education and Childcare place Sufficiency	Grant	(951)		unsuccessful grant application
Housing	2017/18	Modular Homes	Borrowing		(75)	re-profiled budget
Housing	2017/18	Open Door	Capital receipts		(3,527)	re-profiled budget
Housing	2017/18	Open Door	Borrowing		(12,419)	re-profiled budget
Housing	2017/18	Micro Sites	S106		(600)	re-profiled budget
Housing	2017/18	Micro Sites	Capital receipts		(300)	re-profiled budget
Environment	2017/18	Lines and Signs	Capital Reserve		(140)	re-profiled budget
Environment	2017/18	CCTV	Capital Reserve		376	re-profiled budget
Environment	2017/18	Town Centre Bays	Capital receipts		(75)	re-profiled budget
Environment	2017/18	Parking signs and lines introduction and replenishment	Capital Reserve	(300)		Project no longer going ahead.
Environment	2017/18	Car Parking improvement	Capital Reserve	(500)		Project no longer going ahead.
Environment	2017/18	Highways (permanent re-instatement)	Capital Reserve		(300)	re-profiled budget
Environment	2017/18	Local Implementation Plan 2016/17 and onwards	Grant	(85)		re-aligned
Environment	2017/18	Bridge Assessment	Grant	85		re-aligned
Environment	2017/18	Reconstruction of Railway Bridges	Borrowing		(621)	re-profiled budget
Environment	2017/18	Reconstruction of Railway Bridges	Capital receipts		(29)	re-profiled budget
Environment	2017/18	Controlled Parking Zones	Borrowing	(5)		Project no longer going ahead.
Environment	2017/18	Colindale Station interchange	Borrowing	(6)		Project no longer going ahead.
Environment	2017/18	Colindale Station interchange	Capital receipts	(44)		Project no longer going ahead.
Environment	2017/18	Signalisation Improvement - A5 Colindale Ave	S106	(151)		Project no longer going ahead.
Environment	2017/18	Signalisation Improvement - A5 Colindale Ave	Borrowing	(5)		Project no longer going ahead.
Environment	2017/18	Public Transportation Improvements - in Colindale	S106	(166)		Project no longer going ahead.
Environment	2017/18	Pedestrian Improvements programme - RAF Museum	S106	(128)		Project no longer going ahead.
Environment	2017/18	Colindale Hospital Parking Review	S106	(6)		Project no longer going ahead.
Environment	2017/18	Colindale Hospital Parking Review	Borrowing	(4)		Project no longer going ahead.
Environment	2017/18	Carriageways	Borrowing		(1,000)	re-profiled budget
Environment	2017/18	Highways Planned Maintenance Works Programme	Capital Reserve		(40)	re-profiled budget
Environment	2017/18	Footways Renewal	Borrowing	(2,135)		re-profiled budget
Environment	2017/18	Pothole Fund	Borrowing	(1)		re-profiled budget
Environment	2017/18	Drainage Schemes	Grant		(70)	re-profiled budget
Environment	2017/18	Investment in Roads & Pavement (NRP)	Borrowing	2,136	1,323	re-profiled budget
Environment	2017/18	Cool Oak Lane Bridge	Grant	(600)		Project no longer going ahead.
Assets, Regeneration & Growth	2017/18	Colindale - Highways and Transport	Grant		(623)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Colindale - Parks, Open Spaces and Sports	Grant		(200)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Colindale Station Works	S106		(10,750)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Colindale Station Works	Capital Reserve		(1,500)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Colindale Station Works	Borrowing		(1,250)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Grahame Park - Community Facilities	S106		(400)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Town Centre	Grant		(199)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Thames Link Station	Grant		(9,865)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Thames Link Station	RCCO/MRA		(5,750)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Thames Link Station	Capital Reserve		(2,674)	re-profiled budget
Assets, Regeneration & Growth	2017/18	Development Pipeline Strategic Opportunities Fund	Capital receipts		(8,000)	re-profiled budget
Housing	2017/18	Disabled Facilities Grant Programme	Grant		800	re-profiled budget
Environment	2017/18	Hendon Cemetry & Crematorium Enhancement	Capital receipts		(148)	re-profiled budget
Housing	2017/18	DECC-FuelPovertyGrant	Grant		7	re-profiled budget
Housing	2017/18	Disabled Facilities Grant Programme	Capital Reserve	(721)		Funding swap
Housing	2017/18	Disabled Facilities Grant Programme	Grant	721		Funding swap
Environment	2017/18	Old Court House - public toilets	S106		(40)	re-profiled budget
Environment	2017/18	Parks & Open Spaces and Tree Planting	S106	39		Additional external funding
Environment	2017/18	Parks & Open Spaces and Tree Planting	Grant	63		Additional external funding
Environment	2017/18	Park Infrastructure	Capital Reserve	(63)		Funding swap
Environment	2017/18	Park Infrastructure	Grant	63	(60)	re-profiled budget
Environment	2017/18	Data and Works Management system	Capital receipts		(326)	re-profiled budget
Environment	2017/18	Fuel Storage Tank	Capital Reserve		(60)	re-profiled budget
Environment	2017/18	Replacement Bins	Capital Reserve		(186)	re-profiled budget
Environment	2017/18	Waste	RCCO/MRA	(294)		Funding swap
Environment	2017/18	Waste	Capital Reserve	294		Funding swap
Environment	2017/18	Vehicles	RCCO/MRA	(530)		Funding swap
Environment	2017/18	Vehicles	Capital Reserve	530		Funding swap
Environment	2017/18	Vehicles	Capital Reserve		(773)	re-profiled budget
Environment	2017/18	Street cleansing and greenspaces - vehicles and equipment	RCCO/MRA	(734)		Funding swap
Environment	2017/18	Street cleansing and greenspaces - vehicles and equipment	Capital Reserve	734		Funding swap
Environment	2017/18	Street cleansing and greenspaces - vehicles and equipment	Capital Reserve		(26)	re-profiled budget
Housing	2018/19	Tranche 3 Open Door	S106	700		New project
HRA	2017/18	Major Works (excl Granv Rd)	RCCO/MRA		174	re-profiled budget
HRA	2017/18	Regeneration	RCCO/MRA		(166)	re-profiled budget
HRA	2017/18	Misc - Repairs	RCCO/MRA		78	re-profiled budget
HRA	2017/18	M&E/ GAS	RCCO/MRA		309	re-profiled budget
HRA	2017/18	Voids and Lettings	RCCO/MRA		(72)	re-profiled budget
HRA	2017/18	Advanced Acquisitions (Regen Estates)	RCCO/MRA		9	re-profiled budget
HRA	2017/18	Moreton Close	S106		(825)	re-profiled budget
HRA	2017/18	Moreton Close	RCCO/MRA		(300)	re-profiled budget
HRA	2017/18	Moreton Close	Borrowing		(3,575)	re-profiled budget
HRA	2017/18	Direct Acquisitions	RCCO/MRA	128		Additional
HRA	2017/18	Burnt Oak Broadway Flats	Capital receipts		(25)	re-profiled budget
HRA	2017/18	Upper & Lower Fosters Community Led Design	RCCO/MRA		482	re-profiled budget
HRA	2017/18	HRA Fire Safety Programme	RCCO/MRA		(4,500)	re-profiled budget
			Total - 2017/18	(2,191)	(88,411)	
Environment	2018/19	Cool Oak Lane Bridge	Grant	(1,000)		Project no longer going ahead.
Environment	2018/19	Cool Oak Lane Bridge	S106	(361)		Project no longer going ahead.
Housing	2018/19	Disabled Facilities Grant Programme	Grant	1,597		Funding swap
Housing	2018/19	Disabled Facilities Grant Programme	Capital receipts	(1,597)		Funding swap
Housing	2018/19	Disabled Facilities Grant Programme	Borrowing	(250)		project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Colindale - Parks, Open Spaces and Sports	Grant	(3,100)		project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Colindale - Parks, Open Spaces and Sports	Capital Reserve	100		project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Colindale - Parks, Open Spaces and Sports	RCCO/MRA	(100)		project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Colindale - Parks, Open Spaces and Sports	Capital Reserve	(900)	(2,750)	project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Grahame Park - Community Facilities	S106	(8,550)		project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Grahame Park - Community Facilities	Capital Reserve	(2,000)		project realigned and reduced as not all the budget is required
Environment	2018/19	Local Implementation Plan 2016/17 and onwards	Grant	1,567		Additional years added to the programme
Assets, Regeneration & Growth	2018/19	GF Regeneration	Borrowing	(2,478)		project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	GF Regeneration	Capital Reserve	1,000	(500)	project realigned and reduced as not all the budget is required
Assets, Regeneration & Growth	2018/19	Town Centre	Grant	(3,769)	(9)	Funding swap
Assets, Regeneration & Growth	2018/19	Town Centre	Capital Reserve		(4,171)	Funding swap
Housing	2018/19	Alexandra Road	Capital receipts	(24)	(9)	Project no longer going ahead.

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

Directorate	Year	Capital Programme	Funding Type	Additions/Deletions	Slippage/Accelerated Spend	Explanation for request
				£'000	£'000	
Housing	2018/19	Hostel Refurbishment Programme	Capital receipts	(118)		Project no longer going ahead.
Housing	2018/19	Hostel Refurbishment Programme	Capital Reserve	(121)		Project no longer going ahead.
Housing	2018/19	Chilvins Court	RCCO/MRA	(66)		Project no longer going ahead.
HRA	2018/19	Major Works (excl Granv Rd)	RCCO/MRA	539		re-profiled budget
HRA	2018/19	Regeneration	RCCO/MRA	(525)		re-profiled budget
HRA	2018/19	Misc - Repairs	RCCO/MRA	(277)		re-profiled budget
HRA	2018/19	M&E/ GAS	RCCO/MRA	910		re-profiled budget
HRA	2018/19	Voids and Lettings	RCCO/MRA	1,072		re-profiled budget
HRA	2018/19	Extra Care Pipeline	Grant	(920)		Funding swap
HRA	2018/19	Extra Care Pipeline	Borrowing	920		Funding swap
Children's Education, Libraries	2018/19	Modernisation - Primary & Secondary	Grant	2,300		Additional years added to the programme
Children's Education, Libraries	2018/19	School place planning (Primary)	Grant		(5,000)	re-profiled budget
Children's Education, Libraries	2018/19	School place planning (Secondary)	Grant	(8,328)		Project no longer going ahead.
Children's Education, Libraries	2018/19	S106	S106	(1,793)		Project no longer going ahead.
Children's Education, Libraries	2018/19	School place planning (Secondary)	Borrowing	(18,879)		Project no longer going ahead.
Children's Education, Libraries	2018/19	SEN	Borrowing	(4,387)		Funding swap
Children's Education, Libraries	2018/19	SEN	Grant	4,387		Funding swap
Children's Education, Libraries	2018/19	Contingency	Borrowing	(7,638)		Project no longer going ahead.
Environment	2018/19	Vehicles	RCCO/MRA	(270)		Funding swap
Environment	2018/19	Vehicles	Capital Reserve	270		Funding swap
Environment	2018/19	Street cleansing and greenspaces - vehicles and equipment	RCCO/MRA	(472)		Funding swap
Environment	2018/19	Street cleansing and greenspaces - vehicles and equipment	Capital Reserve	472		Funding swap
			Total - 2018/19	(52,789)	(12,439)	
Children's Education, Libraries	2019/20	Contingency	Borrowing	(2,746)	(625)	Project no longer going ahead.
Children's Education, Libraries	2019/20	Alternative provision	Borrowing	1,000		re-profiled budget
Children's Education, Libraries	2019/20	School place planning (Primary)	Borrowing	(3,000)		Funding swap
Children's Education, Libraries	2019/20	School place planning (Primary)	Grant	1,250		Funding swap
Children's Education, Libraries	2019/20	School place planning (Secondary)	Grant	(4,000)		Project no longer going ahead.
Children's Education, Libraries	2019/20	S106	S106	(3,000)		Project no longer going ahead.
Children's Education, Libraries	2019/20	School place planning (Secondary)	Borrowing	(28,000)		Project no longer going ahead.
Children's Education, Libraries	2019/20	Modernisation - Primary & Secondary	Grant	2,300		Additional years added to the programme
Children's Education, Libraries	2019/20	SEN	Borrowing	(5,000)		Funding swap
Children's Education, Libraries	2019/20	SEN	Grant	5,000		Funding swap
Housing	2019/20	Open door	Capital receipts	20		re-profiled budget
Assets, Regeneration & Growth	2019/20	Grahame Park – Community Facilities	S106	(250)		re-profiled budget
Assets, Regeneration & Growth	2019/20	Colindale – Parks, Open Spaces and Sports	Capital Reserve		(1,500)	re-profiled budget
Assets, Regeneration & Growth	2019/20	Town Centre	Capital Reserve		(2,430)	re-profiled budget
HRA	2019/20	Major Works (excl Granv Rd)	RCCO/MRA	1,273		re-profiled budget
HRA	2019/20	Regeneration	RCCO/MRA	270		re-profiled budget
HRA	2019/20	Misc - Repairs	RCCO/MRA	109		re-profiled budget
HRA	2019/20	M&E/ GAS	RCCO/MRA	(562)		re-profiled budget
HRA	2019/20	Voids and Lettings	RCCO/MRA	205		re-profiled budget
			Total - 2019/20	(35,131)	(4,555)	
Children's Education, Libraries	2020/21	School place planning (Primary)	Grant	2,250		Additional years added to the programme
Housing	2020/21	Open door	Borrowing	5,985		Additional years added to the programme
Assets, Regeneration & Growth	2020/21	Colindale – Parks, Open Spaces and Sports	Capital Reserve		(500)	re-profiled budget
Assets, Regeneration & Growth	2020/21	Town Centre	Capital Reserve		(1,680)	re-profiled budget
HRA	2020/21	Major Works (excl Granv Rd)	RCCO/MRA	6,970		Additional years added to the programme
HRA	2020/21	Regeneration	RCCO/MRA	525		Additional years added to the programme
HRA	2020/21	Misc - Repairs	RCCO/MRA	2,314		Additional years added to the programme
HRA	2020/21	M&E/ GAS	RCCO/MRA	6,125		Additional years added to the programme
HRA	2020/21	Voids and Lettings	RCCO/MRA	3,655		Additional years added to the programme
			Total - 2020/21	27,824	(2,180)	
Assets, Regeneration & Growth	2021/22	Town Centre	Capital Reserve		(930)	re-profiled budget
HRA	2021/22	Major Works (excl Granv Rd)	RCCO/MRA	7,768		Additional years added to the programme
HRA	2021/22	Regeneration	RCCO/MRA	787		Additional years added to the programme
HRA	2021/22	Misc - Repairs	RCCO/MRA	2,324		Additional years added to the programme
HRA	2021/22	M&E/ GAS	RCCO/MRA	3,615		Additional years added to the programme
HRA	2021/22	Voids and Lettings	RCCO/MRA	3,555		Additional years added to the programme
			Total - 2021/22	18,049	(930)	
Assets, Regeneration & Growth	2022/23	Town Centre	Capital Reserve		(180)	re-profiled budget
			Total - 2022/23		(180)	
Assets, Regeneration & Growth	2023/24	Town Centre	Capital Reserve	70		re-profiled budget
			Total - 2023/24	70		

Theme									
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	7,961	22,136	10,265	-	-	-	-	-	40,362
Assets, Regeneration & Growth	74,174	143,815	72,483	8,062	1,690	750	250	-	301,224
Children's Education, Libraries & safeguarding	37,318	45,871	22,805	6,875	-	-	-	-	112,869
Community Leadership	71	-	-	-	-	-	-	-	71
Environment	23,381	21,767	11,140	-	-	-	-	-	56,288
Housing	23,596	59,338	21,058	7,025	501	251	251	253	112,273
Policy & Resources	10,433	19,671	3,120	2,361	-	-	-	-	35,585
Total - General Fund	176,934	312,598	140,871	24,323	2,191	1,001	501	253	658,672
Housing Revenue Account	50,413	80,312	29,804	19,589	18,049	-	-	-	198,167
Total - all services	227,347	392,910	170,675	43,912	20,240	1,001	501	253	856,839

Theme	Total Funding						
	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Safeguarding	2,000	-	1,961	-	14,913	21,488	40,362
Assets, Regeneration & Growth	59,525	16,647	12,844	5,750	32,351	174,107	301,224
Children's Education, Libraries & safeguarding	72,530	12,022	3,489	-	10,320	14,508	112,869
Community Leadership	-	-	-	71	-	-	71
Environment	10,668	1,137	6,465	741	8,571	28,706	56,288
Housing	5,549	4,090	24,134	60	2,471	75,969	112,273
Policy & Resources	27	516	27,004	-	3,369	4,669	35,585
Total - General Fund	150,299	34,412	75,897	6,622	71,995	319,447	658,672
Housing Revenue Account	4,910	4,000	21,916	117,508	25,281	24,552	198,167
Total - all services	155,209	38,412	97,813	124,130	97,276	343,999	856,839

										TOTAL CAPITAL FUNDING						
Adults & Safeguarding	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Investing in IT	1,961								1,961			1,961				1,961
Sport and Physical Activities	6,000	22,136	10,265						38,401	2,000				14,913	21,488	38,401
Transformation Care Grant																
	7,961	22,136	10,265						40,362	2,000		1,961		14,913	21,488	40,362

Assets, Regeneration & Growth	TOTAL CAPITAL FUNDING															
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GF Regeneration		500	500						1,000					1,000		1,000
Mill Hill East	35	15	15	15	440				520			30		35	455	520
BXC - Funding for land aquisition	37,229	58,152	1,010						96,391					3,705	92,686	96,391
Colindale – Highways and Transport	450	3,123	2,823	1,427					7,823	1,190	2,807			3,826		7,823
Colindale – Parks, Open Spaces and Sports	300	3,200	3,000	1,000	500				8,000	300	150			7,550		8,000
Colindale Station Works	500	6,000	6,000	1,500					14,000		11,250			1,500	1,250	14,000
Grahame Park – Community Facilities	200	2,000							2,200		2,200					2,200
West Hendon Highway Improvement		3,600	4,000	3,370					10,970	3,350				7,620		10,970
Town Centre	300	750	1,750	750	750	750	250		5,300	819	240			4,241		5,300
Thames Link Station	14,842	19,263	28,385						62,490	53,866			5,750	2,874		62,490
Office Build	20,218	23,030							43,248						43,248	43,248
Development pipeline	100	182							282						282	282
Development pipeline strategic opportunities fund		24,000	2,000						26,000			12,814			13,186	26,000
Strategic Infrastructure Fund			23,000						23,000						23,000	23,000
	74,174	143,815	72,483	8,062	1,690	750	250		301,224	59,525	16,647	12,844	5,750	32,351	174,107	301,224

Children's Education, Libraries & safeguarding	TOTAL CAPITAL FUNDING															
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	4,373	2,300	2,300						8,973	8,973						8,973
Urgent Primary Places - Temporary Allocated	996	500							1,496	1,496						1,496
Millbrook Park (MHE)	139								139	139						139
Orion Primary School	75								75	75						75
Blessed Dominic/St James	488								488	488						488
Brunswick																
Menorah Foundation	210								210	210						210
St Marys and St Johns	196								196	196						196
Martin Primary	9								9	9						9
Oakleigh School	3								3	3						3
Beis Yakov	25								25	25						25
St Joseph's RC Junior & St Joseph's RC Infants School	27								27	27						27
Monkfrith	347								347	347						347
Wren Academy	234								234	234						234
London Academy	166								166	166						166
Childs Hill																
St Agnes	70	700							770	770						770
Permanent Secondary Expansion Programme																
Christ College																
Copthall	136								136	136						136
Compton	61								61	61						61
Oak Lodge Special School	700	101							801	801						801
St Mary's & St John's	10,185	267							10,452	9,214	1,238					10,452
St James / Blessed Dominic	3,713	14,287	5,000						23,000	16,267	6,733					23,000
Other Projects																
Wave 1 - Northway/Fairway	295								295	295						295
Colindale primary	79								79	79						79
East Barnet & Project Faraday	200								200	200						200
School place planning (Primary)	750	2,000	6,250	6,250					15,250	12,982	2,268					15,250
School place planning (Secondary)	783								783		783					783

Children's Education, Libraries & safeguarding										TOTAL CAPITAL FUNDING						
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SEN	1,692	5,000	5,000						11,692	10,692	1,000					11,692
Alternative Provision	815	5,832	2,000						8,647	6,647					2,000	8,647
Contingency		2,557	1,825	625					5,007						5,007	5,007
Libraries	224	130							354			354				354
Early Education and Childcare place sufficiency	1,886	3,747							5,633	535				3,898	1,200	5,633
Information Management	400	695							1,095			450		645		1,095
Youth Zone	301	3,698							3,999					3,999		3,999
Loft conversion and extension policy for Foster Carers	200	180	130						510			180		200	130	510
New Park House Children's home	78								78					78		78
Libraries Capital works	5,593								5,593	1,463		1,005			3,125	5,593
East Barnet Partnership Library		500							500			500				500
Meadow Close Children's Homes	369	2,377	300						3,046						3,046	3,046
Family Services Estate - building compliance, extensive R&M, H&S, DDA	1,500	1,000							2,500			1,000		1,500		2,500
	37,318	45,871	22,805	6,875					112,869	72,530	12,022	3,489		10,320	14,508	112,869

											TOTAL CAPITAL FUNDING						
Community Leadership	2017-18 spend to month 9	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CCTV Installation		71								71				71			71
		71								71				71			71

Environment	TOTAL CAPITAL FUNDING															
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN																
Local Implementation Plan 2016/17 and onwards	4,868	3,067	1,500						9,435	9,435						9,435
Bus stop Accessibility	150								150	150						150
Bridge Assessment	400								400	400						400
Borough Cycling Programme																
HIGHWAYS non-TfL																
Footway Reconstruction		43							43		43					43
Traffic Management		115							115		4			111		115
Reconstruction of Railway Bridges		650							650			29			621	650
Controlled Parking Zones																
Colindale Station interchange																
Signalisation Improvement - A5 Colindale Ave																
Public Transportation Improvements - in Colindale																
Pedestrian Improvements programme - RAF Museum																
Colindale Hospital Parking Review																
Highways Improvement		364							364		364					364
Travel Plan Implementation		116							116		91			25		116
Carriageways	793	2,630							3,423						3,423	3,423
Highways Planned Maintenance Works Programme		40							40					40		40
Footways Renewal																
Pothole Fund																
Saracens		22							22		16		6			22
Drainage Schemes		70							70	69				1		70
Road Traffic Act - Controlled Parking Zones	112								112		107	4		1		112
Parking		28							28			28				28
Investment in Roads & Pavement (NRP)	11,167	7,253	6,375						24,795				133		24,662	24,795
Cool Oak Lane Bridge																
OTHER ENVIRONMENT																
Old Court House - public toilets		40							40		40					40
Parks & Open Spaces and Tree Planting	133								133	63	70					133
Park Infrastructure	134	331							465	63	402					465
Victoria Park Infrastructure	183	330	110						623			623				623
Data Works Management system		432							432			432				432
Parks Equipment	100	100	100						300			200		100		300
Fuel Storage Tank		60							60					60		60
Waste	294								294					294		294

Environment										TOTAL CAPITAL FUNDING						
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Weekly Collection Support Scheme	488								488	488						488
Replacement Bins	300	436	250						986					986		986
Street litter bins	40	5	5						50		50					50
Vehicles	888	1,143	800						2,831		900			1,931		2,831
Street cleansing and greenspaces - vehicles and equipment	734	472							1,206					1,206		1,206
Refurbish and regenerate Hendon Cemetery and Crematorium	300	883							1,183		592	591				1,183
Hendon Cemetery & Crematorium Enhancement	50	148							198		198					198
Lines and Signs	50	290							340					340		340
Parking Machines	11								11				11			11
CCTV	752	124							876					876		876
CCTV Projects Retention	84								84		84					84
Town Centre Bays		75							75		75					75
Parking signs and lines introduction and replenishment		500	300						800					800		800
Car Parking improvement		500	500						1,000					1,000		1,000
Highways proactive patching	600	600	600						1,800		1,800					1,800
DLO restructure and Investment project	250								250		250					250
Highways (permanent re-instatement)	500	900	600						2,000		1,200			800		2,000
	23,381	21,767	11,140						56,288	10,668	1,137	6,465	741	8,571	28,706	56,288

										TOTAL CAPITAL FUNDING						
Housing	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Alexandra Road		1	1	1	1	1	1	3	9			9				9
Hostel Refurbishment Programme																
Housing Association Development Programme - New Affordable Homes		1,416							1,416		1,416					1,416
Chilvins Court		60							60				60			60
Disabled Facilities Grants Programme	2,587	2,392	2,760	500	500	250	250	250	9,489	5,516		973		1,250	1,750	9,489
Empty Properties	1,000	2,000	2,000	467					5,467			2,972		1,000	1,495	5,467
Decent Homes Programme	221	207	107						535			314		221		535
DECC - Fuel Povety	30	3							33	33						33
Out of borough acquisition	8,958								8,958						8,958	8,958
Modular Homes		1,508							1,508						1,508	1,508
Open Door	10,000	49,031	16,190	6,057					81,278			19,020			62,258	81,278
Tranche 3 Open Door	700								700		700					700
Micro sites	100	2,720							2,820		1,974	846				2,820
	23,596	59,338	21,058	7,025	501	251	251	253	112,273	5,549	4,090	24,134	60	2,471	75,969	112,273

										TOTAL CAPITAL FUNDING						
Policy & Resources	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depot relocation	4,789	5,000							9,789			9,763			26	9,789
Community Centre - Tarling Road	1,231	3,073	120						4,424		516	265			3,643	4,424
Asset Management	535	3,000	1,000						4,535			1,453		2,082	1,000	4,535
Information Management																
Centre for Independent Living & Libraries	10								10	7				3		10
Daws Lane Community Centre		1,224							1,224			1,224				1,224
ICT strategy	2,138	2,000	2,000	2,361					8,499			8,116		383		8,499
Community Hub & Child Hill Library	20	1,520							1,540	20		1,520				1,540
Customer Services Transformation Programme	1,681	3,133							4,814			3,913		901		4,814
Implementation of Locality Strategy	29	721							750			750				750
	10,433	19,671	3,120	2,361					35,585	27	516	27,004		3,369	4,669	35,585

Housing Revenue Account	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	5,229	5,496	5,823	6,970	7,768				31,286				31,286			31,286
Regeneration	1,019	1,366	990	525	787				4,687				4,687			4,687
Misc - Repairs	2,238	2,706	2,314	2,314	2,324				11,896				11,896			11,896
M&E/ GAS	11,009	5,406	5,695	6,125	3,615				31,850				31,850			31,850
Void and Lettings	4,460	3,677	3,605	3,655	3,555				18,952				18,952			18,952
New Affordable Homes	214								214				214			214
Advanced Acquisitions (Regen Estates)	5,794	4,213							10,007			1,875			8,132	10,007
Moreton Close	4,300	8,356							12,656		4,000	1,856	300		6,500	12,656
Tranche 3	1,277								1,277			1,277				1,277
Direct Acquisitions	1,800								1,800			444	348		1,008	1,800
Dollis Valley	5,000	4,787	1,500						11,287			11,287				11,287
Extra Care Pipeline		26,638	8,877						35,515	4,080		3,000		23,015	5,420	35,515
Burnt Oak Broadway Flats	25	3,964	1,000						4,989			1,497			3,492	4,989
Upper & Lower Fosters Community Led Design	1,342	1,293							2,635	830		195	475	1,135		2,635
Development Pipeline Stag House	1,206	410							1,616			485		1,131		1,616
HRA Fire Safety Programme	5,500	12,000							17,500				17,500			17,500
	50,413	80,312	29,804	19,589	18,049				198,167	4,910	4,000	21,916	117,508	25,281	24,552	198,167

Directorate	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	2,032	-	-	-	-	-	-	-	2,032
Commissioning Group	36,651	64,837	13,385	2,361	-	-	-	-	117,234
Education and Skills	26,767	33,544	22,375	6,875	-	-	-	-	89,561
Family Services	10,551	12,327	430	-	-	-	-	-	23,308
Housing Needs Resources	20,758	55,320	18,191	6,525	1	1	1	3	100,800
Parking and Infrastructure	2,247	2,989	2,000	-	-	-	-	-	7,236
Regional Enterprise	74,634	140,232	83,225	8,562	2,190	1,000	500	250	310,593
Street Scene	3,294	3,349	1,265	-	-	-	-	-	7,908
Total - General Fund	176,934	312,598	140,871	24,323	2,191	1,001	501	253	658,672
Housing Revenue Account	50,413	80,312	29,804	19,589	18,049	-	-	-	198,167
Total - all services	227,347	392,910	170,675	43,912	20,240	1,001	501	253	856,839

Directorate	Total Funding						
	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000
Adults and Communities	-	-	1,961	71	-	-	2,032
Commissioning Group	2,027	516	27,004	-	18,282	69,405	117,234
Education and Skills	70,532	12,022	-	-	-	7,007	89,561
Family Services	1,998	-	3,489	-	10,320	7,501	23,308
Housing Needs Resources	-	2,674	22,847	60	1,000	74,219	100,800
Parking and Infrastructure	-	-	3,409	11	3,816	-	7,236
Regional Enterprise	75,128	18,688	14,982	6,480	34,000	161,315	310,593
Street Scene	614	512	2,205	-	4,577	-	7,908
Total - General Fund	150,299	34,412	75,897	6,622	71,995	319,447	658,672
Housing Revenue Account	4,910	4,000	21,916	117,508	25,281	24,552	198,167
Total - all services	155,209	38,412	97,813	124,130	97,276	343,999	856,839

Adults and Communities	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Investing in IT	1,961								1,961			1,961				1,961
CCTV Installation	71								71				71			71
	2,032								2,032			1,961	71			2,032

Commissioning Group	2017-18 spend to month 9	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depot relocation	4,382	4,789	5,000							9,789			9,763			26	9,789
Community Centre - Tarling Road	(52)	1,231	3,073	120						4,424		516	265			3,643	4,424
Asset Management	487	535	3,000	1,000						4,535			1,453		2,082	1,000	4,535
Centre for Independent Living & Libraries	6	10								10	7				3		10
Daws Lane Community Centre	0		1,224							1,224			1,224				1,224
ICT strategy	1,664	2,138	2,000	2,000	2,361					8,499			8,116		383		8,499
Community Hub & Child Hill Library	20	20	1,520							1,540	20		1,520				1,540
Customer Services Transformation Programme	1,234	1,681	3,133							4,814			3,913		901		4,814
Implementation of Locality Strategy	29	29	721							750			750				750
Sport and Physical Activities	877	6,000	22,136	10,265						38,401	2,000				14,913	21,488	38,401
Office Build	10,297	20,218	23,030							43,248						43,248	43,248
	18,944	36,651	64,837	13,385	2,361					117,234	2,027	516	27,004	-	18,282	69,405	117,234

Education and Skills										TOTAL CAPITAL FUNDING						
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Modernisation - Primary & Secondary	4,373	2,300	2,300						8,973	8,973						8,973
Urgent Primary Places - Temporary Allocated	996	500							1,496	1,496						1,496
Millbrook Park (MHE)	139								139	139						139
Orion Primary School	75								75	75						75
Blessed Dominic/St James	488								488	488						488
Menorah Foundation	210								210	210						210
St Marys and St Johns	196								196	196						196
Martin Primary	9								9	9						9
Oakleigh School	3								3	3						3
Beis Yakov	25								25	25						25
St Joseph's RC Junior & St Joseph's RC Infants School	27								27	27						27
Monkfrith	347								347	347						347
Wren Academy	234								234	234						234
London Academy	166								166	166						166
St Agnes	70	700							770	770						770
Permanent Secondary Expansion Programme																
Christ College																
Copthall	136								136	136						136
Compton	61								61	61						61
Oak Lodge Special School	700	101							801	801						801
St Mary's & St John's	10,185	267							10,452	9,214	1,238					10,452
St James / Blessed Dominic	3,713	14,287	5,000						23,000	16,267	6,733					23,000
Other Projects																
Wave 1 - Northway/Fairway	295								295	295						295
Colindale primary	79								79	79						79
East Barnet & Project Faraday	200								200	200						200
School place planning (Primary)	750	2,000	6,250	6,250					15,250	12,982	2,268					15,250
School place planning (Secondary)	783								783		783					783
SEN	1,692	5,000	5,000						11,692	10,692	1,000					11,692

										TOTAL CAPITAL FUNDING						
Education and Skills	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Alternative Provision	815	5,832	2,000						8,647	6,647					2,000	8,647
Contingency		2,557	1,825	625					5,007						5,007	5,007
	26,767	33,544	22,375	6,875					89,561	70,532	12,022			-	7,007	89,561

										TOTAL CAPITAL FUNDING						
Family Services	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Libraries	224	130							354			354				354
Early Education and Childcare place sufficiency	1,886	3747							5,633	535				3,898	1,200	5,633
Information Management	400	695							1,095			450		645		1,095
Youth Zone	301	3698							3,999					3,999		3,999
Loft conversion and extension policy for Foster Carers	200	180	130						510			180		200	130	510
New Park House Children's home	78								78					78		78
Libraries Capital works	5,593								5,593	1,463		1,005			3,125	5,593
East Barnet Partnership Library		500							500			500				500
Meadow Close Children's Homes	369	2377	300						3,046						3,046	3,046
Family Services Estate - building compliance, extensive R&M, H&S, DDA	1,500	1000							2,500			1,000		1,500		2,500
	10,551	12,327	430						23,308	1,998		3,489		10,320	7,501	23,308

										TOTAL CAPITAL FUNDING						
Housing Needs Resources	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Empty Properties	1,000	2,000	2,000	467					5,467			2,972		1,000	1,495	5,467
Alexandra Road		1	1	1	1	1	1	3	9			9				9
Hostel Refurbishment Programme																
Chilvins Court		60							60				60			60
Out of borough acquisition	8,958								8,958						8,958	8,958
Modular Homes		1,508							1,508						1,508	1,508
Open Door	10,000	49,031	16,190	6,057					81,278			19,020			62,258	81,278
Tranche 3 Open Door	700								700		700					700
Micro sites	100	2,720							2,820		1,974	846				2,820
	20,758	55,320	18,191	6,525	1	1	1	3	100,800	-	2,674	22,847	60	1,000	74,219	100,800

										TOTAL CAPITAL FUNDING						
Parking and Infrastructure	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Lines and Signs	50	290							340					340		340
Parking Machines	11								11				11			11
CCTV	752	124							876					876		876
CCTV Projects Retention	84								84			84				84
Town Centre Bays		75							75			75				75
Parking signs and lines introduction and replenishment		500	300						800					800		800
Car Parking improvement		500	500						1,000					1,000		1,000
Highways (permanent re-instatement)	500	900	600						2,000			1,200		800		2,000
Highways proactive patching	600	600	600						1,800			1,800				1,800
DLO restructure and Investment project	250								250			250				250
	2,247	2,989	2,000						7,236	-	-	3,409	11	3,816		7,236

Regional Enterprise	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	TOTAL CAPITAL FUNDING						
										Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
HIGHWAYS TfL - LOCAL IMPLEMENTATION PLAN																
Local Implementation Plan 2016/17 and onwards	4,868	3,067	1,500						9,435	9,435						9,435
Bus stop Accessibility	150								150	150						150
Bridge Assessment	400								400	400						400
Borough Cycling Programme																
HIGHWAYS non-TfL																
Footway Reconstruction		43							43		43					43
Traffic Management		115							115		4			111		115
Reconstruction of Railway Bridges		650							650			29			621	650
Controlled Parking Zones																
Colindale Station interchange																
Signalisation Improvement - A5 Colindale Ave																
Public Transportation Improvements - in Colindale																
Pedestrian Improvements programme - RAF Museum																
Colindale Hospital Parking Review																
Highways Improvement		364							364		364					364
Travel Plan Implementation		116							116		91			25		116
Carriageways	793	2,630							3,423						3,423	3,423
Highways Planned Maintenance Works Programme		40							40					40		40
Footways Renewal																
Pothole Fund																
Saracens		22							22		16		6			22
Drainage Schemes		70							70	69				1		70
Road Traffic Act - Controlled Parking Zones	112								112		107	4		1		112
Parking		28							28			28				28
Investment in Roads & Pavement (NRP)	11,167	7,253	6,375						24,795				133		24,662	24,795
Cool Oak Lane Bridge																

Regional Enterprise										TOTAL CAPITAL FUNDING						
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GF Regeneration		500	500						1,000					1,000		1,000
Mill Hill East	35	15	15	15	440				520			30		35	455	520
BXC - Funding for land aquisition	37,229	58,152	1,010						96,391					3,705	92,686	96,391
Colindale – Highways and Transport	450	3,123	2,823	1,427					7,823	1,190	2,807			3,826		7,823
Colindale – Parks, Open Spaces and Sports	300	3,200	3,000	1,000	500				8,000	300	150			7,550		8,000
Colindale Station Works	500	6,000	6,000	1,500					14,000		11,250			1,500	1,250	14,000
Grahame Park – Community Facilities	200	2,000							2,200		2,200					2,200
West Hendon Highway Improvement		3,600	4,000	3,370					10,970	3,350				7,620		10,970
Town Centre	300	750	1,750	750	750	750	250		5,300	819	240			4,241		5,300
Thames Link Station	14,842	19,263	28,385						62,490	53,866			5,750	2,874		62,490
Development pipeline	100	182							282						282	282
Development pipeline strategic opportunities fund		24,000	2,000						26,000			12,814			13,186	26,000
Strategic Infrastructure Fund			23,000						23,000						23,000	23,000
Housing Association Development Programme - New Affordable Homes		1,416							1,416		1,416					1,416
Disabled Facilities Grants Programme	2,587	2,392	2,760	500	500	250	250	250	9,489	5,516		973		1,250	1,750	9,489
Refurbish and regenerate Hendon Cemetery and Crematorium	300	883							1,183			592	591			1,183
Hendon Cemetery & Crematorium Enhancement	50	148							198			198				198
Decent Homes Programme	221	207	107						535			314		221		535
DECC - Fuel Povety	30	3							33	33						33
	74,634	140,232	83,225	8,562	2,190	1,000	500	250	310,593	75,128	18,688	14,982	6,480	34,000	161,315	310,593

										TOTAL CAPITAL FUNDING						
Streetscene	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Old Court House - public toilets		40							40		40					40
Parks & Open Spaces and Tree Planting	133								133	63	70					133
Park Infrastructure	134	331							465	63	402					465
Victoria Park Infrastructure	183	330	110						623			623				623
Data Works Management system		432							432			432				432
Parks Equipment	100	100	100						300			200		100		300
Fuel Storage Tank		60							60					60		60
Waste	294								294					294		294
Weekly Collection Support Scheme	488								488	488						488
Replacement Bins	300	436	250						986					986		986
Street litter bins	40	5	5						50			50				50
Vehicles	888	1,143	800						2,831			900		1,931		2,831
Street cleansing and greenspaces - vehicles and equipment	734	472							1,206					1,206		1,206
	3,294	3,349	1,265						7,908	614	512	2,205		4,577		7,908

Housing Revenue Account	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Total	Grants	S106	Capital Receipts	RCCO/ MRA	Capital Reserve	Borrowing	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Major Works (excl Granv Rd)	5,229	5,496	5,823	6,970	7,768				31,286				31,286			31,286
Regeneration	1,019	1,366	990	525	787				4,687				4,687			4,687
Misc - Repairs	2,238	2,706	2,314	2,314	2,324				11,896				11,896			11,896
M&E/ GAS	11,009	5,406	5,695	6,125	3,615				31,850				31,850			31,850
Void and Lettings	4,460	3,677	3,605	3,655	3,555				18,952				18,952			18,952
New Affordable Homes	214								214				214			214
Advanced Acquisitions (Regen Estates)	5,794	4,213							10,007			1,875			8,132	10,007
Moreton Close	4,300	8,356							12,656		4,000	1,856	300		6,500	12,656
Tranche 3	1,277								1,277			1,277				1,277
Direct Acquisitions	1,800								1,800			444	348		1,008	1,800
Dollis Valley	5,000	4,787	1,500						11,287			11,287				11,287
Extra Care Pipeline		26,638	8,877						35,515	4,080		3,000		23,015	5,420	35,515
Burnt Oak Broadway Flats	25	3,964	1,000						4,989			1,497			3,492	4,989
Upper & Lower Fosters Community Led Design	1,342	1,293							2,635	830		195	475	1,135		2,635
Development Pipeline Stag House	1,206	410							1,616			485		1,131		1,616
HRA Fire Safety Programme	5,500	12,000							17,500				17,500			17,500
	50,413	80,312	29,804	19,589	18,049				198,167	4,910	4,000	21,916	117,508	25,281	24,552	198,167

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Housing Revenue Account (HRA)

HRA business plan

1. HRA Business Plan Overview

1.1 Following the introduction of self – financing for Housing Revenue Accounts in April 2012, the council developed an HRA business plan which sets out priorities for investment in council housing in the borough.

1.2 The HRA settlement meant that the council will benefit from reduced HRA expenditure, as the cost of servicing the HRA debt figure is lower than the amount that was being paid to treasury in the form of negative subsidy.

1.3 In addition, the settlement provided the council with the opportunity to borrow an additional £38m as a result of headroom generated by differences between the actual HRA debt and the amount assumed in the settlement.

1.4 The current HRA business plan takes account of a number of national policies that impact on the HRA, including:

- **Rents policy** – social housing rents will reduce by 1% per annum for 4 years from 2016 and will increase up to the Consumer Prices Index (CPI) plus 1% for five years from April 2020.
- **Right to Buy** – sales have increased following the enhancement of the Right to Buy scheme for council tenants
- **Sale of high value homes** – local authorities may pay a levy to the government which assumes that high value council homes will be sold as they become empty. This will fund an extension of right to buy to housing association tenants. Authorities have yet to receive confirmation as to when the levy will be payable
- **Pay to stay** – A proposal to see council tenants earning more than £40,000 per year paying higher rents, which could increase right to buy sales
- **Welfare Reform** – is expected to see an increase in bad debt.

1.5. The implementation of the Sale of High Value homes has yet to be implemented by the Government and the HRA Business Plan will be adjusted to take these changes into account.

2. HRA Priorities

2.1 The following priorities have been identified in the HRA business plan:

- Maintaining the quality of the existing supply of council housing
- Investment in the delivery of new affordable homes to rent

- Increasing the supply of housing to help tackle homelessness
- Investment in new homes for vulnerable people
- Efficient and effective services

3. Investment Plan

- 3.1 The following allocations of funding have already been agreed (for 17/18 to 19/20) and are progressing:

Existing stock – Investment of £98.7m for repairs and maintenance

HRA Fire Safety Programme - investment of £17.5m to meet the cost of fire safety improvements

Burnt Oak Broadway flats - £5m to provide new additional flats

Supported Housing - £12.6m for supported scheme at Morton close

Direct Acquisitions - £2m funding to enable the purchase of additional housing stock

Regeneration - £10m for advanced acquisitions on regeneration estates

Extra care Pipeline - £36.7m to provide additional supported housing.

- 3.2 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. This will assist the council's fire safety improvements and additional commitments.
- 3.3 The council's Arm's Length Management Organisation (ALMO), Barnet Homes, was approved by the Homes and Communities Agency (HCA) as a Registered Provider (RP) Open Door Homes in 2016,. Open Door will build and own new homes on HRA land.
- 3.4 The new homes provided will be built with the aid of a loan approved by Policy and Resources Committee. This will free up resources within the HRA to acquire properties on the open market for use as council housing, as well as provide a small number of new homes on infill sites within the HRA.

Adults Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	Residential and Nursing Care (1) *		Standard Charge persons aged 60+		134.45	134.45	0.00	0.00		
			Standard Charge persons aged 25- 59		£80.75	£80.75	0.00	0.00		
			Standard Charge persons aged 18- 25		£65.55	£65.55	0.00	0.00		
	Respite Care (All client groups) (2)		Residential Respite (per week)		£97.40	£97.40	0.00	0.00		
	Other Community Support Services (4) ** Assessed in accordance with charging policy for community based services - Fairer Contributions Policy				Up to full cost	Up to full cost				
	Clients' access to files		Statutory charge		£15.00	£15.00	0.00	0.00		
	Charges for arranging care for people above capital/savings threshold		Standard hourly brokerage charge		£22.93	£22.93	0.00	0.00		
			Standard hourly administrative charge		£14.31	£14.31	0.00	0.00		
	Charges for Universal Deferred Payments		Standard hourly administrative and processing charge		£18.27	£18.27	0.00	0.00	The interest rate for deferred payments was set at 1% from 1 April 2016. It is proposed that the interest rate charges will be reviewed every three months by Adults and Communities. The power to vary and change interest rates for deferred payments will be delegated to the Council's section 151 officer.	
			Standard legal hourly charge		£52.29	£52.29	0.00	0.00		
			Non- standard legal hourly charge e.g debt recovery		£71.59	£71.59	0.00	0.00		
			Land Registry Fees		£26.00	£26.00	0.00	0.00		
			Property Valuation Fees		£250.00	£250.00	0.00	0.00		

Assurance Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges/above inflation
Governance	Schools Admissions	Governance	Cost per Appeal	per appeal	173.4	0	(173.40)		Buy in service for school appeals to be deleted	
Governance		Governance	Cost per Appeal - appeal hearings with five or more per day	per appeal	£153.00	£153.00	0.00	0.00		
Governance		Governance	Cost per withdrawn/cancelled Appeal - appeal outside of 10 workings days. Full fees apply inside this time period	per appeal	£58.14	£58.14	0.00	0.00		
Electoral Services	Full Electoral Register	Electoral Services	Purchase Full Electoral Register (by: Polling District, Ward or Borough) Statutory Charges set in legislation. only available to recipients named in legislation (e.g. registered political parties, credit reference agencies)	per 1000 electors or part thereof	Paper Copy: £10 + £5 per 1000 electors or part thereof	Paper Copy: £10 + £5 per 1000 electors or part thereof				
				per 1000 electors or part thereof	Data Copy: £20 + £1.50 per 1000 electors or part thereof	Data Copy: £20 + £1.50 per 1000 electors or part thereof				
Electoral Services	Open' Electoral Register	Electoral Services	Purchase 'Open' Electoral Register (by: Polling District, Ward or Borough) Statutory Charges set in legislation. excludes electors that have 'opted-out of the Open Register' and may be purchased by anybody	per 1000 electors or part thereof	Paper Copy: £10 + £5 per 1000 electors or part thereof	Paper Copy: £10 + £5 per 1000 electors or part thereof				
				per 1000 electors or part thereof	Data Copy: £20 + £1.50 per 1000 electors or part thereof	Data Copy: £20 + £1.50 per 1000 electors or part thereof				
Electoral Services	Marked Copy' of Electoral Register	Electoral Services	Purchase 'Marked Copy' of Electoral Register (by: Polling District, Ward or Borough) following an election Statutory Charges set in legislation. only available to recipients named in legislation (e.g. registered political parties, election candidates etc)	per 1000 electors or part thereof	Paper Copy: £10 + £2 per 1000 electors or part thereof	Paper Copy: £10 + £2 per 1000 electors or part thereof				
				per 1000 electors or part thereof	Data Copy: £10 + £1 per 1000 electors or part thereof	Data Copy: £10 + £1 per 1000 electors or part thereof				
Electoral Services	Letter of Residence	Electoral Services	Purchase 'Letter of Residence' registered electors can purchase this as proof of their entry on register Discretionary Charge	Per letter	Current Year £19.50	Current Year £19.50				
Electoral Services		Electoral Services	2 - 5 Years £24.50	Per letter	2 - 5 Years £24.50	2 - 5 Years £24.50				
Electoral Services		Electoral Services	Over 5 Years £29.50	Per letter	Over 5 Years £29.50	Over 5 Years £29.50				

Hendon Town Hall Parties, Fairs and Events Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Council Chamber	Proposed rates (Full day - 13 hours)	Council Chamber	Mon-Fri full day	13hrs (8am to 9pm)	£600.00	£600.00	0.00	0.00		
Council Chamber	Proposed rates (Full day - 13 hours)	Council Chamber	Saturday full day	13hrs (8am to 9pm)	£750.00	£750.00	0.00	0.00		
Council Chamber	Proposed rates (Full day - 13 hours)	Council Chamber	Sunday full day	13hrs (8am to 9pm)	£900.00	£900.00	0.00	0.00		
Heritage, Committee rooms	Proposed rates (Full day - 13 hours)	Heritage, Committee rooms	Mon-Fri full day	13hrs (8am to 9pm)	£450.00	£450.00	0.00	0.00		
Heritage, Committee rooms	Proposed rates (Full day - 13 hours)	Heritage, Committee rooms	Saturday full day	13hrs (8am to 9pm)	£600.00	£600.00	0.00	0.00		
Heritage, Committee rooms	Proposed rates (Full day - 13 hours)	Heritage, Committee rooms	Sunday full day	13hrs (8am to 9pm)	£750.00	£750.00	0.00	0.00		
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Plus Kitchen hire	Mon-Fri full day	13hrs (8am to 9pm)	£250.00	£250.00	0.00	0.00		
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Plus Kitchen hire	Saturday full day	13hrs (8am to 9pm)	£300.00	£300.00	0.00	0.00		
Plus Kitchen hire	Proposed rates (Full day - 13 hours)	Plus Kitchen hire	Sunday full day	13hrs (8am to 9pm)	£350.00	£350.00	0.00	0.00		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Council Chamber	Mon-Fri full day	6.5 hrs (8am to 9pm)	£300.00	£300.00	0.00	0.00		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Council Chamber	Saturday full day	6.5 hrs (8am to 9pm)	£375.00	£375.00	0.00	0.00		
Council Chamber	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Council Chamber	Sunday full day	6.5 hrs (8am to 9pm)	£450.00	£450.00	0.00	0.00		
Heritage, Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Heritage, Committee rooms	Mon-Fri full day	6.5 hrs (8am to 9pm)	£225.00	£225.00	0.00	0.00		
Heritage, Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Heritage, Committee rooms	Saturday full day	6.5 hrs (8am to 9pm)	£300.00	£300.00	0.00	0.00		
Heritage, Committee rooms	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Heritage, Committee rooms	Sunday full day	6.5 hrs (8am to 9pm)	£375.00	£375.00	0.00	0.00		
Plus Kitchen hire	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Plus Kitchen hire	Mon-Fri full day	6.5 hrs (8am to 9pm)	£125.00	£125.00	0.00	0.00		
Plus Kitchen hire	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Plus Kitchen hire	Saturday full day	6.5 hrs (8am to 9pm)	£150.00	£150.00	0.00	0.00		
Plus Kitchen hire	Proposed rates (Half day - 6.5 hours between 8am and 9pm)	Plus Kitchen hire	Sunday full day	6.5 hrs (8am to 9pm)	£175.00	£175.00	0.00	0.00		

Private Sector Housing Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Licence Fee	Environmental Health	Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO	£1,167 made up of: Fee1-£563 Fee 2-£604.	£1,202 made up of: Fee1-£580 Fee 2-£622		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	Assisted Licence fee up to 5 units of accommodation (paper application) for 5 years	Per HMO	£1,276 made up of: Fee1-£672 Fee 2-£604	£1,314 made up of: Fee1-£692 Fee 2-£622		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	Licence fee up to 5 units of accommodation (on-line application - when available) for 5 years	Per HMO	£1,147 made up of Fee1-£530 Fee 2-£617	£1,182 made up of Fee1-£546 Fee 2-£636		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	Assisted Licence fee up to 5 units of accommodation (online application- when available) for 5 years	Per HMO	£1,244 made up of Fee1-£627 Fee 2-£617	£1,282 made up of Fee1-£646 Fee 2-£636		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	HMO Licensing Fee for a 1 year licence (paper application)	Per HMO	£760 made up of Fee1-£563 Fee 2-£197	£783 made up of Fee1-£580 Fee 2-£203		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	HMO Licensing Assisted fee for a 1 year licence (paper application)	Per HMO	£869 made up of Fee1-£672 Fee 2-£197	£895 made up of Fee1-£692 Fee 2-£203		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	HMO Licensing Fee for a 1 year licence (on line application)	Per HMO	£ 727 made up of Fee1-£530 Fee 2- £197	£ 749 made up of Fee1-£546 Fee 2- £203		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	HMO Licensing Assisted fee for a 1 year licence (on line application)	Per HMO	£824 made up of Fee1- £627 Fee 2- £197	£849 made up of Fee1- £646 Fee 2- £203		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	Renewal fee up to 5 units of accommodation (paper application) for 5 years	Per HMO	£998 made up of Fee1- £394 Fee 2- £604	£1028 made up of Fee1- £406 Fee 2- £622		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (paper application)for 5 years	Per HMO	£1,035 made up of Fee1-£431 Fee 2- £604	£1,066 made up of Fee1-£444 Fee 2- £622		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	Renewal fee up to 5 units of accommodation (on-line application, when introduced) for 5 years	Per HMO	£977 made up of Fee1-£360 Fee 2- £617	£1007 made up of Fee1-£371 Fee 2- £636		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (on-line application, when introduced)for 5 years	Per HMO	£ 1,014 made up of Fee1- £397 Fee 2- £617	£ 1,045 made up of Fee1- £409 Fee 2- £636		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	Renewal fee up to 5 units of accommodation (paper application) for 1 year	Per HMO	£591 made up of Fee1- £394 Fee 2- £197	£609 made up of Fee1- £406 Fee 2- £203		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	Assisted Renewal fee up to 5 units of accommodation (paper application)for 1 year	Per HMO	£628 made up of Fee1- £431 Fee 2- £197	£647 made up of Fee1- £444 Fee 2- £203		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	HMO Licensing Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO	£557 made up of Fee1- £360 Fee 2- £197	£574 made up of Fee1- £371 Fee 2- £203		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	HMO Licensing Assisted Renewal fee for a 1 year licence (on line application, when introduced)	Per HMO	£ 594 made up of Fee1- £397 Fee 2- £197	£612 made up of Fee1- £409 Fee 2- £203		3%	Fees and charges which are being increased by less than the rate of inflation	
Re	Licence Fee	Environmental Health	Each extra unit of accommodation over 5 units (assuming a standard fee is for up to a 5 room HMO)	Per unit	£25.00	26.00	1.00	4%	Fees and charges which are being increased by less than the rate of inflation	

Private Sector Housing Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Licence Fee	Environmental Health	Discount for accredited landlords	Per HMO	10%	10%				
Re	Licence Fee	Environmental Health	Discount for registered charities	Per HMO	10%	10%				
Re	Licence Fee	Environmental Health	Fee associated with an abortive visit	Per HMO	£73.00	75.00	2.00	2.74%		
Re	Licence Fee	Environmental Health	Licence holder changing nominated manager	Per request	£84.50	0.00			No fee now to be charged	
Re	Licence Fee	Environmental Health	Change in Licence holder	Per request	As per new application	As per new application				
Re	Licence Fee	Environmental Health	Recovery fee for dishonoured cheque	Each	£50.00	52.00	2.00	4%		

Housing Act

Re	Private Sector Housing Fees	Environmental Health	Waiver of fee for notices i.e. Improvement Notice , Suspended Improvement Order, Prohibition Order, Emergency Prohibition Order, Suspended Prohibition Order, Emergency Remedial Action excluding the cost of all /any works completed/certificates obtained.	Each	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB	Fee waived if accreditation secured with the London Landlord Accreditation Scheme within 3 months of notice/order service and membership number forwarded to LBB.			No change	
Re	Private Sector Housing Fees	Environmental Health	Service of an Improvement Notice	Each	477	491.00	14.00	2.94%		
Re	Private Sector Housing Fees	Environmental Health	Service of a Suspended Improvement Notice	Each	477	491.00	14.00	2.94%		
Re	Private Sector Housing Fees	Environmental Health	Service of a Prohibition Order	Each	408	420.00	12.00	2.94%		
Re	Private Sector Housing Fees	Environmental Health	Service of a Suspended Prohibition Order	Each	408	420.00	12.00	2.94%		
Re	Private Sector Housing Fees	Environmental Health	Service of an Emergency Prohibition Order	Each	408	420.00	12.00	2.94%		
Re	Private Sector Housing Fees	Environmental Health	Service of a Demolition Order	Each	Cost of administration and works.	Cost of administration and works.				

Private Sector Housing Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Private Sector Housing Fees	Environmental Health	Taking Emergency Remedial Action	Each	£409 plus the cost of work	£421 plus the cost of work	7.00	1.71%		
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order cost if electrical certificate is obtained	Each	Actual cost plus arrangement costs.	Actual cost plus arrangement costs.				
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order cost if a gas certificate is obtained	Each	Actual cost plus arrangement costs.	Actual cost plus arrangement costs.				
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order cost if legal advice is obtained e.g. to interpret leasehold/freehold responsibilities	Each	Actual cost plus arrangement costs.	Actual cost plus arrangement costs.				
Re	Private Sector Housing Fees	Environmental Health	Add on fee to notice/order cost if a structural engineers report is obtained	Each	Actual cost plus arrangement costs.	Actual cost plus arrangement costs.				
Re	Private Sector Housing Fees	Environmental Health	Copying grant files and postage	Each	10 pence per sheet plus postage costs.	10 pence per sheet plus postage costs.				
Re	Private Sector Housing Fees	Environmental Health	Copying enforcement files and postage	Each	10 pence per sheet plus postage costs.	10 pence per sheet plus postage costs.				
Re	Private Sector Housing Fees	Environmental Health	Review of Suspended Prohibition Order	Each	new	316.00			The new fees are being introduced as the Council has the ability to charge for these functions but have not considered a fee previously. They are in line with other enforcement fees already approved.	

Private Sector Housing Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Private Sector Housing Fees	Environmental Health	Review of Suspended Improvement Notice	Each	new	313.00			The new fees are being introduced as the Council has the ability to charge for these functions but have not considered a fee previously. They are in line with other enforcement fees already approved.	
Re	Private Sector Housing Fees	Environmental Health	Hazard Awareness Notice	Each	new	288.00			The new fees are being introduced as the Council has the ability to charge for these functions but have not considered a fee previously. They are in line with other enforcement fees already approved.	

Completion of Works

Re	Private Sector Housing Fees	Environmental Health	To carry out work(s) in default of a notice recipient		All costs to be recorded on an hourly rate up to £84 from non compliance visit and charged accordingly	All costs to be recorded on an hourly rate up to £86.5 from non compliance visit and charged accordingly		3% increase to hourly rate		
Re	Private Sector Housing Fees	Environmental Health	Empty Property Agency Service		Up to 15% of the cost of the building works, or up to 12.5% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £156	Up to 15% of the cost of the building works, or up to 12.5% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £165		3% increase to minimum fee		
Re	Private Sector Housing Fees	Environmental Health	Voluntary Works In Default Service		Up to 15% of the cost of the building works, or up to 12.5% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £156	Up to 15% of the cost of the building works, or up to 12.5% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £165		3% increase to minimum fee	Service to be paid for in full on completion unless the applicant has proven significant financial difficulties.	

Home Improvement Agency

Re	Private Sector Housing Fees	Environmental Health	Full Home Improvement Agency service		Up to 17.5% of the cost of the building works, or up to 15% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £156	Up to 17.5% of the cost of the building works, or up to 15% of the cost of the building works if the cost of the work is above £75k and up to 10% if the cost of the work is over £100k. Minimum fee £160		2% increase to minimum fee	Full service would include obtaining planning permission, building control approval, seeking tenders for work, design of the scheme and supervision of the building work	
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Private Sector Housing Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Private Sector Housing Fees	Environmental Health	Assisted grant process		Up to 12.5% of the cost of the building work, Minimum fee £156	Up to 12.5% of the cost of the building work. Minimum fee £160		2% increase to minimum fee	Assisted grant process would include obtaining estimates for work, arranging for contractors to complete the work, inspection of work on completion, snagging if necessary	
Re	Private Sector Housing Fees	Environmental Health	Enquiry including historical data multiple addresses	Each	£109.00	112.00	3.00	2.75%	Increased in line with inflation	

Housing Reports

Re	Private Sector Housing Fees	Environmental Health	Fire risk assessment for standard HMO	Each	Up to £400 for a standard HMO plus hourly rate up to £84 for revisits and/or additional advice.	Up to £590 for a standard HMO plus hourly rate up to £85.40 for revisits and/or additional advice	Up to £190 for a standard HMO plus hourly rate up to £1.40 for revisits and/or additional advice	Up to 47.5% for standard HMO Up to 1.67% for revisits and/or additional advice	The original fee was introduced prior to the development of the service. It is now felt that this is an appropriate fee to cover the level of detailed consideration required for this service.	To assist landlords in managing their properties.
Re	Private Sector Housing Fees	Environmental Health	Inspection of house in multiple occupation and provision of inspection report e.g. HHSRS inspection to meet visa requirements or on a consultancy basis	Each	£291 plus hourly rate up to £84 for revisits and/or additional advice.	£300 plus hourly rate up to £86.5 for revisits and/or additional advice.		3%		
Re	Private Sector Housing Fees	Environmental Health	Inspection of single occupied dwelling and provision of inspection report e.g. HHSRS inspection to meet visa requirements or on a consultancy basis	Each	£231.0 plus hourly rate up to £84 for revisits and/or additional advice	£238 plus hourly rate up to £86.5 for revisits and/or additional advice		3%		
Re	Private Sector Housing Fees	Environmental Health	HMO Set Up Advice Service	Each	£425 plus hourly rate up to £84 for revisits and/or additional advice.	£438 plus hourly rate up to £86.5 for revisits and/or additional advice		3%		

Births, Deaths and Marriages Fees 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	Certificates from archived registers		Standard Birth, Death, Marriage and civil partnership certificate	per certificate	£15.00	£15.00	0.00	0.00	Statutory Cert £10 Discretionary Admin charge £5	
			Short Birth Certificate	per certificate	£15.00	£15.00	0.00	0.00	Statutory Cert £10 Discretionary Admin charge £5	
			Priority service certificate - same day	per certificate	£20.00	£20.00	0.00	0.00		
			Standard Birth Death Marriage or Civil Partnership certificates (at registration)	per certificate	£4.00	£4.00	0.00	0.00		
			Standard Birth Death Marriage or Civil Partnership certificates (after registration)	per certificate	£7.00	£7.00	0.00	0.00		
	Notice of marriage and civil partnership		British and EU national	Per notice	£35.00	£35.00	0.00	0.00		
			If referred for immigration purposes	Per notice	£47.00	£47.00	0.00	0.00		
	Marriage, Renewal of Vows and Civil Partnership Ceremonies at Hendon Town Hall	Heritage Room	Administration fee for change of date or time	Per Ceremony	£20.00	£20.00	0.00	0.00		
			Mondays to Thursdays (before 4pm)	Per Ceremony	£150.00 (£50 deposit)	£150.00				
			Friday (before 4pm)	Per Ceremony	£175.00 (£50 deposit)	£175.00				
			Saturday (before 4pm)	Per Ceremony	£250.00 (£50 deposit)	£250.00				
			Sundays and Public Holidays (before 4pm)	Per Ceremony	£325.00 (£50 deposit)	£325.00				
			Special Offer (last Sunday of the month)	Per Ceremony	£200.00 (£50 deposit)	£0.00				
			Monday to Thursday (after 4 pm)	Per Ceremony	£200.00	£320.00	120.00	0.38		
			Friday (after 4 pm)	Per Ceremony	£250.00	£320.00	70.00	0.22		
			Saturday – (after 4pm)	Per Ceremony	£360.00 (£50 deposit)	£350.00				
			Sundays and Public Holidays – (after 4pm)	Per Ceremony	£550.00 (£50 deposit)	£450.00				
	Marriage, Renewal of Vows and Civil Partnership Ceremonies at Hendon Town Hall	Committee Room 1&2	Mondays to Thursdays (before 4pm)	Per Ceremony	£0.00	£200.00	200.00	1.00		
			Friday (before 4pm)	Per Ceremony	£0.00	£225.00	225.00	1.00		
			Saturday (before 4pm)	Per Ceremony	£0.00	£300.00	300.00	1.00		
			Sundays and Public Holidays (before 4pm)	Per Ceremony	£0.00	£375.00	375.00	1.00		
			Monday to Friday (after 4 pm)	Per Ceremony	£0.00	£400.00	400.00	1.00		
			Saturday (after 4pm)	Per Ceremony	£0.00	£500.00	500.00	1.00		
			Sundays and Public Holidays (after 4pm)	Per Ceremony	£0.00	£600.00	600.00	1.00		

Births, Deaths and Marriages Fees 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
	Marriage, Renewal of Vows, Civil Partnership and Baby Naming Ceremonies at an approved premise in the London Borough of Barnet		Non-refundable booking fee	Per Ceremony	£50.00	£50.00	0.00	0.00		
			Wedding in a registered building (e.g. church)	Per Ceremony	£88.00 (£50 deposit)	£88.00				
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Monday to Friday (before 4pm)	Per Ceremony	£275.00 (£50 deposit)	£320.00				
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Saturday (before 4pm)	Per Ceremony	£330.00 (£50 deposit)	£350.00				
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Sunday and Public Holiday (before 4pm)	Per Ceremony	£385.00 (£50 deposit)	£450.00				
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Monday to Friday (after 4pm)	Per Ceremony	£400.00 (£50 deposit)	£400.00				
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Saturday (after 4pm)	Per Ceremony	£500.00 (£50 deposit)	£500.00				
			Marriage, renewal of vows, civil partnership and baby naming ceremonies Sunday and Public Holiday (after 4pm)	Per Ceremony	£600.00 (£50 deposit)	£600.00				
	Naming Ceremonies – all venues		Administration fee for change of date or time	Per Ceremony	£20.00	£20.00	0.00	0.00		
			Monday to Sunday and including Bank Holidays – normal hours	Per Ceremony	£160.00 (£50 deposit)	£160.00 (£50 deposit)				
	Late Arrival Fees		Late arrival fee at the Register Office	Per Ceremony	£25.00	£25.00	0.00	0.00		
			Late arrival fee at an approved premise in Barnet	Per Ceremony	£50.00	£50.00	0.00	0.00		
	Nationality and Settlement Checking Service NCS/SCS		NCS Adult application (Mon -Fri)	Per Adult	£55.00	£60.00	5.00	0.08		
			NCS Child application (Mon-Fri)	Per Child	£35.00	£40.00	5.00	0.13		
			NCS Adult application (Sat & Sun)	Per Adult	£65.00	£75.00	10.00	0.13		
			NCS Child application (Sat & Sun)	Per Child	£45.00	£50.00	5.00	0.10		
			SCS Adult application (Mon -Fri)	Per Adult	£100.00	£100.00	0.00	0.00		
			SCS Child application (Mon-Fri)	Per Child	£30.00	£30.00	0.00	0.00		
			Private citizenship ceremony at Hendon Town Hall	Per Ceremony	£100.00	£110.00	10.00	0.09		
	European Passport Return Service		European Passport Return Service (Permanent Residence & Qualifying Person) including secure postage up to 5kg. (Mon-Fri)	Per Package	£25.00	£25.00	0.00	0.00		
			Saturday	Per Package	£35.00	£35.00	0.00	0.00		
			Sunday	Per Package	£40.00	£40.00	0.00	0.00		
			Additional Postage fee for supporting documents - 5-10kg	Per Package	£0.00	£27.00	27.00	1.00		
			Additional Postage fee for supporting documents - 10-20kg	Per Package	£0.00	£42.00	42.00	1.00		

Parking Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P1	Surrendered Vehicle Disposal	End of Life Surrender and disposal	Annual	£60.00	£60.00	0.00	0.00		
P2	Motor Cycle (Moped) Permit	Annual for up to 4 Motor Cycles	Annual	£350.00	£350.00	0.00	0.00		
P3	Schools Permit	Annual	Annual	£190.00	£190.00	0.00	0.00		
P4	Resident Car Park Permit	Resident only bays in off street car parks	Annual	£200.00	£200.00	0.00	0.00	(introduced early 2016)	
P5	Business	Specific vehicle	Weekly	£26.00	£26.00	0.00	0.00		
P6	Business	Specific vehicle	Monthly	£73.50	£73.50	0.00	0.00		
P7	Business	Specific vehicle	Annual	£525.00	£525.00	0.00	0.00		
P8	Business	Any vehicle	Annual	£840.00	£840.00	0.00	0.00		
P9	Visitor Vouchers	All controlled parking zones, except Event Day, visitor vouchers. Sold in batches of 4 visitor vouchers, minimum purchase is 12 vouchers with a maximum per household of 200 in any 12 month period.	12 Month Period	£12.00 per 12 vouchers	£1.10 each	10p per voucher	0.10	The cost of the visitor permit (VP) has been £1 since Aug 2013, which was a downward revision from the previous cost (and a reversion to costs pre-2011). The proposed charge will help to cover the increased costs.	Road Traffic Regulation Act 1984 and associated regulations.
P10	Visitor Vouchers	Event Day controlled parking zone visitor vouchers with a maximum per household or workplace of 88 in any 12 month period.	12 Month Period	Included in Saracens Agreement	Included in Saracens Agreement	0.00	0.00		
P11	Doctors	Doctors	Annual	£200.00	£200.00	0.00	0.00		
P12	Builders	Specific vehicle	Monthly	£38.00	£38.00	0.00	0.00		
P13	Builders	Specific vehicle	Annual	£310.00	£310.00	0.00	0.00		
P14	Builders	Any vehicle	Monthly	£76.00	£76.00	0.00	0.00		
P15	Builders	Any vehicle	Annual	£620.00	£620.00	0.00	0.00		
P16	Carers	Annual	Annual	Free	Free	0.00	0.00		
P17	Emergency Services and Hatzola	Specific restrictions		Free	Free	0.00	0.00		
P18	Essential Service Vouchers	Full-day essential service vouchers		£2.50 per voucher	£2.50 per voucher	0.00	0.00		
P19	Members	Member annual		Free	Free	0.00	0.00		
P20	Admin Fee	Amendments to exiting permit		No Charge	No Charge	0.00	0.00		
P21	Admin Fee	Permit refunds		No Charge	No Charge	0.00	0.00		
P22	Bay Suspensions	One Bay Suspension for One Day	One Day	£130 Application Fee plus £20 per day per bay for Resident Bays and £30 per day per bay for Pay and Display Bays.	£130 Application Fee plus £20 per day per bay for Resident Bays and £30 per day per bay for Pay and Display Bays.	0.00	0.00		
P23	Temporary Permit 3 Month	Resident Permit for 3 Months	3 Months	£252.00	£252.00	0.00	0.00		
P24	Restricted Car Park Permit	Restricted Off Street Location Annual Car Park Permit	Annual	£350.00	£350.00	0.00	0.00		
P25	Temporary Permit 1 Week	Resident Permit for 1 Week	1 Week	£100.00	£100.00	0.00	0.00		
P26	Temporary Permit 1 Month	Resident Permit for 1 Month	1 Month	£160.00	£160.00	0.00	0.00		
P27	Resident Permit	Band 1 - Green Annual Permit: For vehicles with emissions range (G/km CO2) <= 110	Annual	Free	£15.00	15.00	1.00	New charge	Road Traffic Regulation Act 1984 and associated regulations.

Parking Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
P28	Resident Permit	Band 2 - Lower Band Emissions Annual Permit: For vehicles with emissions range (G/km CO2) 111 to 130	Annual	£45.00	£50.00	5.00	0.10	Previously this band was combined with band 3, but the new model splits this band into two parts (lower and upper)	Road Traffic Regulation Act 1984 and associated regulations.
P29	Resident Permit	Band 3 - Low (Top Tier) Band Emissions Annual Permit: For vehicles with emissions range (G/km CO2) 131 to 150	Annual	£45.00	£55.00	10.00	0.18	Previously this band was combined with band 2, but the new model splits this band into two parts (lower and upper)	Road Traffic Regulation Act 1984 and associated regulations.
P30	Resident Permit	Band 4 - Middle Band Emissions Annual Permit: - For vehicles with emissions range (G/km CO2) 151 - 200	Annual	£52.50	£65.00	12.50	0.19		Road Traffic Regulation Act 1984 and associated regulations.
P31	Resident Permit	Band 5 - High Band Emissions Annual Permit: - For vehicles with emissions range (G/km CO2) 201 and above	Annual	£85.00	£115.00	30.00	0.26		Road Traffic Regulation Act 1984 and associated regulations.
P32	Resident Permit Surcharge	2, 3 or 4th vehicle	Annual	£10.00	£15.00	5.00	0.33	This charge is a supplement on the relevant band which the car falls into i.e. A second vehicle which was an electric car would have to pay £30.00 (Band 1 - Green Annual Permit of £15.00 plus 2nd vehicle supplement of £15.00), a higher polluting car which had G/km CO2 emissions of 210 would have to pay £130.00 (Band 5 - High Band fee of £115.00 plus 2nd vehicle supplement of £15.00). This reflects those who pollute the most and have the greatest negative affect on our air quality should pay the most, whilst promoting public transport, walking etc. to reduce congestion on our roads, and keep traffic moving.	Road Traffic Regulation Act 1984 and associated regulations.
P33	Diesel Surcharge	Annual	Annual	£10.00	£10.00	0.00	0.00		
P34	On Street Parking Charges	Payment to Park		As per location, local signage and Traffic Management Order	As per location, local signage and Traffic Management Order	0.00	0.00		
P35	Off Street Parking Charges	Payment to Park		As per location, local signage and Traffic Management Order	As per location, local signage and Traffic Management Order	0.00	0.00	Maximum charge based on car park usage.	Road Traffic Regulation Act 1984 and associated regulations.
P36	Car Club Permits	To allow car club permit vehicles to park within the borough	Annual		£1,260.00	1,260.00	1.00	This is the permit charge for car club company vehicles	Road Traffic Regulation Act 1984 and associated regulations.

Environmental Health and Cem & Crem Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Food, Health & Safety										
Re	EH1 Food, Health and Safety Environmental Health	Environmental Health	Level 2 Award in Food Safety - Per person	Per person	£70.00	£70.00	0.00	0.00%	Maintained to be attractive and affordable	
Re	EH2 Food, Health and Safety Environmental health	Environmental Health	Level 3 Award in Food Safety - Supervising food safety in catering,	Per person	£299.00	£350.00	51.00	17.06%	Proposed price remains competitive in market.	Proposed increase to cover costs and following benchmarking exercise
Re	EH3 Food, Health and Safety Environmental health	Environmental Health	Level 3 Award in Food Safety - Supervising food safety in catering, - Block bookings by organisations	Per session	Price on application				We aim to offer a more tailored block booking service to a broader range of customers including larger organisations. We need to be able to negotiate a suitable price dependent on customers' needs. The £299 starting price will generally be discounted in proportion to the number of candidates and/or courses booked.	
Re	EH5 Food, Health and Safety Environmental health	Environmental Health	Level 1 Award in Food Safety	Per person	£48.00	£49.00	1.00	2.08%	Increased in line with inflation	
Re	EH6 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - Council Services	Per person	£58.00	60	2.00	3.45%	Increased in line with inflation	
Re	EH7 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - examination resit	Per person	£33.00	33	0.00	0.00%	Maintained to be attractive and affordable	
Re	EH8 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - Refresher - Per person	Per person	£54.00	54	0.00	0.00%	Maintained to be attractive and affordable	
Re	EH9 Food, Health and Safety Environmental health	Environmental Health	Level 2 Award in Food Safety - Group Courses - Block Bookings)	Per session	Price on Application				We aim to offer a more tailored block booking service to a broader range of customers including larger organisations. We need to be able to negotiate a suitable price dependent on customers' needs. The £70 starting price will generally be discounted in proportion to the number of candidates and/or courses booked.	
Re	EH10 Food, Health and Safety Environmental health	Environmental Health	Administration charge for cancelled courses (minimum of 24 hours before course, otherwise full fee for no show)	Per person/session as applicable	30% of course fee				There is an admin cost to booking and arranging refunds etc.	
Re	EH11 Food, Health and Safety Environmental health	Environmental Health	Food Allergen training	Per person	£25.00	25	0.00	0.00%	It is felt this is still a useful course for businesses and contributes to consumer safety - ergo we want to attract more customers rather than abandon the course.	

Environmental Health and Cem & Crem Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH12 Food, Health and Safety Environmental health	Environmental Health	Level 1 Award in Food Safety - block bookings	per course	Price on Application				We aim to offer a more tailored block booking service to a broader range of customers including larger organisations. We need to be able to negotiate a suitable price dependent on customers' needs. The £48 starting price will generally be discounted in proportion to the number of candidates and/or courses booked.	
Re	EH13 Food, Health and Safety Environmental health	Environmental Health	Food Allergen training courses - block bookings	per course	Price on Application				We aim to offer a more tailored block booking service to a broader range of customers including larger organisations. We need to be able to negotiate a suitable price dependent on customers' needs. The £25 starting price will generally be discounted in proportion to the number of candidates and/or courses booked.	
Re	EH14 Food, Health and Safety Environmental health	Environmental Health	Sampling of Private Water Supplies (Private Water Supplies Regulations 1991)	Per sample	Full analysis cost (£500 maximum) plus officer time @ up to £53.56 officer hourly rate (up to £100 max fee per visit)	Actual laboratory analytical fees and sampling visit charges [based on officer hourly rates] up to statutory maximums	-	variable, could be over 5% or less than 2017/18 charge.	Change in Regulations, which prescribe the maximum charges differently.	Charge will be cost recovery up to statutory maximum set out in the Regulations.
Re	EH15 Food, Health and Safety Environmental health	Environmental Health	Requested Food Hygiene Rating Scheme Re-rating Inspection	Per inspection	£185.00	190	5.00	2.70%	Increased in line with inflation	
Re	EH16 Food, Health and Safety Environmental health	Environmental Health	Safer Food Better Business (SFBB) Pack (Sent by post)	Each	£18.50	18.5	0.00	0.00%	Maintained to be attractive and affordable	
Re	EH17 Food, Health and Safety Environmental health	Environmental Health	Safer Food Better Business (SFBB) Pack (Collected)	Each	£15.00	15	0.00	0.00%	Maintained to be attractive and affordable	
Re	EH18 Food, Health and Safety Environmental health	Environmental Health	Unsound Food (Business and Commercial premises) - collection and disposal	Per seizure/volunt ary surrender	Actual cost of disposal + 30% transport and admin fee		0.00	0.00%	Normally taken to Edmonton incinerator where there is a fixed minimum fee	
Re	EH19 Food, Health and Safety Environmental health	Environmental Health	Food Export Certificates	Per certificate	Actual cost of officer time at officer hourly rate (minimum 1 hour)				Exporters occasionally request food inspection and certification to enable export to none EU countries. Price structure reflects true cost.	
Re	EH20 Food, Health and Safety Environmental health	Environmental Health	Expenses arising from additional official controls	Hourly rate	Actual cost of officer time at officer hourly rate (minimum 1 hour)				Charges for additional official controls arising from non- compliance	
Re	EH21 Food, Health and Safety Environmental health	Environmental Health	Health & Safety at Work Courses	Per person	£70.00	70	0.00	0.00%	Maintained to be attractive and affordable	
Re	EH22 Food, Health and Safety Environmental health	Environmental Health	Health & Safety at Work Courses	Registered Charities	£70.00	70	0.00	0.00%	Maintained to be attractive and affordable	
Re	EH23 Food, Health and Safety Environmental health	Environmental Health	Health & Safety at Work Courses	Council Services	£58.00	60	2.00	3.45%	Rounded	

Environmental Health and Cem & Crem Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation	
Re	EH24 Food, Health and Safety Environmental health	Environmental Health	Level 2 Certificate in Health and Safety Group Courses - Block Bookings	Per session	Price On Application					We aim to offer a more tailored block booking service to a broader range of customers including larger organisations. We need to be able to negotiate a suitable price dependent on customers' needs. The £70 starting price will generally be discounted in proportion to the number of candidates and/or courses booked.	
Re	EH25 Food, Health and Safety Environmental health	Environmental Health	Administration charge for cancelled courses (minimum of 24 hours before course, otherwise full fee for no show)		30% of course fee					There is an admin cost to booking and arranging refunds etc.	
Environmental Health											
Re	EH26 Environmental Health Noise Act 1996	Environmental Health	Seizure, removal and storage of seized equipment		£165.00	£169.95	4.95	3.00%	Increased in line with inflation		
Re	EH27 Environmental Health Contaminated Land Enquiries	Environmental Health	Contaminated Land Enquiries - Basic Enquiry	Each	£47.50	48.93	1.43	3.01%	Increased in line with inflation		
Re	EH28 Environmental Health Contaminated Land Enquiries	Environmental Health	Enquiry including historical data multiple addresses	Each	£107.00	110.21	3.21	3.00%	Increased in line with inflation		
Re	EH29 Environmental Health Pest Control	Environmental Health	Rats	Per treatment	£116.67	118.67	2.00	1.71%	Increased in line with inflation		
Re	EH30 Environmental Health Pest Control	Environmental Health	Mice	Per treatment	£116.67	118.67	2.00	1.71%	Increased in line with inflation		
Re	EH31 Environmental Health Pest Control	Environmental Health	Cockroaches	Per treatment	£115.00	117.00	2.00	1.74%	Increased in line with inflation		
Re	EH32 Environmental Health Pest Control	Environmental Health	Bed Bugs for a 2 bedroom property	Per treatment	£180.83	182.50	1.67	0.92%	Increased in line with inflation		
Re	EH33 Environmental Health Pest Control	Environmental Health	Bed Bugs (per additional bedroom)	Per treatment	£40.00	41.00	1.00	2.50%	Increased in line with inflation		
Re	EH34 Environmental Health Pest Control	Environmental Health	Fleas	Per treatment	£112.50	114.17	1.67	1.48%	Increased in line with inflation		
Re	EH35 Environmental Health Pest Control	Environmental Health	Exotic Ants	Per treatment	£149.17	151.67	2.50	1.68%	Increased in line with inflation		
Re	EH36 Environmental Health Pest Control	Environmental Health	Wasps	Per treatment	£56.67	56.67	0.00	0.00%	No increase to remain competitive.		
Re	EH37 Environmental Health Pest Control	Environmental Health	Domestic crawling insects (Carpet beetles, larder beetles, etc.)	Per treatment	£109.17	114.17	5.00	4.58%	Increased in line with inflation		
Re	EH38 Environmental Health Pest Control	Environmental Health	Garden Ants	Per treatment	£144.17	114.17	(30.00)	-20.81%	Price to be brought in line with treatment costs and other existing treatments.		
Re	EH39 Environmental Health Pest Control	Environmental Health	Site pest assessment (where treatment not requested)	Per visit	£25.00	25.00	0.00	0.00%	No increase to remain competitive.		
Re	EH40 Environmental Health Pest Control	Environmental Health	Call out fee for advice (refundable against the full cost of treatment)	Per visit	£25.00	25.00	0.00	0.00%	No increase to remain competitive.		
Re	EH41 Environmental Health Pest Control	Environmental Health	Discount for Barnet residents (homeowners) receiving Means Tested Benefits	Per treatment	35% off list price	35% off list price			Only applies to pests of public health significance - rats, mice, fleas, wasps, bed bugs, pharaoh ants and cockroaches.		
Re	EH42 Environmental Health Pest Control	Environmental Health	Commercial Premises and monitoring contracts	Per annual contract	Price on application	Price on application			Price dependent on customers' needs, cost of time and materials and Re business case.		

Environmental Health and Cem & Crem Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH43 Environmental Health Pest Control	Environmental Health	Discounted charges on any pest control treatment when booked concurrently for more than one premises	Per block treatment	Price on application (based on reduction by callout fee of £25 per property, after initial treatment)	Price on application (based on reduction by callout fee of £25 per property, after initial treatment)			We aim to offer a more tailored block treatment service to a broader range of customers including, managing agents and resident or business syndicates. Where owners of adjacent premises book together we can offer reductions in charges linked to reduced costs, eg travel time.	
Pollution Prevention and Control Act 1999										
Re	EH44 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Standard	Each	£1,579.00	1650	71.00	4.50%	DEFRA fee change	
Re	EH45 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Reduced fee	Each	£148.00	155	7.00	4.73%	DEFRA fee change	
Re	EH46 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Petrol vapour I&II	Each	£246.00	257	11.00	4.47%	DEFRA fee change	
Re	EH47 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Vehicle refinishers	Each	£346.00	362	16.00	4.62%	DEFRA fee change	
Re	EH48 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Application Mobile screening and crushing plant for 1st and 2nd permits	1st & 2nd applications	£1579 (£943 for 3rd to 7th applications, £477 for 8th and subsequent applications)	1650(985 3rd to 7th, 485 subsequent applications)		4.62%	DEFRA fee change	
Re	EH49 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Fee operating without a permit	Each	£1,579.00	1188	(391.00)	-24.76%	DEFRA fee change	
Re	EH50 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Late payment fee	Each	£50.00	52	2.00	4.00%	DEFRA fee change	
Re	EH51 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Annual subsistence charge		Low = £739 / Medium = £1,111 / High = £1,672	Low = £772 / Medium = £1,161 / High = £1,747		4.62%	DEFRA fee change	
Re	EH52 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Standard	Each	Low = £739 / Medium = £1,111 / High = £1,672	Low = £772 / Medium = £1,161 / High = £1,747		4.62%	DEFRA fee change	
Re	EH53 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Reduced fee	Each	Low = £78 / Medium = £151 / High = £227	Low = £79 / Medium = £158 / High = £237		4.00%	DEFRA fee change	
Re	EH54 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Petrol vapour I&II	Each	Low = £108 / Medium = £216 / High = £326	Low = £113 / Medium = £226 / High = £341		4.62%	DEFRA fee change	
Re	EH55 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Vehicle refinishers	Each	Low = £218 / Medium = £349 / High = £524	Low = £228 / Medium = £365 / High = £548		4.62%	DEFRA fee change	
Re	EH56 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Mobile screening and crushing plant for 1st and 2nd permits	Each	Low = £618 / Medium = £989 / High = £1,484	Low = £626 / Medium = £1034/ High = £1,551		4.00%	DEFRA fee change	
Re	EH57 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Standard Transfer and substantial change	Each	Std Transfer = £162 / Partial transfer = £476 / Sub. Change = £1005	Std Transfer = £169 / Partial transfer = £497 / Sub. Change = £1050		4.62%	DEFRA fee change	

Environmental Health and Cem & Crem Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH58 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Reduced fee Transfer and substantial change	Each	Red. Fee Transfer = £0 / Partial Transfer = £45 / Substantial change = £98	Red. Fee Transfer = £78 / Partial Transfer = £47 / Substantial change = £112		4.00%	DEFRA fee change	
Re	EH59 Environmental Health Environmental Permit (Type of Process)	Environmental Health	Adopt a tube scheme p/a		£133.00	133	0.00	0.00%		
Environmental Health Licensing Fees										
Re	EH60 Environmental Health Animal Boarding Establishments	Environmental Health	New licence	Each	£479.00	490	11.00	2.30%	Increased in line with inflation	
Re	EH61 Environmental Health Animal Boarding Establishments	Environmental Health	Renewal licence	Each	£447.00	460	13.00	2.91%	Increased in line with inflation	
Re	EH62 Environmental Health Animal Boarding Establishments - Home based "sitting" services	Environmental Health	New licence	Each	£220.00	225	5.00	2.27%	Increased in line with inflation	
Re	EH63 Environmental Health Animal Boarding Establishments - Home based "sitting" services	Environmental Health	Renewal licence	Each	£60.50	62	1.50	2.48%	Increased in line with inflation	
Re	EH64 Environmental Health Animal Boarding Establishments - Home based "sitting" services	Environmental Health	Renewal (where inspection required)	Each	£136.00	140	4.00	2.94%	Increased in line with inflation	
Re	EH65 Environmental Health Breeding establishments for dogs	Environmental Health	New	Each	£480.00	493	13.00	2.71%	Increased in line with inflation	
Re	EH66 Environmental Health Breeding establishments for dogs	Environmental Health	Renewal	Each	£460.00	472	12.00	2.61%	Increased in line with inflation	
Re	EH67 Environmental Health Dangerous wild animals	Environmental Health	New	Each	£485.00	498	13.00	2.68%	Increased in line with inflation	
Re	EH68 Environmental Health Dangerous wild animals	Environmental Health	Renewal	Each	£473.00	486	13.00	2.75%	Increased in line with inflation	
Re	EH69 Environmental Health Performing Animals	Environmental Health	Registration	Each	£154.00	158	4.00	2.60%	Increased in line with inflation	
Re	EH70 Environmental Health Performing Animals	Environmental Health	Certificate	Each	£18.00	18	0.00	0.00%	No increase to remain competitive.	
Re	EH71 Environmental Health Pet Shops	Environmental Health	New licence	Each	£479.00	492	13.00	2.71%	Increased in line with inflation	
Re	EH72 Environmental Health Pet Shops	Environmental Health	Renewal licence	Each	£466.00	479	13.00	2.79%	Increased in line with inflation	
Re	EH73 Environmental Health Pet Shops	Environmental Health	Zoo (Zoo Licensing Act 1981)	Each	Costs incurred including administrative costs	Costs incurred including administrative costs			Fee includes DEFRA appointed vet and Council appointed vet inspection fees over the 5 year licence period.	
Re	EH74 Environmental Health Riding Establishments	Environmental Health	New licence	Each	£686.00	704	18.00	2.62%	Increased in line with inflation	
Re	EH75 Environmental Health Riding Establishments	Environmental Health	Renewal licence	Each	£581.00	597	16.00	2.75%	Increased in line with inflation	
Re	EH76 Environmental Health Licence for Massage and Special Treatments Band A	Environmental Health	New licence	Each	£240.00	247	7.00	2.92%	Increased in line with inflation	
Re	EH77 Environmental Health Licence for Massage and Special Treatments Band A	Environmental Health	Renewal licence	Each	£192.00	197	5.00	2.60%	Increased in line with inflation	
Re	EH78 Environmental Health Licence for Massage and Special Treatments Band B	Environmental Health	New licence	Each	£325.00	334	9.00	2.77%	Increased in line with inflation	
Re	EH79 Environmental Health Licence for Massage and Special Treatments Band B	Environmental Health	Renewal licence	Each	£277.00	284	7.00	2.53%	Increased in line with inflation	
Re	EH80 Environmental Health Licence for Massage and Special Treatments Band C	Environmental Health	New licence	Each	£432.00	444	12.00	2.78%	Increased in line with inflation	

Environmental Health and Cem & Crem Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	EH81 Environmental Health Licence for Massage and Special Treatments Band C	Environmental Health	Renewal licence	Each	£390.00	400	10.00	2.56%	Increased in line with inflation	
Re	EH82 Environmental Health Transfer and Variation Fee	Environmental Health	Band A	Each	£60.50	62	1.50	2.48%	Increased in line with inflation	
Re	EH83 Environmental Health Transfer and Variation Fee	Environmental Health	Band B	Each	£77.00	79	2.00	2.60%	Increased in line with inflation	
Re	EH84 Environmental Health Transfer and Variation Fee	Environmental Health	Band C	Each	£94.00	96	2.00	2.13%	Increased in line with inflation	
Re	EH85 Environmental Health Transfer and Variation Fee	Environmental Health	Additional licensing fee for Laser Removal of hair and intense pulsed light treatments	Each	£71.00	73	2.00	2.82%	Increased in line with inflation	
Re	EH86 Environmental Health Transfer and Variation Fee	Environmental Health	Administration fee on all aborted licence applications	Each	10 percent of licence fee	11 percent of licence fee				
Re	EH87 Environmental Health General Consultancy Fees	Environmental Health	Specialist Environmental Health Advice/Consultancy in Barnet	Per hour	Up to £120	Up to £120			Actual charge at hourly rate for officer undertaking work, up to the maximum.	
Re	EH88 Environmental Health General Consultancy Fees	Environmental Health	Specialist Environmental Health Advice/Consultancy in Barnet	Per Day	Up to £600 plus expenses	Up to £600 plus expenses			Actual charge at daily rate for officer undertaking work, up to the maximum.	
Re	EH89 Environmental Health Primary Authority Services	Environmental Health	Annual fee per subject area	Per annum	Up to £750 per area of regulation	Up to £750 per area of regulation			Fee as agreed with individual company to cover routine primary authority work up to a specified level after which additional work is charged at an hourly rate per below. s.31 of the Regulatory Enforcement and Sanctions Act 2008 allows the Council to charge such fees as it considers to be the costs reasonably incurred.	
Re	EH90 Environmental Health Primary Authority Services	Environmental Health	Primary authority work	Per hour	Up to £58 per hour	Up to £58 per hour			Actual charge at hourly rate for officer undertaking work, up to the maximum.	
Cemetery & Crematorium										
Grave purchase for Non-LBB Residents:										
Re	C&C1 Cemetery & Crematorium	Cem and Crem	Class 'A' (7'6" x 3'6") grave pre-purchase only - Non LBB Residents	Each	£14,720.00	15,100.00	380.00	2.58%		
Re	C&C2 Cemetery & Crematorium	Cem and Crem	Class 'B' (6'6" x 2'6") grave pre-purchase only - Non LBB Residents	Each	£7,800.00	8000	200.00	2.56%		
Re	C&C3 Cemetery & Crematorium	Cem and Crem	Class 'A' grave (7'6" x 3'6") for immediate use - Non LBB Residents	Each	£9,200.00	9500	300.00	3.26%		
Re	C&C4 Cemetery & Crematorium	Cem and Crem	Class 'B' (6'6" x 2'6") for immediate use - Non LBB Residents	Each	£4,890.00	5050	160.00	3.27%		
Half size grave for burial of ashes (Ash Grave) Note there are a limited number of these and no new 1/2 graves will be created.										
Re	C&C5 Cemetery & Crematorium	Cem and Crem	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - Non LBB Residents	Each	£6,700.00	6900	200.00	2.99%		
Re	C&C6 Cemetery & Crematorium	Cem and Crem	Class 'B' (3'0" x 2'6") - half grave pre-purchase only - Non LBB Residents	Each	£3,250.00	3350	100.00	3.08%		
Re	C&C7 Cemetery & Crematorium	Cem and Crem	Class 'A' (3'6" x 3'6") half grave for immediate use - Non LBB Residents	Each	£4,195.00	4300	105.00	2.50%		
Re	C&C8 Cemetery & Crematorium	Cem and Crem	Class 'B' (3'0" x 2'6") half grave for immediate use - Non LBB Residents	Each	£2,045.00	2100	55.00	2.69%		
Grave purchase for LBB Residents:										
Re	C&C9 Cemetery & Crematorium	Cem and Crem	Class 'A' (7'6" x 3'6") - grave pre-purchase only - LBB Residents	Each	£6,820.00	7000	180.00	2.64%		
Re	C&C10 Cemetery & Crematorium	Cem and Crem	Class 'A' grave (7'6" x 3'6") for immediate use - LBB Residents	Each	£4,870.00	5000	130.00	2.67%		
Re	C&C11 Cemetery & Crematorium	Cem and Crem	Class 'B' (6'6" x 2'6") grave pre-purchase only - LBB Residents	Each	£3,410.00	3500	90.00	2.64%		
Re	C&C12 Cemetery & Crematorium	Cem and Crem	Class 'B' grave (6'6" x 2'6") for immediate use - LBB Residents	Each	£2,415.00	2500	85.00	3.52%		

Environmental Health and Cem & Crem Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Half size grave for burial of ashes (Ash Grave) Note there are a limited number of these and no new 1/2 graves will be created.										
Re	C&C13 Cemetery & Crematorium	Cem and Crem	Class 'A' (3'6" x 3'6") - half grave pre-purchase only - LBB Residents	Each	£3,410.00	3500	90.00	2.64%		
Re	C&C14 Cemetery & Crematorium	Cem and Crem	Class 'A' grave (3'6" x 3'6") half grave for immediate use - LBB Residents	Each	£2,435.00	2500	65.00	2.67%		
Re	C&C15 Cemetery & Crematorium	Cem and Crem	Class 'B' (3'0" x 2' 6") - half grave pre-purchase only - LBB Residents	Each	£1,690.00	1740	50.00	2.96%		
Re	C&C16 Cemetery & Crematorium	Cem and Crem	Class 'B' grave (3'0" x 2' 6") half grave for immediate use - LBB Residents	Each	£1,205.00	1240	35.00	2.90%		
Mausoleums (Single price for LBB residents and non-residents)										
Re	C&C17 Cemetery & Crematorium	Cem and Crem	Mausoleum pre-purchase	Each	£21,300.00	22000	700.00	3.29%		
Re	C&C18 Cemetery & Crematorium	Cem and Crem	Mausoleum space for immediate use	Each	£15,500.00	16000	500.00	3.23%		
Re	C&C19 Cemetery & Crematorium	Cem and Crem	Construction of Mausoleum	Each	£12,450.00	12800	350.00	2.81%		
Interments (Single price for LBB Residents and non-Residents)										
Re	C&C20 Cemetery & Crematorium	Cem and Crem	Interment - Persons over 16 years of age (single depth)	Each	£850.00	£850.00	0.00	0.00%		
Re	C&C21 Cemetery & Crematorium	Cem and Crem	Interment - pre-dug grave	Each	£625.00	£625.00	0.00	0.00%		
Re	C&C22 Cemetery & Crematorium	Cem and Crem	Interment - Children under 16 years of age including those still born (single depth)	Each	£490.00	£490.00	0.00	0.00%		
Re	C&C23 Cemetery & Crematorium	Cem and Crem	Interment - Additional charge for each additional coffin depth (up to maximum of 4)	Each	£250.00	£250.00	0.00	0.00%		
Re	C&C24 Cemetery & Crematorium	Cem and Crem	Burial of Ashes into a private grave at minimum depth without movement of memorial/landing (see separate charge for removal of memorial)	Each	£430.00	445	15.00	3.49%		
Re	C&C25 Cemetery & Crematorium	Cem and Crem	Public interment - Persons over 16 years of age	Each	£499.00	515	16.00	3.21%		
Re	C&C26 Cemetery & Crematorium	Cem and Crem	Public interment - Children under 16 years of age	Each	£170.00	175	5.00	2.94%		
Re	C&C27 Cemetery & Crematorium	Cem and Crem	Public interment - Stillborn children	Each	£110.00	115	5.00	4.55%		
General Burial Fees										
Re	C&C28 Cemetery & Crematorium	Cem and Crem	Exhumation of Deceased	Each	£1,300.00	1360	60.00	4.62%		
Re	C&C29 Cemetery & Crematorium	Cem and Crem	Removal and/or replacing of memorials (all parts of the cemetery) kerbs and landing upto 4ft 6	Each	£269.00	280	11.00	4.09%		
Re	C&C30 Cemetery & Crematorium	Cem and Crem	Removal and/or replacing of memorials (all parts of the cemetery) over 4ft 6	Each	Price on application	Price on application				
Re	C&C31 Cemetery & Crematorium	Cem and Crem	Additional charge for a Weekend or Bank Holiday Burial.	Each	£230.00	240	10.00	4.35%		
Re	C&C32 Cemetery & Crematorium	Cem and Crem	Additional charge for a Weekend or bank Holiday Burial for cremated remains	Each	£120.00	125	5.00	4.17%		
Re	C&C33 Cemetery & Crematorium	Cem and Crem	Shroud Burials	Each	£204.00	210	6.00	2.94%		
Re	C&C34 Cemetery & Crematorium	Cem and Crem	Casket Burial	Each	£280.00	290	10.00	3.57%		
Re	C&C35 Cemetery & Crematorium	Cem and Crem	Grave Lease Extension Resident 'B' class per year (minimum of 5 years)	Each	£23.00	24	1.00	4.35%		
Re	C&C36 Cemetery & Crematorium	Cem and Crem	Grave Lease Extension Non Resident 'A' Class per year (minimum of 5 years)	Each	£89.00	92	3.00	3.37%		
Re	C&C37 Cemetery & Crematorium	Cem and Crem	Grave Lease Extension Non Resident 'B' Class per year (minimum of 5 years)	Each	£46.00	47	1.00	2.17%		
Re	C&C38 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround standard 'A' Class grave (7'6" x 3' 6")	Each	£163.00	167	4.00	2.45%		
Re	C&C39 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround for 'B' Class grave (6'6" x 2' 6")	Each	£133.00	136	3.00	2.26%		
Re	C&C40 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround for 'A' Class - Ash Grave (3'6" x 3'6")	Each	£87.00	90	3.00	3.45%		

Environmental Health and Cem & Crem Fees and Charges 2018/19

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Re	C&C41 Cemetery & Crematorium	Cem and Crem	Decking style temporary wooden grave surround for 'B' Class - Ash Grave (3'0" x 2' 6")	Each	£77.00	79	2.00	2.60%		
Re	C&C42 Cemetery & Crematorium	Cem and Crem	Washing of Half size Kerb and Landing and Headstone only	Each	£60.00	63	3.00	5.00%		
Re	C&C43 Cemetery & Crematorium	Cem and Crem	Washing of Full Size Kerb and Landing Memorial including Headstone	Each	£100.00	105	5.00	5.00%		
Re	C&C44 Cemetery & Crematorium	Cem and Crem	Raise and Level of Headstone and Half Size kerb and Landing	Each	£75.00	78	3.00	4.00%		
Re	C&C45 Cemetery & Crematorium	Cem and Crem	Raise and Level of Headstone and Full size Kerb and Landing	Each	£100.00	105	5.00	5.00%		
Re	C&C46 Cemetery & Crematorium	Cem and Crem	Memorial Seat, 6ft, inclusive of plaque up to 60 letters maximum inscription, (no on-going care) for placement on a pre-owned grave subject to payment of additional permit fee.	Each	£1,284.00	1325	41.00	3.19%		
Permits										
Re	C&C47 Cemetery & Crematorium	Cem and Crem	Permit - Headstone with kerbs	Each	£306.00	315	9.00	2.94%		
Re	C&C48 Cemetery & Crematorium	Cem and Crem	Permit - Headstone only	Each	£234.00	240	6.00	2.56%		
Re	C&C49 Cemetery & Crematorium	Cem and Crem	Permit - Conversion of existing Headstone to include kerbs	Each	£100.00	104	4.00	4.00%		
Re	C&C50 Cemetery & Crematorium	Cem and Crem	Permit - Memorial in the form of a vase, tablet, seat or bench or wooden cross etc.	Each	£82.00	85	3.00	3.66%		
Re	C&C51 Cemetery & Crematorium	Cem and Crem	Permit - Renovation or additional inscription	Each	£100.00	104	4.00	4.00%		
Annual Planting etc. and General Attention of Private Graves (per single grave space)										
Re	C&C52 Cemetery & Crematorium	Cem and Crem	Planting Evergreen shrubs only	Each	£199.00	206	7.00	3.52%		
Re	C&C53 Cemetery & Crematorium	Cem and Crem	Turfing only	Each	£143.00	148	5.00	3.50%		
Re	C&C54 Cemetery & Crematorium	Cem and Crem	Planting - Seasonal Bedding	Each	£306.00	310	4.00	1.31%		
Re	C&C55 Cemetery & Crematorium	Cem and Crem	Turfing or Moulding (No maintenance)	Each	£82.00	85	3.00	3.66%		
Re	C&C56 Cemetery & Crematorium	Cem and Crem	Provision of a wooden cross including brass plaque	Each	£158.00	165	7.00	4.43%		
Re	C&C57 Cemetery & Crematorium	Cem and Crem	1 Yr full grave maintenance to include seasonal bedding and 1 washing of headstone.	Each	£346.50	355	8.50	2.45%		
Re	C&C58 Cemetery & Crematorium	Cem and Crem	1 Yr full grave maintenance to include seasonal bedding and 1 washing of full size kerb and landing.	Each	£387.50	395	7.50	1.94%		
Transfer of Grave Ownership										
Re	C&C59 Cemetery & Crematorium	Cem and Crem	Transfer by Probate, Letters of Administration, or Private Statutory Declaration	Each	£71.00	73	2.00	2.82%		
Re	C&C60 Cemetery & Crematorium	Cem and Crem	Transfer by Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	£117.00	120	3.00	2.56%		
Re	C&C61 Cemetery & Crematorium	Cem and Crem	Transfer by combination of Probate, Letters of Administration, or Private Statutory Declaration and Assignment, Assent, Hendon Statutory Declaration or Renunciation	Each	£173.00	177	4.00	2.31%		
Re	C&C62 Cemetery & Crematorium	Cem and Crem	Duplicate of Deed of Ownership	Each	£25.00	25	0.00	0.00%		
Re	C&C63 Cemetery & Crematorium	Cem and Crem	Duplicate of Cremation Certificate	Each	£15.00	15	0.00	0.00%		
Cremation Fees										
Re	C&C64 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekday (Funeral Directors Not holding an account)	Each	£650.00	680	30.00	4.62%		
Re	C&C65 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekend and bank Holidays (Funeral Directors Not holding an account)	Each	£755.00	785	30.00	3.97%		
Re	C&C66 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekday (Funeral Directors holding an account)	Each	£590.00	610	20.00	3.39%		

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Re	C&C67 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekends and bank Holidays (Funeral Directors holding an account)	Each	£685.00	715	30.00	4.38%		
Re	C&C68 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekends and bank Holidays + 2 hours in North chapel	Each	£1,236.00	1280	44.00	3.56%		
Re	C&C69 Cemetery & Crematorium	Cem and Crem	Cremation - Persons over 16 years weekday between 09:00-09:45	Each	£365.00	375	10.00	2.74%		
Re	C&C70 Cemetery & Crematorium	Cem and Crem	Cremation - Children over 1 month to under 16 years of age	Each	£55.00	57	2.00	3.64%		
Re	C&C71 Cemetery & Crematorium	Cem and Crem	Cremation - Children still born - 1 month	Each	No charge	no charge				
Re	C&C72 Cemetery & Crematorium	Cem and Crem	Public Health Cremations	Each	£204.00	210	6.00	2.94%		
Memorials - memorial gardens										
Re	C&C73 Cemetery & Crematorium	Cem and Crem	Standard Rose Bush 3 yr. lease	Yes	£228.00	232	4.00	1.75%		
Re	C&C74 Cemetery & Crematorium	Cem and Crem	Memorial Rose Bush and Plaque 3 yr. lease	Yes	£176.00	180	4.00	2.27%		
Re	C&C75 Cemetery & Crematorium	Cem and Crem	Memorial Rose Bush renewable 3 yr. lease	Yes	£290.00	300	10.00	3.45%		
Re	C&C76 Cemetery & Crematorium	Cem and Crem	Memorial Rose Standard and Plaque 3 yr. lease	Yes	£355.00	360	5.00	1.41%		
Re	C&C77 Cemetery & Crematorium	Cem and Crem	Rose Plaque	Yes	£130.00	135	5.00	3.85%		
Re	C&C78 Cemetery & Crematorium	Cem and Crem	Columbarium Niche (10 year lease)	Yes	£1,590.00	1650	60.00	3.77%		
Re	C&C79 Cemetery & Crematorium	Cem and Crem	Placing additional urn in same niche	Yes	£158.00	162	4.00	2.53%		
Re	C&C80 Cemetery & Crematorium	Cem and Crem	Placing additional urn in same niche	Yes	£158.00	162	4.00	2.53%		
Re	C&C81 Cemetery & Crematorium	Cem and Crem	Lily Pond tablet (10 year lease)	Yes	£612.00	625	13.00	2.12%		
Re	C&C82 Cemetery & Crematorium	Cem and Crem	Cleaning of Lily Pond tablet	Yes	£61.00	63	2.00	3.28%		
Re	C&C83 Cemetery & Crematorium	Cem and Crem	Leather Panel Scheme (10 year lease, Max 60 letters)	Yes	£170.00	175	5.00	2.94%		
Re	C&C84 Cemetery & Crematorium	Cem and Crem	Wall tablet in Book of Remembrance Hall (10 Yr lease)	Yes	£990.00	1020	30.00	3.03%		
Re	C&C85 Cemetery & Crematorium	Cem and Crem	Old Memorial - Inscriptions	Yes	£3.50	3.65	0.15	4.29%		
Re	C&C86 Cemetery & Crematorium	Cem and Crem	Entry in Book of Remembrance consisting of 2 lines	Yes	£156.00	160	4.00	2.56%		
Re	C&C87 Cemetery & Crematorium	Cem and Crem	Entry in Book of Remembrance consisting of 5 lines	Yes	£222.00	227	5.00	2.25%		
Re	C&C88 Cemetery & Crematorium	Cem and Crem	Copy of Book of Remembrance - 2 lines	Yes	£72.00	75	3.00	4.17%		
Re	C&C89 Cemetery & Crematorium	Cem and Crem	Book of Remembrance copy 5 lines	Yes	£120.00	124	4.00	3.33%		
Re	C&C90 Cemetery & Crematorium	Cem and Crem	Armorial bearing or badges (these may be engrossed in the Book of Remembrance only if accompanied by an inscription of at least 5 lines	Yes	£306.00	312	6.00	1.96%		
Re	C&C91 Cemetery & Crematorium	Cem and Crem	Memorial Jewellery	Yes	£40.00	42	2.00	5.00%		
Ashes strewing and storage										
Re	C&C92 Cemetery & Crematorium	Cem and Crem	Strewing of Ashes when returned to Hendon after 12 month of cremation	VAT not applicable	£110.00	115	5.00	4.55%		
Re	C&C93 Cemetery & Crematorium	Cem and Crem	Strewing of Ashes when cremated elsewhere	VAT not applicable	£145.00	150	5.00	3.45%		
Re	C&C94 Cemetery & Crematorium	Cem and Crem	Long-term storage of Ashes per month	VAT not applicable	£25.00	26	1.00	4.00%		
Re	C&C95 Cemetery & Crematorium	Cem and Crem	Long-term storage of Ashes per year	VAT not applicable	£250.00	255	5.00	2.00%		

Environmental Health and Cem & Crem Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Chapel Hire and Organist Fees							0.00			
Re	C&C96 Cemetery & Crematorium	Cem and Crem	Fee for Organ Music and Services of Organist	Yes	£60.00	60	0.00	0.00%		
Re	C&C97 Cemetery & Crematorium	Cem and Crem	Use of Chapel for additional ½ hour Service	Yes	£110.00	115	5.00	4.55%		
Re	C&C98 Cemetery & Crematorium	Cem and Crem	Use of Chapel plus Organist for additional ½ hour Service	Yes	£170.00	175	5.00	2.94%		
Web access to services										
Re	C&C99 Cemetery & Crematorium	Cem and Crem	Live video streaming of funeral services and provision of DVD	Yes	up to £250.00	up to £250.00				
Anniversary Services										
Re	C&C100 Cemetery & Crematorium	Cem and Crem	Placing of flowers etc. at key anniversary dates for the client. Take photograph and e mail client picture of placed memorial (excludes cost of flowers)	Yes	£100.00	100	0.00	0.00%		
Memorial Bird Boxes							Yes	0.00		
Re	C&C101 Cemetery & Crematorium	Cem and Crem	Bird	Yes	£15.00	15	0.00	0.00%		
Re	C&C102 Cemetery & Crematorium	Cem and Crem	Bat	Yes	£35.00	35	0.00	0.00%		
Re	C&C103 Cemetery & Crematorium	Cem and Crem	Owl	Yes	£60.00	60	0.00	0.00%		
Re	C&C104 Cemetery & Crematorium	Cem and Crem	Tawny Owl	Yes	£120.00	120	0.00	0.00%		
Re	C&C105 Cemetery & Crematorium	Cem and Crem	Bird (with memorial plaque)	Yes	£25.00	25	0.00	0.00%		
Re	C&C106 Cemetery & Crematorium	Cem and Crem	Bat (with memorial plaque)	Yes	£45.00	45	0.00	0.00%		
Re	C&C107 Cemetery & Crematorium	Cem and Crem	Owl (with memorial plaque)	Yes	£70.00	70	0.00	0.00%		
Re	C&C108 Cemetery & Crematorium	Cem and Crem	Tawny Owl (with memorial plaque)	Yes	£130.00	130	0.00	0.00%		
New Memorials										
Re	C&C109 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (plus annual fee) (includes 1st standard inscription)	Yes	£660.00	660	0.00	0.00%		
Re	C&C110 Cemetery & Crematorium	Cem and Crem	Annual fee (direct debit only)	Yes	£66.00	66	0.00	0.00%		
Re	C&C111 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (5 year lease) (includes 1st standard inscription)	Yes	£833.00	833	0.00	0.00%		
Re	C&C112 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (10 year lease) (includes 1st standard inscription)	Yes	£1,080.00	1080	0.00	0.00%		
Re	C&C113 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (15 year lease) (includes 1st standard inscription)	Yes	£1,250.00	1250	0.00	0.00%		
Re	C&C114 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (20 year lease) (includes 1st standard inscription)	Yes	£1,500.00	1500	0.00	0.00%		
Re	C&C115 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (30 year lease) (includes 1st standard inscription)	Yes	£2,000.00	2000	0.00	0.00%		
Re	C&C116 Cemetery & Crematorium	Cem and Crem	Sanctum Panorama Niche (50 year lease) (includes 1st standard inscription)	Yes	£2,916.00	2916	0.00	0.00%		
Re	C&C117 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£150.00	150	0.00	0.00%		
Re	C&C118 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£2.35	2.35	0.00	0.00%		
Re	C&C119 Cemetery & Crematorium	Cem and Crem	Additional ashes interment	Not applicable	£250.00	250	0.00	0.00%		
Re	C&C120 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (plus annual fee) (includes 1st standard inscription)	Yes	£660.00	660	0.00	0.00%		
Re	C&C121 Cemetery & Crematorium	Cem and Crem	Annual fee (direct debit only)	Yes	£66.00	66	0.00	0.00%		
Re	C&C122 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (5 year lease) (includes 1st standard inscription)	Yes	£833.00	833	0.00	0.00%		

Environmental Health and Cem & Crem Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	C&C123 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (10 year lease) (includes 1st standard inscription)	Yes	£1,080.00	1080	0.00	0.00%		
Re	C&C124 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (15 year lease) (includes 1st standard inscription)	Yes	£1,250.00	1250	0.00	0.00%		
Re	C&C125 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (20 year lease) (includes 1st standard inscription)	Yes	£1,500.00	1500	0.00	0.00%		
Re	C&C126 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (30 year lease) (includes 1st standard inscription)	Yes	£2,000.00	2000	0.00	0.00%		
Re	C&C127 Cemetery & Crematorium	Cem and Crem	Sanctum 2000 (50 year lease) (includes 1st standard inscription)	Yes	£2,916.00	2916	0.00	0.00%		
Re	C&C128 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£150.00	150	0.00	0.00%		
Re	C&C129 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£2.35	2.35	0.00	0.00%		
Re	C&C130 Cemetery & Crematorium	Cem and Crem	Additional ashes interment	Not applicable	£250.00	250	0.00	0.00%		
Re	C&C131 Cemetery & Crematorium	Cem and Crem	Single vase block (10 Year lease) (includes 1 standard inscription)	Yes	£375.00	375	0.00	0.00%		
Re	C&C132 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£75.00	75	0.00	0.00%		
Re	C&C133 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£2.35	2.35	0.00	0.00%		
Re	C&C134 Cemetery & Crematorium	Cem and Crem	Memorial barbian plaque (10 Year lease) (includes 1 standard inscription)	Yes	£375.00	375	0.00	0.00%		
Re	C&C135 Cemetery & Crematorium	Cem and Crem	Photo inscription	Yes	£75.00	75	0.00	0.00%		
Re	C&C136 Cemetery & Crematorium	Cem and Crem	Additional inscription	Yes	£2.35	2.35	0.00	0.00%		
Re	C&C137 Cemetery & Crematorium	Cem and Crem	Additional memorials from catalogue	Yes	Price on application	Price on application				
Re	C&C138 Cemetery & Crematorium	Cem and Crem	Lease renewal	Yes	75% of the current new lease price	75% of the current new lease price				
Spring bulbs to be planted by cemetery staff										
Re	C&C139 Cemetery & Crematorium	Cem and Crem	Crocus (15 bulbs)	Yes	£8.33	8.33	0.00	0.00%		
Re	C&C140 Cemetery & Crematorium	Cem and Crem	Crocus (50 bulbs)	Yes	£25.00	25	0.00	0.00%		
Re	C&C141 Cemetery & Crematorium	Cem and Crem	Crocus (100 bulbs)	Yes	£41.66	41.66	0.00	0.00%		
Re	C&C142 Cemetery & Crematorium	Cem and Crem	Crocus (200 bulbs)	Yes	£66.66	66.66	0.00	0.00%		
Re	C&C143 Cemetery & Crematorium	Cem and Crem	Dafodill (15 bulbs)	Yes	£12.50	12.5	0.00	0.00%		
Re	C&C144 Cemetery & Crematorium	Cem and Crem	Dafodill (50 bulbs)	Yes	£33.33	33.33	0.00	0.00%		
Re	C&C145 Cemetery & Crematorium	Cem and Crem	Dafodill (100 bulbs)	Yes	£58.33	58.33	0.00	0.00%		
Re	C&C146 Cemetery & Crematorium	Cem and Crem	Dafodill (200 bulbs)	Yes	£100.00	100	0.00	0.00%		
Re	C&C147 Cemetery & Crematorium	Cem and Crem	Tulip (15 bulbs)	Yes	£8.33	8.33	0.00	0.00%		
Re	C&C148 Cemetery & Crematorium	Cem and Crem	Tulip (50 bulbs)	Yes	£25.00	25	0.00	0.00%		
Re	C&C149 Cemetery & Crematorium	Cem and Crem	Tulip (100 bulbs)	Yes	£41.66	41.66	0.00	0.00%		
Re	C&C150 Cemetery & Crematorium	Cem and Crem	Tulip (200 bulbs)	Yes	£66.66	66.66	0.00	0.00%		
Re	C&C151 Cemetery & Crematorium	Cem and Crem	Other varieties can be purchased	Yes	Price on application	Price on application				

Family Services Fees and Charges 2018/19

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Children Centres		Parkfield child care		Age 2	Per Child Per Hour	£6.12	£6.12	0.00	0.00		
Children Centres		Parkfield child care		Age 3-4	Per Child Per Hour	£5.87	£5.87	0.00	0.00		
Children Centres		Meals		Children Centre - Parkfield	Per Child Per Hour	£2.31	£2.31	0.00	0.00		
Children Centres		Wingfield child care		Age 2	Per Child Per Hour	£5.97	£5.97	0.00	0.00		
Children Centres		Wingfield child care		Age 3-4	Per Child Per Hour	£5.71	£5.71	0.00	0.00		
Children Centres		Meals		Children Centre - Wingfield	Per Child Per Hour	£2.14	£2.14	0.00	0.00		
Children Centres		Newstead Child care		Age 2	Per Child Per Hour	£6.38	£6.38	0.00	0.00		
Children Centres		Newstead Child care		Age 3-4	Per Child Per Hour	£6.24	£6.24	0.00	0.00		
Children Centres		Meals		Children Centre - Newstead	Per Child Per Hour	£2.14	£2.14	0.00	0.00		
Youth services		Holiday Programmes		Taster / Entry Activity	Per Day	£5.00	£5.00	0.00	0.00		
Youth services		Holiday Programmes		Taster / Entry Activity	Half Day	£3.00	£3.00	0.00	0.00		
Youth services		Holiday Programmes		Generic Activity	Per Day	£10.00	£10.00	0.00	0.00		
Youth services		Holiday Programmes		Generic Activity	Half Day	£6.00	£6.00	0.00	0.00		
Youth services		Holiday Programmes		Specialised Activity	Per Day	£16.00	£16.00	0.00	0.00		
Youth services		Holiday Programmes		Specialised Activity	Half Day	£9.00	£9.00	0.00	0.00		
Youth services		Duke of Edinburgh		Bronze And Silver Award Enrolment Fee	Per Award	£25.00	£25.00	0.00	0.00		
Youth services		Duke of Edinburgh		Gold Award Enrolment Fee	Per Award	£32.00	£32.00	0.00	0.00		
Youth services		Equipment		Catering E.G.Whisk, Saucepans Etc	Per Item	£1.20	£1.20	0.00	0.00		
Youth services		Equipment		Catering E.G. Professional Gas Bbc		£85.00	£85.00	0.00	0.00		
Youth services		Equipment		Dofe E.G. Compass, Survival Bags, Waterproofs	Per Item	£4.00	£4.00	0.00	0.00		
Youth services		Equipment		Dofe E.G. Expedition Packs		£15.00	£15.00	0.00	0.00		
Youth services		Equipment		Gardening E.G.Water Cans	Per Item	£0.50	£0.50	0.00	0.00		
Youth services		Equipment		Gardening E.G. Mowers		£50.00	£50.00	0.00	0.00		
Youth services		Equipment		Hair & Beauty E.G.Stools	Per Item	£10.00	£10.00	0.00	0.00		
Youth services		Equipment		Hair & Beauty E.G Couch, Nail Bars		£45.00	£45.00	0.00	0.00		
Youth services		Equipment		Marquees & Shelter E.G. Gazebos	Per Item	£28.00	£28.00	0.00	0.00		
Youth services		Equipment		Marquees & Shelter E.G. Inflatable Marquees		£63.00	£63.00	0.00	0.00		
Youth services		Equipment		Media E.G. Lcd Monitors	Per Item	£8.00	£8.00	0.00	0.00		
Youth services		Equipment		Media E.G. Film Making Kits		£350.00	£350.00	0.00	0.00		
Youth services		Equipment		Music E.G Headphones	Per Item	£1.50	£1.50	0.00	0.00		
Youth services		Equipment		Music E.G. Keyboards		£45.00	£45.00	0.00	0.00		
Youth services		Equipment		Outdoor Education E.G.Camping Chairs	Per Item	£1.20	£1.20	0.00	0.00		
Youth services		Equipment		Outdoor Education E.G.Inflatable Assault Courses		£800.00	£800.00	0.00	0.00		
Youth services		Equipment		Photography E.G.Sd Cards	Per Item	£1.50	£1.50	0.00	0.00		
Youth services		Equipment		Photography E.G. Digital Cameras		£38.00	£38.00	0.00	0.00		
Youth services		Equipment		Sport E.G. Sport Bibs	Per Item	£1.00	£1.00	0.00	0.00		
Youth services		Equipment		Sport E.G. Table Tennins Table		£90.00	£90.00	0.00	0.00		
Youth services		Equipment		Staging & Theatre E.G. Extension Leads	Per Item	£4.00	£4.00	0.00	0.00		
Youth services		Equipment		Staging & Theatre E.G. Stage Systerr		£220.00	£220.00	0.00	0.00		
Play Team charges		Out of school provision		After school provision	Per session	6	6	0.00	0.00		
Play Team charges		Holiday programmes		Holiday Schemes	Per day	18.36	18.36	0.00	0.00		
Play Team charges		Holiday programmes		Holiday Schemes - Siblings charge	Per day	14.79	14.79	0.00	0.00		
Play Team charges		Holiday programmes		Holiday schemes including aftercare	Per day	22.95	22.95	0.00	0.00		
Play Team charges		Holiday programmes		Holiday Schemes including aftercare - Siblings charge	Per day	19.38	19.38	0.00	0.00		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekday - Contact supervisor (min time period 3 hours)	Per hour	28.9	28.9	0.00	0.00		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekend - Contact supervisor (min time period 3 hours)	Per hour	43.5	43.5	0.00	0.00		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekday - A room hire only	Per hour	23.2	23.2	0.00	0.00		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekend - A room hire only	Per hour	34.7	34.7	0.00	0.00		
Library review amended fees and charges		Adult Book Fines		This charge is levied for the late return of adult book items. Items can now be renewed 24/7 online or by phone	Per Day, Per Item	0.25	0.25	0.00	0.00		

Family Services Fees and Charges 2018/19

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Children Centres		Parkfield child care		Age 2	Per Child Per Hour	£6.12	£6.12	0.00	0.00		
Children Centres		Parkfield child care		Age 3-4	Per Child Per Hour	£5.87	£5.87	0.00	0.00		
Children Centres		Meals		Children Centre - Parkfield	Per Child Per Hour	£2.31	£2.31	0.00	0.00		
Children Centres		Wingfield child care		Age 2	Per Child Per Hour	£5.97	£5.97	0.00	0.00		
Children Centres		Wingfield child care		Age 3-4	Per Child Per Hour	£5.71	£5.71	0.00	0.00		
Children Centres		Meals		Children Centre - Wingfield	Per Child Per Hour	£2.14	£2.14	0.00	0.00		
Children Centres		Newstead Child care		Age 2	Per Child Per Hour	£6.38	£6.38	0.00	0.00		
Children Centres		Newstead Child care		Age 3-4	Per Child Per Hour	£6.24	£6.24	0.00	0.00		
Children Centres		Meals		Children Centre - Newstead	Per Child Per Hour	£2.14	£2.14	0.00	0.00		
Youth services		Holiday Programmes		Taster / Entry Activity	Per Day	£5.00	£5.00	0.00	0.00		
Youth services		Holiday Programmes		Taster / Entry Activity	Half Day	£3.00	£3.00	0.00	0.00		
Youth services		Holiday Programmes		Generic Activity	Per Day	£10.00	£10.00	0.00	0.00		
Youth services		Holiday Programmes		Generic Activity	Half Day	£6.00	£6.00	0.00	0.00		
Youth services		Holiday Programmes		Specialised Activity	Per Day	£16.00	£16.00	0.00	0.00		
Youth services		Holiday Programmes		Specialised Activity	Half Day	£9.00	£9.00	0.00	0.00		
Youth services		Duke of Edinburgh		Bronze And Silver Award Enrolment Fee	Per Award	£25.00	£25.00	0.00	0.00		
Youth services		Duke of Edinburgh		Gold Award Enrolment Fee	Per Award	£32.00	£32.00	0.00	0.00		
Youth services		Equipment		Catering E.G.Whisk, Saucepans Etc	Per Item	£1.20	£1.20	0.00	0.00		
Youth services		Equipment		Catering E.G. Professional Gas Bbq		£85.00	£85.00	0.00	0.00		
Youth services		Equipment		Dofe E.G. Compass, Survival Bags, Waterproofs	Per Item	£4.00	£4.00	0.00	0.00		
Youth services		Equipment		Dofe E.G. Expedition Packs		£15.00	£15.00	0.00	0.00		
Youth services		Equipment		Gardening E.G.Water Cans	Per Item	£0.50	£0.50	0.00	0.00		
Youth services		Equipment		Gardening E.G. Mowers		£50.00	£50.00	0.00	0.00		
Youth services		Equipment		Hair & Beauty E.G.Stools	Per Item	£10.00	£10.00	0.00	0.00		
Youth services		Equipment		Hair & Beauty E.G Couch, Nail Bars		£45.00	£45.00	0.00	0.00		
Youth services		Equipment		Marquees & Shelter E.G. Gazebos	Per Item	£28.00	£28.00	0.00	0.00		
Youth services		Equipment		Marquees & Shelter E.G. Inflatable Marquees		£63.00	£63.00	0.00	0.00		
Youth services		Equipment		Media E.G. Lcd Monitors	Per Item	£8.00	£8.00	0.00	0.00		
Youth services		Equipment		Media E.G. Film Making Kits		£350.00	£350.00	0.00	0.00		
Youth services		Equipment		Music E.G Headphones	Per Item	£1.50	£1.50	0.00	0.00		
Youth services		Equipment		Music E.G. Keyboards		£45.00	£45.00	0.00	0.00		
Youth services		Equipment		Outdoor Education E.G.Camping Chairs	Per Item	£1.20	£1.20	0.00	0.00		
Youth services		Equipment		Outdoor Education E.G.Inflatable Assault Courses		£800.00	£800.00	0.00	0.00		
Youth services		Equipment		Photography E.G.Sd Cards	Per Item	£1.50	£1.50	0.00	0.00		
Youth services		Equipment		Photography E.G. Digital Cameras		£38.00	£38.00	0.00	0.00		
Youth services		Equipment		Sport E.G. Sport Bibs	Per Item	£1.00	£1.00	0.00	0.00		
Youth services		Equipment		Sport E.G. Table Tennins Table		£90.00	£90.00	0.00	0.00		
Youth services		Equipment		Staging & Theatre E.G. Extension Leads	Per Item	£4.00	£4.00	0.00	0.00		
Youth services		Equipment		Staging & Theatre E.G. Stage System		£220.00	£220.00	0.00	0.00		
Play Team charges		Out of school provision		After school provision	Per session	6	6	0.00	0.00		
Play Team charges		Holiday programmes		Holiday Schemes	Per day	18.36	18.36	0.00	0.00		
Play Team charges		Holiday programmes		Holiday Schemes - Siblings charge	Per day	14.79	14.79	0.00	0.00		
Play Team charges		Holiday programmes		Holiday schemes including aftercare	Per day	22.95	22.95	0.00	0.00		
Play Team charges		Holiday programmes		Holiday Schemes including aftercare - Siblings charge	Per day	19.38	19.38	0.00	0.00		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekday - Contact supervisor (min time period 3 hours)	Per hour	28.9	28.9	0.00	0.00		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekend - Contact supervisor (min time period 3 hours)	Per hour	43.5	43.5	0.00	0.00		

Family Services Fees and Charges 2018/19

Reference/	Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekday - A room hire only	Per hour	23.2	23.2	0.00	0.00		
Permanence, Transitions and Corporate Parenting		Family Resource Centre		Weekend - A room hire only	Per hour	34.7	34.7	0.00	0.00		
Library review amended fees and charges		Adult Book Fines		This charge is levied for the late return of adult book items. Items can now be renewed 24/7 online or by phone	Per Day, Per Item	0.25	0.25	0.00	0.00		
Library review amended fees and charges		Child Book Fines		This charge would be levied for the late return of child and teen book items. Items can now be renewed 24/7 online or by phone	Per day, Per item	0.05	0.05	0.00	0.00		
Library review amended fees and charges		Reservation, No Notification/ email (specially purchased stock)		This charge is levied where an item is purchased in response to a reservation.	Per item	1.1	1.1	0.00	0.00		
Library review amended fees and charges		Reservation, Postal Notification (specially purchased stock)		This charge is levied where an item is purchased in response to a reservation.	Per item	£1.10 Plus 2nd Class Post	£1.10 Plus 2nd Class Post				
Library review amended fees and charges		Reservation, No Notification/ email notification (Barnet stock)		Customers are notified by email that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	Per Item	No charge	No charge				
Library review amended fees and charges		Reservation, Postal Notification (Barnet stock)		Customers are notified by post that a reserved item is ready for collection. This applies to stock already held in Barnet Libraries	Per Item	2nd class postage only	2nd class postage only				
Library review amended fees and charges		Late return fees for items borrowed from the British library		This charge is levied where items borrowed from the British Library are returned late	Per Item	4.55	4.55	0.00	0.00		
Library review amended fees and charges		One off events		This includes a range of author and cultural events. A mix of charges would be applied dependent upon the cost of hosting the specific event and its intended audience. These are in addition to the core service of events which remains free.	Per session, per person	£0 up to £20	£0 up to £20				
Library review amended fees and charges		Training courses for professionals and organisations (1/2 day - off the peg)		Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	Per delegate	75	75	0.00	0.00		
Library review amended fees and charges		Training courses for professionals and organisations (1/2 day - bespoke)		Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	Per organisation	400	400	0.00	0.00		
Library review amended fees and charges		Local History Training/ Talks for organisations (bespoke)		Current charges are considerably under the market rate and do not cover the costs of developing and delivering training.	Per session	75	75	0.00	0.00		
Library review amended fees and charges		Music Sets And Scores for choirs based in Barnet		Subscription fee	Per subscription Per annum	Loan charge of 25p per score per month (min 2 month loan)	Loan charge of 25p per score per month (min 2 month loan)				
Library review amended fees and charges		Music Sets And Scores for choirs based in Barnet		Overdue charge	Per score, Per week	25p per score, Per month/ part month	25p per score, Per month/ part month				
Library review amended fees and charges		Music Sets And Scores for all choirs		Courier delivery charge for direct delivery	Per box	5	5	0.00	0.00		
Library review amended fees and charges		Music Sets And Scores for all choirs		Cancellation fee for every score ordered but then not required	Per title	10	10	0.00	0.00		
Library review amended fees and charges		Music Sets And Scores for all choirs		Administration fee to replace lost items. This is payable by music groups and organisations.	Per set lost	£10.00 + cost of replacement	£10.00 + cost of replacement				
Library review amended fees and charges		Music Sets And Scores for choirs based outside Barnet		Subscription fee	Per subscription Per annum	Loan charge of 35p per score per month (min 2 month loan)	Loan charge of 35p per score per month (min 2 month loan)				
Library review amended fees and charges		Music Sets And Scores for choirs based outside Barnet		Overdue charge	Per score, Per week	35p per score, Per month/ part month	35p per score, Per month/ part month				
Library review amended fees and charges		Music Sets And Scores		Charge made to other Boroughs for the loan of Barnet sets and scores	Per 20 items	12	12	0.00	0.00		

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 1	Refuse - wheeled bins	Recycling and Waste	Request for initial 240 ltr bin	Per Bin	£56.71	£58.41	1.70	0.03		
SS 2	Refuse - wheeled bins	Recycling and Waste	Request for additional 240 ltr bin	Per Bin	£172.94	£178.12	5.18	0.03		
SS 3	Refuse & Recycling - Wheeled Bins	Recycling and Waste	Request for Initial 660 ltr bin per 3 flats	Per Bin	£177.74	£183.07	5.33	0.03		
SS 4	Refuse - wheeled bins	Recycling and Waste	Request for replacement 240 ltr green waste	Per Bin	£56.71	£58.41	1.70	0.03		
SS 5	Refuse & Recycling - Wheeled Bins	Recycling and Waste	Request for additional 660 Litre bin per 3 flats	Per Bin	£303.45	£312.55	9.10	0.03		
SS 6	Refuse - wheeled bins	Recycling and Waste	Request for Initial 940 ltr bin per 4 flats	Per Bin	£303.45	£312.55	9.10	0.03		
SS 7	Refuse - wheeled bins	Recycling and Waste	Request for additional 940 ltr bin per 4 flats	Per Bin	£601.44	£619.48	18.04	0.03		
SS 8	Refuse - wheeled bins	Recycling and Waste	Lid for 940 ltr bin	Per Bin	£70.84	£72.96	2.12	0.03		
SS 9	Refuse & Recycling - Wheeled Bins	Recycling and Waste	Request for initial 1100 litre bin per 5 flats	Per Bin	£442.17	£455.43	13.26	0.03		
SS 10	Refuse & Recycling - Wheeled Bins	Recycling and Waste	Replacement 1100 ltr lid	Per Bin	£70.84	£72.96	2.12	0.03		
SS 11	Refuse & Recycling - Wheeled Bins	Recycling and Waste	Refurbished 1100 ltr bin (only as replacement not initial purchase)	Per Bin	£210.63	£216.94	6.31	0.03		
SS 12	Refuse - wheeled bins	Recycling and Waste	Delivery Charge for 2nd Hand Bins	Per Bin	£32.59	£33.56	0.97	0.03		
SS 13	Refuse - wheeled bins	Recycling and Waste	Fete Bin	Per Bin	£47.74	£49.21	1.47	0.03		
SS 14	Domestic Refuse sacks	Recycling and Waste	Grey Domestic Refuse Sack	50 Bags	£5.51	£5.67	0.16	0.03		
SS 15	Flats recycling bins	Recycling and Waste	Frame for flats recycling bins	Per frame	£514.08	£529.50	15.42	0.03		
SS 16	Clinical waste collection	Recycling and Waste	Individual user in own home (per bag, sharp or box)	Per unit collected	Free	Free	0.00	0.00		
SS 17	Clinical waste collection	Recycling and Waste	Residential care homes or similar (per bag, sharps or box)	Per unit collected	£31.57	£32.51	0.94	0.03		
SS 18	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 1 non electrical item of rubbish or furniture	Per item	£57.70	£57.70	0.00	0.00		
SS 19	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 2 non electrical items of rubbish or furniture	Per item	£73.85	£73.85	0.00	0.00		
SS 20	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 3 non electrical item of rubbish or furniture	Per item	£88.65	£88.65	0.00	0.00		
SS 21	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 4 non electrical item of rubbish or furniture	Per item	£104.80	£104.80	0.00	0.00		
SS 22	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 5 non electrical item of rubbish or furniture	Per item	£119.65	£119.65	0.00	0.00		
SS 23	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 6 non electrical item of rubbish or furniture	Per item	£135.75	£135.75	0.00	0.00		
SS 24	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 7 non electrical item of rubbish or furniture	Per item	£150.85	£150.85	0.00	0.00		
SS 25	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 8 non electrical item of rubbish or furniture	Per item	£166.95	£166.95	0.00	0.00		
SS 26	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 9 non electrical item of rubbish or furniture	Per item	£181.80	£181.80	0.00	0.00		
SS 27	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for removal 10 non electrical item of rubbish or furniture	Per item	£196.90	£196.90	0.00	0.00		
SS 28	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 1 Electrical	Per item	£45.75	£45.75	0.00	0.00		
SS 29	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 2 Electrical	Per item	£60.80	£60.80	0.00	0.00		
SS 30	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 3 Electrical	Per item	£75.90	£75.90	0.00	0.00		
SS 31	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 4Electrical	Per item	£91.80	£91.80	0.00	0.00		
SS 32	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 5 Electrical	Per item	£106.90	£106.90	0.00	0.00		
SS 33	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 6 Electrical	Per item	£123.00	£123.00	0.00	0.00		
SS 34	Bulky & electrical items collection	Recycling and Waste	Prepaid charge for removal of 7 Electrical	Per item	£137.85	£137.85	0.00	0.00		

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 35	Bulky & electrical items collection	Recycling and	Prepaid charge for removal of 8 Electrical	Per item	£153.95	£153.95	0.00	0.00		
SS 36	Bulky & electrical items collection	Recycling and	Prepaid charge for removal of 9 Electrical	Per item	£169.05	£169.05	0.00	0.00		
SS 37	Bulky & electrical items collection	Recycling and	Prepaid charge for removal of 10 Electrical	Per item	£185.15	£185.15	0.00	0.00		
SS 38	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for special collection of 1 x 240 litre waste container	Per item	£49.15	£50.62	1.47	0.03		
SS 39	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for special collection of 1 x 360 litre waste container	Per item	£52.25	£53.81	1.56	0.03		
SS 40	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for special collection of 1 x 660 litre waste container	Per item	£60.80	£62.62	1.82	0.03		
SS 41	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for special collection of 1 x 940 litre waste container	Per item	£69.40	£71.48	2.08	0.03		
SS 42	Bulky & electrical items collection (domestic)	Recycling and Waste	Prepaid charge for special collection of 1 x 1100 litre waste container	Per item	£73.85	£76.06	2.21	0.03		
SS 43	Removal of dead domestic animals (private dwellings)	Recycling and Waste	Charge for removal	Per animal	£58.85	£60.61	1.76	0.03		
SS 44	Graffiti removal	Recycling and Waste	Charge for 1st square metre	Per area	£58.85	£60.61	1.76	0.03		
SS 45	Graffiti removal	Recycling and Waste	Charge for each additional square metre	Per area	£69.21	£71.28	2.07	0.03		
SS 46	Trade Waste - Refuse	Recycling and Waste	Compactor Skip: Annual charge for one collection per week	Per skip	£8,346.92	£8,597.32	250.40	0.03		
SS 47	Trade Waste - Refuse	Recycling and Waste	Charge for single occasion (Compactor Skip)	Per skip	£208.74	£215.00	6.26	0.03		
SS 48	Trade Waste - Refuse	Recycling and Waste	Non containerised Trade special collections : initial 30 mins	Per container	£97.56	£100.48	2.92	0.03		
SS 49	Trade Waste - Refuse	Recycling and Waste	Non containerised Trade special collections : Subsequent 30 mins	Per container	£71.60	£73.74	2.14	0.03		
SS 50	Trade Waste - Refuse	Recycling and Waste	Initial 1100 Trade Special Collection	Per container	£75.33	£77.58	2.25	0.03		
SS 51	Trade Waste - Refuse	Recycling and Waste	Each extra 1100	Per container	£28.36	£29.21	0.85	0.03		
SS 52	Trade Waste - Refuse	Recycling and Waste	Initial 940 Trade Special Collection	Per container	£70.79	£72.91	2.12	0.03		
SS 53	Trade Waste - Refuse	Recycling and Waste	Each extra 940	Per container	£23.87	£24.58	0.71	0.03		
SS 54	Trade Waste - Refuse	Recycling and Waste	Initial 660 Trade Special Collection	Per container	£62.02	£63.88	1.86	0.03		
SS 55	Trade Waste - Refuse	Recycling and Waste	Each extra 660	Per container	£17.19	£17.70	0.51	0.03		
SS 56	Trade Waste - Refuse	Recycling and Waste	Initial 360 Trade Special Collection	Per container	£53.30	£54.89	1.60	0.03		
SS 57	Trade Waste - Refuse	Recycling and Waste	Each extra 360	Per container	£9.79	£10.08	0.29	0.03		
SS 58	Trade Waste - Refuse	Recycling and Waste	Initial 240 Trade Special Collection	Per container	£50.13	£51.63	1.50	0.03		
SS 59	Trade Waste - Refuse	Recycling and Waste	Each extra 240	Per container	£6.43	£6.62	0.19	0.03		
SS 60	Trade Waste - external clients	Recycling and Waste	Charge for single occasion(open skip)	Per skip	£261.53	£269.37	7.84	0.03		
SS 61	Trade Waste - Refuse	Recycling and Waste	240 Litre Bins	Per container	£392.55	£404.32	11.77	0.03		
SS 62	Trade Waste - Refuse	Recycling and Waste	360 Litre Bins	Per container	£457.06	£470.77	13.71	0.03		
SS 63	Trade Waste - Refuse	Recycling and Waste	660 Litre Bins	Per container	£704.67	£725.81	21.14	0.03		
SS 64	Trade Waste - Refuse	Recycling and Waste	1100 Litre Bins	Per container	£953.04	£981.63	28.59	0.03		

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 65	Trade Waste - Refuse	Recycling and Waste	Plastic sacks (Trade) first pack of 50	Per pack/50	£74.00	£76.22	2.22	0.03		
SS 66	Trade Waste - Refuse	Recycling and Waste	Plastic sacks (Trade) first pack of 100	Per pack/100	£142.00	£146.26	4.26	0.03		
SS 67	Trade Waste - Recycling	Recycling and Waste	50 sacks (recycling)	Per Pack/50	£60.00	£61.80	1.80	0.03		
SS 68	Trade Waste - Recycling	Recycling and Waste	100 sacks (recycling)	Per Pack/100	£117.00	£120.51	3.51	0.03		
SS 69	Trade Waste - Cardboard	Recycling and Waste	Cardboard Sticker	Each	£5.00	£5.00	0.00	0.00		
SS 70	Trade Waste	Recycling and Waste	Contract Cancellation Fee	Each	10% of annual cost	10% of annual cost	0.00	0.00		
SS 71	Trade waste - other council departments	Recycling and Waste	Charge for single occasion(open skip)	Per skip	£78.49	£80.84	2.35	0.03		
SS 72	Grab Lorry charges	Recycling and Waste	Grab Lorry Special Collections Hourly Charge	Per collection made	£47.99	£49.42	1.43	0.03		
SS 73	Grab Lorry charges	Recycling and Waste	Grab Lorry Special Collections Disposal cost per tonne	Per disposal made	£114.60	£118.03	3.43	0.03		
SS 74	Schools: Annual Food Collection (44 Weeks)	Recycling and Waste	Weekly collection of 23 Litre caddy (44 weeks)	Per container	£61.59	£63.43	1.84	0.03		
SS 75	Schools: Annual Food Collection (44 Weeks)	Recycling and Waste	Weekly collection of 140 Litre bin (44 weeks)	Per container	£140.00	£144.20	4.20	0.03		
SS 76	Schools: Annual Food Collection (44 Weeks)	Recycling and Waste	Weekly collection of 240 Litre bin (44 weeks)	Per container	£172.53	£177.70	5.17	0.03		
SS 77	Recycling - wheeled bins/containers for new developments and flats	Recycling and Waste	All charges for flats and new development will be brought into line with container chargers for other waste streams and households	Per containers	All charges for flats and new development will be brought into line with container chargers for other waste streams and	All charges for flats and new development will be brought into line with container chargers for	0.00	0.00	New developments can be instructed to provide 50/50 provision of recycling and waste containers for new developments	
SS 78	Commercial Waste - Additional Recycling special request collection	Recycling and Waste	Prepaid charge for special request collection of 1 x 240 litre or smaller recycling container	Per Collection/ Empty	£7.79	£8.02	0.23	0.03	Customers may wish to have additional recycling collected in addition to there annual collections	
SS 79	Commercial Waste - Additional Recycling special request collection	Recycling and Waste	Prepaid charge for special request collection of 1 x 360 litre dry recycling container	Per Collection/ Empty	£8.75	£9.01	0.26	0.03	Customers may wish to have additional recycling collected in addition to there annual collections	
SS 80	Commercial Waste - Additional Recycling special request collection	Recycling and Waste	Prepaid charge for special request collection of 1 x 660 litre dry recycling container	Per Collection/ Empty	£12.60	£12.97	0.37	0.03	Customers may wish to have additional recycling collected in addition to there annual collections	
SS 81	Commercial Waste - Additional Recycling special request collection	Recycling and Waste	Prepaid charge for special request collection of 1 x 1100 litre or larger recycling container	Per Collection/ Empty	£16.44	£16.93	0.49	0.03	Customers may wish to have additional recycling collected in addition to there annual collections	
SS 82	Commercial Waste - Saturday Collection	Recycling and Waste	Additional fee for Saturday Collections	% supplement	15% additional cost on annual charge	15% additional cost on annual charge	0.00	0.00	Customers are keen on weekend collections but this incurs additional operational costs - we wish to introduce this service. It will be a charge uplift on the standard weekday collections.	
SS 83	Commercial Waste - Sunday collections	Recycling and Waste	Additional fee for Sunday Collections	% supplement	25% additional cost on annual charge	25% additional cost on annual charge	0.00	0.00	Customers are keen on weekend collections but this incurs additional operational costs - we wish to introduce this service. It will be a charge uplift on the standard weekday collections.	
SS 84	Commercial Waste - Recycling	Recycling and Waste	240 Litre Bins and below -- Weekly Collection	Per container	£249.00	£249.00	0.00	0.00		
SS 85	Commercial Waste - Recycling	Recycling and Waste	360 Litre Bins - Weekly Collection	Per container	£299.00	£299.00	0.00	0.00		
SS 86	Commercial Waste - Recycling	Recycling and Waste	660 Litre Bins - Weekly Collection	Per container	£499.00	£499.00	0.00	0.00		
SS 87	Commercial Waste - Recycling	Recycling and Waste	1100 Litre Bins and above - Weekly Collection	Per container	£699.00	£699.00	0.00	0.00		

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 88	Commercial Waste - Food Waste	Recycling and Waste	Food Caddie - below 30 Litre - Weekly Collection	Per container	£100.00	£100.00	0.00	0.00		
SS 89	Commercial Waste - Food Waste	Recycling and Waste	140 Litre Food Waste Bin - Weekly Collection	Per container	£309.00	£309.00	0.00	0.00		
SS 90	Commercial Waste - Food Waste	Recycling and Waste	240 Litre Food Waste Bin - Weekly Collection	Per container	£474.00	£474.00	0.00	0.00		
SS 91	Commercial Waste - Fortnightly collection	Recycling and Waste	Fortnightly collection annual cost contracts for all commercial wheeled bin container for customers with a recycling contract	Per contract	50% reduction on a weekly contract per annum for	50% reduction on a weekly contract per	0.00	0.00	A key way to incentivise recycling is to offer fortnightly waste collection alongside customers taking up the recycling offer	
SS 92	Commercial Waste - Contract Change	Recycling and Waste	Contract change fee (exc. upgrades)	Per occurrence	£25.00	£25.00	0.00	0.00	To cover the admin cost of contract cancellations	
SS 93	Commercial Waste	Recycling and Waste	Overweight charge per collection	Per container per collection	£20.00	£20.00	0.00	0.00	Overweight bins incur high disposal costs and lead to a loss of income. Charging for overweight bins based on a pre agreed level which will be included within the commercial waste contracts will discourage this and protect the council. Weighing technology on commercial waste vehicle will easily allow the crews to know which bins are overweight.	
SS 94	Commercial Waste - Contaminated Bins (240L and below)	Recycling and Waste	Additional charge for collection of a contaminated bin - 240 Litre and below	Per collection	£17.55	£18.07	0.52	0.03	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as EfW	
SS 95	Commercial Waste - Contaminated Bins (360L)	Recycling and Waste	Additional charge for collection of a contaminated bin - 360 Litre	Per collection	£18.79	£19.35	0.56	0.03	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as EfW	
SS 96	Commercial Waste - Contaminated Bins (660L)	Recycling and Waste	Additional charge for collection of a contaminated bin - 660 Litre	Per collection	£23.55	£24.25	0.70	0.03	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as EfW	
SS 97	Commercial Waste - Contaminated Bins (1100L and above)	Recycling and Waste	Additional charge for collection of a contaminated bin - 1100 Litre and above	Per collection	£28.33	£29.17	0.84	0.03	Contaminated bins need to be emptied as an additional collection, and the contents sent to the appropriate disposal facility i.e. contaminated recycling may need to be sent for disposal as EfW	
SS 98	Schools: Annual General Waste Collection (44 Weeks)	Recycling and Waste	Weekly collection of 240 Litre bin or smaller 44 weeks a year	Per container	£227.50	£234.32	6.82	0.03	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 99	Schools: Annual General Waste Collection (44 Weeks)	Recycling and Waste	Weekly collection of 360 Litre bin 44 weeks a year	Per container	£268.13	£276.17	8.04	0.03	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 100	Schools: Annual General Waste Collection (44 Weeks)	Recycling and Waste	Weekly collection of 660 Litre bin 44 weeks a year	Per container	£372.99	£384.17	11.18	0.03	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 101	Schools: Annual General Waste Collection (44 Weeks)	Recycling and Waste	Weekly collection of 1100 Litre or above bin 44 weeks a year	Per container	£457.56	£471.28	13.72	0.03	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 102	Schools: Annual Recycling Collection (44 Weeks)	Recycling and Waste	Weekly collection of 240 Litre bin or smaller 44 weeks a year	Per container	£172.53	£177.70	5.17	0.03	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 103	Schools: Annual Recycling Collection (44 Weeks)	Recycling and Waste	Weekly collection of 360 Litre bin 44 weeks a year	Per container	£195.75	£201.62	5.87	0.03	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 104	Schools: Annual Recycling Collection (44 Weeks)	Recycling and Waste	Weekly collection of 660 Litre bin 44 weeks a year	Per container	£319.18	£328.75	9.57	0.03	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 105	Schools: Annual Recycling Collection (44 Weeks)	Recycling and Waste	Weekly collection of 1100 Litre or above bin 44 weeks a year	Per container	£400.63	£412.64	12.01	0.03	Revision on the charging for schools to promote recycling. Controlled Waste Regulations 2012 state schools should only be charged for collection, as such collections charges will be based on 44 weeks for a school year but have flexibility for schools add extra collections during holidays if required	
SS 106	Schools: Annual Food Collection (44 Weeks)	Recycling and Waste	Weekly collection of 30 Litre caddie or below 44 weeks a year	Per container	£61.59	£63.43	1.84	0.03	Controlled Waste Regulations 2012 state schools should only be charged for collection	
SS 107	Schools: Annual Food Collection (44 Weeks)	Recycling and Waste	Weekly collection of 140 Litre bin 44 weeks a year	Per container	£209.97	£216.26	6.29	0.03	Controlled Waste Regulations 2012 state schools should only be charged for collection	
SS 108	Schools: Annual Food Collection (44 Weeks)	Recycling and Waste	Weekly collection of 240 Litre bin 44 weeks a year	Per container	£329.56	£339.44	9.88	0.03	Controlled Waste Regulations 2012 state schools should only be charged for collection	
SS 109	Schools: Waste and Recycling	Recycling and Waste	Schools additional lifts for weeks 45-52	Per collection made	Pro rata cost of 44 week contract per lift	Pro rata cost of 44 week contract per lift	0.00	0.00	Schools generally close during the holiday period and this charge will enable them to better manage their waste needs	
SS 110	Schedule 2: General Waste	Recycling and Waste	Weekly collection of 240 Litre bin or smaller	Per container	£268.86	£276.92	8.06	0.03	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 111	Schedule 2: General Waste	Recycling and Waste	Weekly collection of 360 Litre bin	Per container	£316.89	£326.39	9.50	0.03	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 112	Schedule 2: General Waste	Recycling and Waste	Weekly collection of 660 Litre bin	Per container	£440.81	£454.03	13.22	0.03	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	

Street Scene Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
SS 113	Schedule 2: General Waste	Recycling and Waste	Weekly collection of 1100 Litre or above bin	Per container	£540.76	£556.98	16.23	0.03	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 114	Schedule 2: Recycling	Recycling and Waste	Weekly collection of 240 Litre bin or smaller	Per container	£203.89	£210.00	6.11	0.03	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 115	Schedule 2: Recycling	Recycling and Waste	Weekly collection of 360 Litre bin	Per container	£231.34	£238.28	6.94	0.03	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 116	Schedule 2: Recycling	Recycling and Waste	Weekly collection of 660 Litre bin	Per container	£377.21	£388.52	11.31	0.03	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 117	Schedule 2: Recycling	Recycling and Waste	Weekly collection of 1100 Litre or above bin	Per container	£473.47	£487.67	14.20	0.03	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 118	Schedule 2: Food	Recycling and Waste	Weekly collection of 30 Litre caddie or below 44 weeks a year	Per container	£72.79	£74.97	2.18	0.03	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 119	Schedule 2: Food	Recycling and Waste	Weekly collection of 140 Litre bin	Per container	£248.14	£255.58	7.44	0.03	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	
SS 120	Schedule 2: Food	Recycling and Waste	Weekly collection of 240 Litre bin	Per container	£389.48	£401.16	11.68	0.03	"Schedule 2" are organisation or business are those classed as "household waste" for which a charge can be made for collection only under the Controlled Waste Regulations 2012. Examples are school, charities (which are whole for a charitable purpose), schools and community premises	

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 1 Highways	Highways	Section 50 Street works licence - additional phases of works on previously excavated sites	per application	£221.00	225	4.00	1.81%	Some works under s50 licences are undertaken under multiple phases to carry out remedial works or make an excavation permanent. Each additional phase incurs admin and inspection costs that are less than the initial licence cost but significant and not covered elsewhere. This charge would cover such additional work when required	
Re	HW 2 Highways	Highways	Unlicensed Skip found on the highway	Each	£293.50		(293.50)	-100.00%	Increase in line with inflation	
Re	HW 3 Highways	Highways	Traffic sensitive site inspection charge Skips	Each	£58.50		(58.50)	-100.00%	Increase in line with inflation	
Re	HW 4 Highways	Highways	Licence to erect or retain on or over a highway any scaffolding or other structure	Each	£176.00		(176.00)	-100.00%	Increase in line with inflation	
Re	HW 5 Highways	Highways	Licence to erect a hoarding or fence and site inspections to monitor compliance	Each	£176.00		(176.00)	-100.00%	Increase in line with inflation	
Re	HW 6 Highways	Highways	Licence to construct works, cellars, cranes, portacabins, temporary crossovers, vaults or pavement lights under or on a street	Each	£176.00		(176.00)	-100.00%	Increase in line with inflation	
Re	HW 7 Highways	Highways	Licence to temporarily deposit materials in a street or to make an excavation in it and the undertaking of site inspections to monitor compliance	Each	£176.00		(176.00)	-100.00%	Increase in line with inflation	
Re	HW 8 Highways	Highways	Vehicle Crossover - Processing and monitoring of Crossover applications and works under possible alternative arrangements where works are arranged by residents rather than the Authority.	Each	£404.50		(404.50)	-100.00%	Increase in line with inflation	Charge includes for an initial site visit on receipt of a crossover application, granting or refusing application, further site visits as required to monitor the works carried out and issuing a completion certificate.
Re	HW 9 Highways	Highways	Vehicle Crossover - On occasions where it is necessary for obstructions to be considered for removal in order for a crossover to be constructed such as a tree or lighting column, thereby necessitating a site visit by a tree officer/lighting engineer.	Each	£139.50		(139.50)	-100.00%	Increase in line with inflation	
Re	HW 10 Highways	Highways	Rechargeable construction Works - Vehicle Crossovers, Street Lighting, Highway Construction, Sign supply and installation etc.	Each	£234.50		(234.50)	-100.00%	Increase in line with inflation	Administration charge includes: inspections; statutory searches, management of documents, scanning, archiving, confidential disposal of paper documents, officer time in dialogue with customer and council departments.
Re	HW 11 Highways	Highways	Vehicle Crossover White Line Re-marking existing faded lines	Each	£115.50		(115.50)	-100.00%	Increase in line with inflation	Charge includes for up to 5 metres - Each additional metre is charged at £20.
Re	HW 12 Highways	Highways	Section 50 Street works licence	Per licence	£505.50		(505.50)	-100.00%	Increase in line with inflation	
Re	HW 13 Highways	Highways	Memorial Seat/bench, up to 6ft in length, Including on-going care for 10 years.	Each Bench	£139.50 + £1025 for cost of bench + £132.50 for cost of plaque if required		0.00	0.00%	Increase in line with inflation	To be consistent with Hendon Cemetery

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 14 Highways	Highways	Type 1 Bronze Plaque	Each	£181.50		(181.50)	-100.00%	Increase in line with inflation	
Re	HW 15 Highways	Highways	Type 2 Bronze Plaque	Each	£181.50		(181.50)	-100.00%	Increase in line with inflation	
Re	HW 16 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application initial meeting to discuss proposed developments.	Each	£587.50		(587.50)	-100.00%	Increase in line with inflation	
Re	HW 17 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-approval meeting to discuss the scope of adoptable highway works in connection with new roads within proposed developments	Hourly Rate up to Snr Eng.	£126.50		(126.50)	-100.00%	Increase in line with inflation	
Re	HW 18 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-approval meeting to discuss the scope of adoptable highway works in connection with new roads within proposed developments	Hourly Rate above Snr Eng.	£196.00		(196.00)	-100.00%	Increase in line with inflation	
Re	HW 19 Highways	Highways	The alteration of parking layout through Traffic Management Order (TMO) processes. Charge covers the public consultation, advertising and one TMO alteration	Each	£1,963.50		(1,963.50)	-100.00%	Increase in line with inflation	1. Where objections are received to traffic orders the cost is increased by an additional £210 to take into account staff time in considering the objections. 2. Additional charges may apply if there is significant design input required from Officers. 3. The cost of actual work will be a separate composite unit rate based on contractor's tendered rate plus 30% overhead costs
Re	HW 20 Highways	Highways	Enquiries on Highway matters requiring an official response. To cover all enquiries including GIS, Traffic Management Order, traffic schemes, accident data, rights of way and similar	Each	£212.00		(212.00)	-100.00%	Increase in line with inflation	Enquires requiring more than two items or queries to be addressed will be charged at £75 per additional item.
Re	HW 21 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application advice following initial meeting to discuss proposed developments.	Hourly Rate up to Snr Eng.	£126.50		(126.50)	-100.00%	Increase in line with inflation	£0.00
Re	HW 22 Highways	Highways	Works directed under the Highways Act 1980 and the Town & Country Planning Act 1990: Pre-application advice following initial meeting to discuss proposed developments.	Hourly Rate above Snr Eng.	£196.00		(196.00)	-100.00%	Increase in line with inflation	£0.00
Re	HW 23 Highways	Highways	Section 38, 278 and 106 Highway Work : Technical approval of highway layout & construction details and the supervision of adoptable highway works in connection with new estate roads offered for adoption	Each	12%, 15.5% and 20.5%	12%, 15.5% and 20.5%			Increase in line with inflation	These works are carried out under Section 38 / 278 of the Highways Act 1980 and / or Section 106 of the Town and Country Planning Act by Agreement. Highest percentage figure used when works cost in under £400,000. Lowest percentage used when works cost £1m to £2m. When works cost over £2m they are subject to individual negotiation. The Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will also be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 24 Highways	Highways	Minor Offsite Highways Work : Technical approval of highway layout & construction details and the supervision of highway works on the public highway for minor offsite highways work necessitated by the new development	Each	£2,938.50		(2,938.50)	-100.00%	Increase in line with inflation	Under section 184 of the Highways Act 1980, the charges relate to each access created or closed.
Re	HW 25 Highways	Highways	Highway Licences : Processing of Licences under the Highways Act 1980 on new developments (i.e. under Sections 142;177;179;181 etc.)	Each	£3,682.00		(3,682.00)	-100.00%	Increase in line with inflation	Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Re	HW 26 Highways	Highways	Processing of Stopping Up Order Under Section 247 of Town & Country Planning Act 1990	Each	£4,806.00		(4,806.00)	-100.00%	Increase in line with inflation	Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will also be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements and statutory orders under the Town and Country Planning Act 1990 and dealing with any objections when processing statutory orders.
Re	HW 27 Highways	Highways	Processing of Stopping Up Order Under the Highways Act 1980	Each	£7,553.00		(7,553.00)	-100.00%	Increase in line with inflation	Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Re	HW 28 Highways	Highways	Processing of Notification for Transport for London approval under TMA 2004	Each	£3,682.00		(3,682.00)	-100.00%	Increase in line with inflation	Initial application fee. Additional charges may be levied as the Fees and Charges made will recover all expenses incurred in checking of the technical submission, site inspections, processing and administration. However, provision will be made when dealing with external developers to recover all costs incurred by the Council as a result of the increased scope of the works, delay in developers programme for completion of highway works, concluding the relevant agreements under the Highways Act 1980 and dealing with any objections when processing statutory orders.
Re	HW 29 Highways	Highways	Consideration of a request to construct a vehicle crossover, where works are arranged by the authority via the highways term contractor	Each	£173.00		(173.00)	-100.00%	Increase in line with inflation	Charge includes time taken to process the application with site visit, marking out site, calculating costs and preparing and posting a quotation, including recording all details on the data base. The increase above inflation is to ensure that time taken is fully recovered.
Re	HW 30 Highways	Highways	Deposit related to an application for a licence to erect or retain on or over a highway any scaffolding or other structure	Each	£535.00		(535.00)	-100.00%	Increase in line with inflation	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 31 Highways	Highways	Deposit related to an application to erect a hoarding or fence and site inspections to monitor compliance	Each	£535.00		(535.00)	-100.00%	Increase in line with inflation	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Re	HW 32 Highways	Highways	Deposit in relation to a request to construct works, cellars, cranes, portacabins, temporary crossovers, vaults or pavement lights under or on a street	Each	£535.00		(535.00)	-100.00%	Increase in line with inflation	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Re	HW 33 Highways	Highways	Deposit in relation to an application to temporarily deposit materials in a street or to make an excavation in it and the undertaking of site inspections to monitor compliance	Each	£235 excluding deposit				Increase in line with inflation	Minimum deposit, however sum is calculated based on area and hence likely damage and estimated reinstatement costs
Re	HW 34 Highways	Highways	Vehicle Crossover Legal Agreement	Each	£187.50		(187.50)	-100.00%	Increase in line with inflation	Cost includes recovery of costs incurred relating to the processing of the application and scheduling agreement for Legal. Legal costs in preparing for signing agreements and Local Land charges.
Re	HW 35 Highways	Highways	Vehicle Crossover White Line - Process Application	Each	£149.50		(149.50)	-100.00%	Increase in line with inflation	Charge includes time taken to process the application with site visit, marking out site, calculating costs and preparing and posting a quotation, including recording all details on the data base. The increase above inflation is to ensure that time taken is fully recovered.
Re	HW 36 Highways	Highways	Vehicle Crossover White Line Installation	Each	£165.00		(165.00)	-100.00%	Increase in line with inflation	Charge includes for up to 5 metres - Each additional metre is charged at £20.
Re	HW 37 Highways	Highways	Private Street Name Plate - Supply and Installation	Each	£280.50		(280.50)	-100.00%	Increase in line with inflation	£0.00
Re	HW 38 Highways	Highways	Licence to place skip on the highway	Each	£26 per week with a £52 minimum		0.00	0.00%	Increase in line with inflation	Minimum of two weeks will apply
Re	HW 39 Highways	Highways	Renewal for expired skip licence	Each	£26 per week with a £52 minimum	£26 per week with a £52 minimum	0.00	0.00%	Increase in line with inflation	Minimum of two weeks will apply
Re	HW 40 Highways	Highways	Watercourse Consent	Each	£50.00		(50.00)	-100.00%	Increase in line with inflation	£0.00
Re	HW 41 Highways	Highways	Private Street Name Plate - Quote and Specification Fee	Each	£280.50		(280.50)	-100.00%	Increase in line with inflation	£0.00
Re	HW42 Rechargeable Works	Highways	Anything done to temporarily restrict or prohibit traffic in order to carry out works on or near the road when restriction is required without delay. Includes site meetings, making temporary traffic notices and erecting street notices. Excludes signs/road markings	Per order	£1,627.00		(1,627.00)	-100.00%	Increase in line with inflation	Used in urgent/emergency situations.
Re	HW 43 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - material and depth failure	Per failure	£140.32		(140.32)	-100.00%	Increase in line with inflation	
Re	HW 44 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 1 layer	Per failure	£181.37		(181.37)	-100.00%	Increase in line with inflation	
Re	HW 45 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 2 layers	Per failure	£224.81		(224.81)	-100.00%	Increase in line with inflation	
Re	HW 46 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 3 layers	Per failure	£268.24		(268.24)	-100.00%	Increase in line with inflation	

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 47 Rechargeable Works	Highways	Recovery of costs in coring programme for failed sample - air void, 4 layers	Per failure	£311.68		(311.68)	-100.00%	Increase in line with inflation	
Re	HW 48 Rechargeable Works	Highways	Commuted sums from developers for future maintenance liabilities of new or improved areas of highways	Unit depends on the assets adopted	Commuted sum rates calculated based on APEPT guidelines	Commut ed sum rates calculate d based on APEPT guideline s			Increase in line with inflation	Rates for commuted sums in connection of highway infrastructure assets will be developed in accordance with the association of directors of environment, economy, planning and transportation, ADEPT (formerly the CSS or county surveyors society) issued national guidance in 2009 for Local Authorities in respect to the use of commuted for future maintenance: 'commuted sums for maintaining infrastructure assets'. Formula's in the guidance notes will be used to determine rates for all highway infrastructure assets adopted by the authority.
Re	HW 49 Rechargeable Works	Highways	Provide and place new salt bin, inc salt	Item	£357.00		(357.00)	-100.00%	Increase in line with inflation	Section 41 (1A) of the Highways Act 1980 places responsibility on the highways authority to ensure that all highways maintainable at the public expense are clear of snow and ice. However, there is no legal duty on the Council to provide a salt bin or replace/refill an existing salt bin.
Re	HW 50 Rechargeable Works	Highways	Replace damaged salt bin, inc salt refill	Item	£357.00		(357.00)	-100.00%	Increase in line with inflation	Section 41 (1A) of the Highways Act 1980 places responsibility on the highways authority to ensure that all highways maintainable at the public expense are clear of snow and ice. However, there is no legal duty on the Council to provide a salt bin or replace/refill an existing salt bin.
Re	HW 51 Rechargeable Works	Highways	Salt refill of bin	Item	£142.50		(142.50)	-100.00%	Increase in line with inflation	Section 41 (1A) of the Highways Act 1980 places responsibility on the highways authority to ensure that all highways maintainable at the public expense are clear of snow and ice. However, there is no legal duty on the Council to provide a salt bin or replace/refill an existing salt bin.
Re	HW 52 Rechargeable Works	Highways	Recover keys from road gully	Item	£282.50		(282.50)	-100.00%	Increase in line with inflation	Local Government Act 1988, Schedule 1 paragraph 3 allows the local authority to charge competitive rates for "the emptying of gullies." This can include the retrieval of keys. Although most of the Local Government Act 1988 has been repealed, the above mentioned paragraph is still in force.
Re	HW 53 Rechargeable Works	Highways	Anything done to temporarily restrict or prohibit traffic in order to facilitate a Special Event or similar whether on or off-street. Includes site meetings, making and advertising temporary traffic orders and erecting street notice. Excludes signs/road markings.	Per order	£201.00		(201.00)	-100.00%	Increase in line with inflation	Schedule 1 of SI.1998 No. 948 The Local Authorities (Transport Charges) Regulations 1998
Re	HW 54 Rechargeable Works	Highways	Approval to carry out a traffic count on borough roads	Each	£316.00		(316.00)	-100.00%	Increase in line with inflation	Sections 6, 14 and 16 of the Road Traffic Regulation Act 1984 and regulations 3 and 4 and Schedule 1 of Local Authorities (Transport Charges) Regulations 1998/948 (This list is not exhaustive. There are other statutory provisions that can be relied upon i.e. provisions around traffic calming measures in the Highways Act 1980). If the above does not apply, then section 93 of the Local Government 2003.
Re	HW 55 Rechargeable Works	Highways	Anything done to restrict or prohibit traffic on a road in order to carry out works on or near the road. Includes making temporary traffic orders, advertising, providing notification of the restrictions and making, erecting, maintaining diversion signs, barriers etc. to implement the road closure and removal thereof	Per order	£3,886.00		(3,886.00)	-100.00%	Increase in line with inflation	Section 14(1) of the Road Traffic Regulation Act 1984, regulations 3 and 4 and Schedule 1 of Local Authorities (Transport Charges) Regulations 1998/948 and Schedules in the Traffic Signs Regulations and General Directions 2002/3113. If the above does not apply, then section 93 of the Local Government 2003.

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 56 Rechargeable Works	Highways	Anything done to temporarily restrict or prohibit traffic in order to carry out works on or near the road. Includes site meetings, making and advertising temporary traffic orders and erecting street notice. Excludes signs/road markings	Per order	£1,983.50		(1,983.50)	-100.00%	Increase in line with inflation	Sections 6 and 14 of Road Traffic Regulation Act 1984 and regulations 3 and 4 and Schedule 1 of Local Authorities (Transport Charges) Regulations 1998/948. If the above does not apply, section 93 of the Local Government 2003.
Re	HW 57 Rechargeable Works	Highways	Consideration of a request to place a traffic sign to indicate the route to specified land or premises and the placing of such a sign	Per Sign	£336.50		(336.50)	-100.00%	Increase in line with inflation	Under section 65 (3A) of the Road Traffic Regulation Act 1984, no charge should be requested to permit a traffic sign to be placed on or near any road in their area if - (i) the sign conveys information of a temporary nature or is otherwise intended to be placed only temporarily; and (ii) the sign is to be placed by a body which is prescribed for the purposes of this subsection as being a body appearing to the Secretary of State to be representative of the interests of road users or any class of road users.
Re	HW 58 Rechargeable Works	Highways	Provide traffic flow data from automatic traffic counters or previously conducted manual counts	Each	£413.00		(413.00)	-100.00%	Increase in line with inflation	This depends on the purpose behind the request for the traffic flow data to be provided. For example, there is no charge for traffic counts done under the Road Traffic Reduction Act 1997 where parliament has made a provision in the local authority's budget to carry out traffic counts and share traffic flow data and prepare reports on the same.
Re	HW 59 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major PAA	per permit	£107.00	£105.00	(2.00)	-1.87%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 60 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Major	per permit	£244.50	£240.00	(4.50)	-1.84%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 61 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Standard	per permit	£132.50	£130.00	(2.50)	-1.89%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 62 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Minor	per permit	£66.00	£65.00	(1.00)	-1.52%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 63 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Immediate	per permit	£61.00	£60.00	(1.00)	-1.64%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 64 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 0, 1,2 and TS roads - Permit Variation	per permit	£45.50	£45.00	(0.50)	-1.10%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 65 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major PAA	per permit	£76.50	£75.00	(1.50)	-1.96%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 66 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Major	per permit	£153.00	£150.00	(3.00)	-1.96%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 67 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Standard	per permit	£76.50	£75.00	(1.50)	-1.96%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 68 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Minor	per permit	£45.50	£45.00	(0.50)	-1.10%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.

Highways (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	HW 69 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Immediate	per permit	£40.50	£40.00	(0.50)	-1.23%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 70 Rechargeable Works	Highways	London Permit Scheme - Permit Fee - Cat 3 and 4 and non TS roads - Permit Variation	per permit	£35.50	£35.00	(0.50)	-1.41%	Fixed Fee	Charge is as agreed by Department for Transport when approving the London Permitting Scheme LoP's. It should be noted that the Secretary of State can vary the fees downwards at any future point. Regulation 31 of the Traffic Management Permit Scheme (England) Regulations 2007/3372 says fee is subject to following: a) Highways Authorities do not pay any fee under the permit scheme; b) permit holders who do not request a variation cannot be charged; c) if time limits set out in regulation 16 run out then there is no charge; and d) 30% discount applies if 2 or more permits received within 3 working days counted from the day the first application is received and the applications are connected or the applicants are connected or working together.
Re	HW 71 Rechargeable Works	Highways	Permit Scheme Fixed Penalty Notice for failure to apply for a permit before commencing works	Per failure	£510.00	£500.00	(10.00)	-1.96%	Fixed Fee	Charge is discounted to £300 if payment is made within 29 days (regulation 25 of Traffic Management Permit Scheme (England) Regulations 2007/3372). Maximum fee of £500 is prescribed by Secretary of State so should be monitored. Also subject to time limits for issuing fixed penalty notices set out in regulation 22.
Re	HW 72 Rechargeable Works	Highways	Permit Scheme Fixed Penalty Notice for failure to comply with a permit condition	Per failure	£122.00	£120.00	(2.00)	-1.64%	Fixed Fee	Charge is discounted to £80 if payment is made within 29 days (regulation 25 of Traffic Management Permit Scheme (England) Regulations 2007/3372). Maximum fee of £120 is prescribed by Secretary of State so should be monitored. Also subject to time limits for issuing fixed penalty notices set out in regulation 22.

GLL Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation	
Swimming	Casual Swim - all sessions	Adult Non Member	Adult Non Member	per session	6.65	6.8	0.15	0.02			
	Casual Swim - all sessions	Better H&F Adult	Better H&F Adult	per session	£4.65	£4.75	0.10	0.02			
	Casual Swim - all sessions	Better H&F Adult Con	Better H&F Adult Con	per session	£3.35	£3.40	0.05	0.01			
	Casual Swim - all sessions	Jnr Non Mem	Jnr Non Mem	per session	£4.10	£4.20	0.10	0.02			
	Casual Swim - all sessions	Better H&F Junior	Better H&F Junior	per session	£2.70	£2.75	0.05	0.02			
	Casual Swim - all sessions	Better H&F Jnr Con	Better H&F Jnr Con	per session	£2.00	£2.05	0.05	0.02			
	Tots Water World	Adult Non Member	Adult Non Member	per session	£7.70	£7.90	0.20	0.03			
	Tots Water World	Better H&F Adult	Better H&F Adult	per session	£5.40	£5.55	0.15	0.03			
	Tots Water World	Better H&F Adult Con	Better H&F Adult Con	per session	£3.80	£3.90	0.10	0.03			
	Swim Only - Monthly	Better H&F Adult	Better H&F Adult	per session	£29.95	£29.95	0.00	0.00			
	Health and Fitness	Fitness Induction - (All Centres)	Better H&F Adult	Better H&F Adult	per session	£31.65	£32.50	0.85	0.03		
		Fitness Induction - (All Centres)	Better H&F Adult Con	Better H&F Adult Con	per session	£16.55	£17.00	0.45	0.03		
		Fitness Induction - (All Centres)	Better H&F Junior	Better H&F Junior	per session	£16.65	£17.10	0.45	0.03		
		Fitness Induction - (All Centres)	Better H&F Jnr Con	Better H&F Jnr Con	per session	£11.80	£12.10	0.30	0.02		
Fitness induction and Programme - (All Centres)		Better H&F Adult	Better H&F Adult	per session	£39.00	£40.00	1.00	0.03			
Fitness induction and Programme - (All Centres)		Better H&F Adult Con	Better H&F Adult Con	per session	£20.30	£20.80	0.50	0.02			
Fitness induction and Programme - (All Centres)		Better H&F Junior	Better H&F Junior	per session	£19.45	£20.00	0.55	0.03			
Fitness induction and Programme - (All Centres)		Better H&F Jnr Con	Better H&F Jnr Con	per session	£13.90	£14.25	0.35	0.02			
Casual Gym (All Centres)		Better H&F Adult	Better H&F Adult	per session	£8.55	£8.75	0.20	0.02			
Casual Gym (All Centres)		Better H&F Adult Con	Better H&F Adult Con	per session	£6.10	£6.25	0.15	0.02			
Casual Gym (All Centres)		Better H&F Junior	Better H&F Junior	per session	£4.40	£4.50	0.10	0.02			
Casual Gym (All Centres)		Better H&F Jnr Con	Better H&F Jnr Con	per session	£3.05	£3.10	0.05	0.02			
Group Exercise Class (All Centres)		Adult Non Member	Adult Non Member	per session	£12.20	£12.50	0.30	0.02			
Group Exercise Class (All Centres)		Better H&F Adult	Better H&F Adult	per session	£8.45	£8.65	0.20	0.02			
Group Exercise Class (All Centres)		Better H&F Adult Con	Better H&F Adult Con	per session	£6.05	£6.20	0.15	0.02			
Water Aerobics Class (1 hr) all centres		Adult Non Member	Adult Non Member	per session	£12.20	£12.50	0.30	0.02			
Water Aerobics Class (1 hr) all centres		Better H&F Adult	Better H&F Adult	per session	£8.45	£8.65	0.20	0.02			
Water Aerobics Class (1 hr) all centres		Better H&F Adult Con	Better H&F Adult Con	per session	£6.05	£6.20	0.15	0.02			
Racket Sports		Table Tennis - per table	Adult Non Member	Adult Non Member	per session	£11.60	£11.90	0.30	0.03		
		Table Tennis - per table	Better H&F Adult	Better H&F Adult	per session	£8.15	£8.35	0.20	0.02		
		Table Tennis - per table	Better H&F Adult Con	Better H&F Adult Con	per session	£6.00	£6.15	0.15	0.02		
		Table Tennis - per table	Jnr Non Mem	Jnr Non Mem	per session	£7.45	£7.65	0.20	0.03		
	Table Tennis - per table	Better H&F Junior	Better H&F Junior	per session	£6.00	£6.15	0.15	0.02			
	Table Tennis - per table	Better H&F Jnr Con	Better H&F Jnr Con	per session	£3.70	£3.80	0.10	0.03			
	Badminton - per court	Adult Non Member	Adult Non Member	per session	£17.35	£17.80	0.45	0.03			
	Badminton - per court	Better H&F Adult	Better H&F Adult	per session	£12.00	£12.30	0.30	0.02			
	Badminton - per court	Better H&F Adult Con	Better H&F Adult Con	per session	£9.20	£9.45	0.25	0.03			
	Badminton - per court	Jnr Non Mem	Jnr Non Mem	per session	£9.15	£9.40	0.25	0.03			
	Badminton - per court	Better H&F Junior	Better H&F Junior	per session	£6.25	£6.40	0.15	0.02			
	Badminton - per court	Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.55	£4.65	0.10	0.02			
	Tennis - 1 hour per cour	Adult Non Member	Adult Non Member	per session	£9.00	£9.20	0.20	0.02			
	Tennis - 1 hour per cour	Better H&F Adult	Better H&F Adult	per session	£6.05	£6.20	0.15	0.02			
	Tennis - 1 hour per cour	Better H&F Adult Con	Better H&F Adult Con	per session	£4.50	£4.60	0.10	0.02			
	Tennis - 1 hour per cour	Jnr Non Mem	Jnr Non Mem	per session	£4.65	£4.75	0.10	0.02			
	Tennis - 1 hour per cour	Better H&F Junior	Better H&F Junior	per session	£3.15	£3.20	0.05	0.02			
	Tennis - 1 hour per cour	Better H&F Jnr Con	Better H&F Jnr Con	per session	£2.20	£2.25	0.05	0.02			
	Courses	Gymnastics 1 hour - Hendon only	Better H&F Junior	Better H&F Junior	per session	£7.65	£7.85	0.20	0.03		
		Gymnastics 1 hour - Hendon only	Better H&F Jnr Con	Better H&F Jnr Con	per session	£5.40	£5.55	0.15	0.03		
Gymnastics 1 hour		Better H&F Junior	Better H&F Junior	per session	£6.25	£6.40	0.15	0.02			
Gymnastics 1 hour		Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.70	£4.80	0.10	0.02			
Football 1 hour		Better H&F Junior	Better H&F Junior	per session	£6.65	£6.80	0.15	0.02			
Football 1 hour		Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.80	£4.90	0.10	0.02			
Badminton 1 hour		Better H&F Junior	Better H&F Junior	per session	£6.65	£6.80	0.15	0.02			
Badminton 1 hour		Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.80	£4.90	0.10	0.02			
Trampoline 1 hour - Hendon only		Better H&F Junior	Better H&F Junior	per session	£7.65	£7.85	0.20	0.03			

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	Trampoline 1 hour - Hendon only	Better H&F Jnr Con	Better H&F Jnr Con	per session	£5.40	£5.55	0.15	0.03		
	Tennis 1 hour	Better H&F Junior	Better H&F Junior	per session	£8.40	£8.60	0.20	0.02		
	Tennis 1 hour	Better H&F Jnr Con	Better H&F Jnr Con	per session	£5.95	£6.10	0.15	0.02		
	Swimming 30 mins	Better H&F Junior	Better H&F Junior	per session	£6.95	£7.10	0.15	0.02		
	Swimming 30 mins	Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.85	£4.95	0.10	0.02		
	Swimming 45 mins	Better H&F Junior	Better H&F Junior	per session	£7.15	£7.30	0.15	0.02		
	Swimming 45 mins	Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.90	£5.00	0.10	0.02		
	Parent & Baby 30 mins	Better H&F Junior	Better H&F Junior	per session	£6.95	£7.10	0.15	0.02		
	Parent & Baby 30 mins	Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.85	£4.95	0.10	0.02		
	Synchronised Swim 45 mins	Better H&F Junior	Better H&F Junior	per session	£6.95	£7.10	0.15	0.02		
	Synchronised Swim 45 mins	Better H&F Jnr Con	Better H&F Jnr Con	per session	£4.85	£4.95	0.10	0.02		
Drop in Sessions	Fun Session	Jnr Non Mem	Jnr Non Mem	per session	£4.15	£4.25	0.10	0.02		
	Fun Session	Better H&F Junior	Better H&F Junior	per session	£2.70	£2.75	0.05	0.02		
	Fun Session	Better H&F Jnr Con	Better H&F Jnr Con	per session	£2.00	£2.05	0.05	0.02		
	Gymnastics Session - Adults	Adult Non Member	Adult Non Member	per session	£16.85	£17.30	0.45	0.03		
	Gymnastics Session - Adults	Better H&F Adult	Better H&F Adult	per session	£11.75	£12.05	0.30	0.02		
	Gymnastics Session - Adults	Better H&F Adult Con	Better H&F Adult Con	per session	£8.30	£8.50	0.20	0.02		
	Gymnastics Assessment	Adult Non Member	Adult Non Member	per session	£17.05	£17.50	0.45	0.03		
	Gymnastics Assessment	Better H&F Adult	Better H&F Adult	per session	£17.05	£17.50	0.45	0.03		
	Gymnastics Assessment	Better H&F Adult Con	Better H&F Adult Con	per session	£17.00	£17.45	0.45	0.03		
	Burnt Oak H&F Adult	Burnt Oak - Floodlit artificial full size pitch - 1 hr	Burnt Oak - Floodlit artificial full size pitch - 1 hr	per session	£96.60	£99.00	2.40	0.02		
	Burnt Oak - Floodlit artificial (5-a-side) 1h	Better H&F Adult	Better H&F Adult	per session	£48.20	£49.20	1.00	0.02		
	Burnt Oak - Floodlit artificial (5-a-side) 1h	Better H&F Adult Con	Better H&F Adult Con	per session	£22.60	£23.10	0.50	0.02		
	Burnt Oak - Floodlit artificial (7-a-side) 1h	Better H&F Adult	Better H&F Adult	per session	£79.15	£80.80	1.65	0.02		
	Burnt Oak - Floodlit artificial (7-a-side) 1h	Better H&F Adult Con	Better H&F Adult Con	per session	£37.60	£38.40	0.80	0.02		
	Burnt Oak - Grass Pitch (junior) 7-a-side	Better H&F Adult	Better H&F Adult	per session	£28.20	£28.95	0.75	0.03		
	Burnt Oak - Grass Pitch (junior) 11-a-side	Better H&F Adult	Better H&F Adult	per session	£38.45	£39.50	1.05	0.03		
	Leisure Card: 50+ Health swim/year	Better H&F Adult	Better H&F Adult	per session	£87.00	£89.35	2.35	0.03		
	Toddlers' World sibling price at Burnt Oak	Jnr Non Mem	Jnr Non Mem	per session	£2.20	£2.25	0.05	0.02		
	Toddlers' World sibling price at Burnt Oak	Better H&F Junior	Better H&F Junior	per session	£2.20	£2.26	0.06	0.03		
	Toddlers' World sibling price at Burnt Oak	Better H&F Jnr Con	Better H&F Jnr Con	per session	£2.15	£2.20	0.05	0.02		
	Toddlers' World standard price at Burnt Oak (first child)	Jnr Non Mem	Jnr Non Mem	per session	£5.65	£5.80	0.15	0.03		
	Toddlers' World standard price at Burnt Oak (first child)	Better H&F Junior	Better H&F Junior	per session	£4.05	£4.15	0.10	0.02		
	Toddlers' World standard price at Burnt Oak (first child)	Better H&F Jnr Con	Better H&F Jnr Con	per session	£2.80	£2.85	0.05	0.02		
	Toddlers World (Hendon)	Jnr Non Mem	Jnr Non Mem	per session	£5.80	£5.95	0.15	0.03		
	Toddlers World (Hendon)	Better H&F Junior	Better H&F Junior	per session	£4.20	£4.30	0.10	0.02		
	Toddlers World (Hendon)	Better H&F Jnr Con	Better H&F Jnr Con	per session	£2.95	£3.00	0.05	0.02		
Birthday Parties	Burnt Oak	Adult Non Member	Adult Non Member	per session	£171.00	£175.00	4.00	0.02		
	Copthall	Adult Non Member	Adult Non Member	per session	£171.00	£175.00	4.00	0.02		
	Church Farm	Adult Non Member	Adult Non Member	per session	£155.00	£159.00	4.00	0.03		
	Hendon	Adult Non Member	Adult Non Member	per session	£191.00	£195.00	4.00	0.02		
	Finchley Lido	Adult Non Member	Adult Non Member	per session	£167.00	£171.00	4.00	0.02		
Badminton Club -Adult	Burnt Oak	Adult Non Member	Adult Non Member	per session	£5.20	£5.30	0.10	0.02		
	Burnt Oak	Better H&F Adult	Better H&F Adult	per session	£3.40	£3.45	0.05	0.01		
	Burnt Oak	Better H&F Adult Con	Better H&F Adult Con	per session	£1.60	£1.60	0.00	0.00		
Creche	Burnt Oak	Better H&F Adult	Better H&F Adult	per session	£4.15	£4.20	0.05	0.01		
	Burnt Oak	Better H&F Adult Con	Better H&F Adult Con	per session	£3.40	£3.45	0.05	0.01		
Sauna	Finchley Lido	Adult Non Member	Adult Non Member	per session	£11.25	£11.50	0.25	0.02		
	Finchley Lido	Better H&F Adult	Better H&F Adult	per session	£7.80	£8.00	0.20	0.03		
	Finchley Lido	Better H&F Adult Con	Better H&F Adult Con	per session	£4.15	£4.25	0.10	0.02		

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 1 Planning Policy Publications	Planning	Planning Briefs & Supplementary Planning Guidance	Each	£41.30	£43.00	1.70	4.12%	Available online	
Re	PL 2 Planning Policy Publications	Planning	(for residents only)	Each	£17.30	£18.00	0.70	4.05%	Available online	
Re	PL 3 Planning Conservation Publications	Planning	Conservation Area Character Appraisals	Each (sub areas within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document)	£34.65	£36.00	1.35	3.90%		
Re	PL 4 Planning Conservation Publications	Planning	(for residents only)	Each. (sub area within the Hampstead Garden Suburb Conservation Area will be charged as a single Appraisal document)	£17.30	£18.00	0.70	4.05%		
Re	PL 5 Planning Conservation Publications	Planning	Statutory List of Buildings of special architectural or historic interest	Each	£42.60	£44.00	1.40	3.29%		
Re	PL 6 Planning Conservation Publications	Planning	(for residents only)	Each	£22.80	£23.50	0.70	3.07%		
Re	PL 7 Planning Conservation Publications	Planning	Schedule of Building of local or historic interest	Each	£35.25	£37.00	1.75	4.96%		
Re	PL 8 Planning Conservation Publications	Planning	(for residents only)	Each	£17.30	£18.00	0.70	4.05%		
Re	PL 9 Planning Conservation Publications	Planning	Statutory List extracts	Each	£22.25	£23.00	0.75	3.37%		
Re	PL 10 Planning Conservation Publications	Planning	One building per extra copy	Each	£17.30	£18.00	0.70	4.05%		
Re	PL 11 Planning Conservation Publications	Planning	Article 4 Directions per area	Each	£32.60	£34.00	1.40	4.29%		
Re	PL 12 Planning Conservation Publications	Planning	Conservation Area Maps	Each	£41.30	£43.00	1.70	4.12%		
Re	PL 13 Planning Conservation Publications	Planning	(for residents only)	Each	£23.25	£24.00	0.75	3.23%		
Re	PL 14 Planning Development Control Documents	Planning	Copies of Planning Decisions	Each	£29.55	£31.00	1.45	4.91%		
Re	PL 15 Planning Development Control Documents	Planning	Copies of Enforcement Notices	Each	£29.55	£31.00	1.45	4.91%		
Re	PL 16 Planning Development Control Documents	Planning	Weekly list of Planning applications per area by email	Each	Free	Free				
Re	PL 17 Planning Development Control Documents	Planning	Tree Preservation Order Full Document	Each	£29.55	£30.00	0.45	1.52%		
Re	PL 18 Planning Development Control Documents	Planning	Tree Preservation Order Extract	Each	£15.00	£15.50	0.50	3.33%		
Re	PL 19 Planning Planning and Building Control Services	Planning	Photocopying per A3 copy	Each	£1.50	£1.50	0.00	0.00%		
Re	PL 20 Planning Planning and Building Control Services	Planning	Photocopying per A4 copy	Each	£1.00	£1.00	0.00	0.00%		
Re	PL 21 Planning Reproduction of maps/drawings	Planning	A1-A0	Each	£22.50	£22.50	0.00	0.00%		
Re	PL 22 Planning Reproduction of maps/drawings	Planning	A2	Each	£17.10	£17.10	0.00	0.00%		
Re	PL 23 Planning Reproduction of maps/drawings	Planning	A3	Each	£1.50	£1.50	0.00	0.00%		
Re	PL 24 Planning Reproduction of maps/drawings	Planning	A4	Each	£1.00	£1.00	0.00	0.00%		
Re	PL 25 Planning CD copy of applications	Planning	Per CD	Each	£34.78	£36.00	1.22	3.51%		
Re	PL 26 Planning CD copy of applications	Planning	(for residents only)	Each	£17.34	£18.00	0.66	3.81%		
Re	PL 27 Planning Historic Planning Information	Planning	Price per file	Each	£17.30	£18.00	0.70	4.05%		
Re	PL 28 Planning Historic Planning Information	Planning	(for residents only for applications decided before 1 Jan 200) Requests for files may take a month to process as the files are archived off site.	Each	£11.60	£12.00	0.40	3.45%		

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 29 Planning Correspondence requiring research to answer	Planning	Per question per address	Per question per address	£79.55	£83.00	3.45	4.34%		
Re	PL 30 Planning Correspondence requiring research to answer	Planning	Enforcement Enquiry per question per address	Per question per address	£79.55	£83.00	3.45	4.34%		
Re	PL 31 Planning High Hedge Complaints	Planning	Complaint Investigation (50% discount for income support)	Per address	£619.14	£645.00	25.86	4.18%		
Re	PL 32 Planning Postage	Planning	A5	Each	£2.09	£2.09	0.00	0.00%		
Re	PL 33 Planning Postage	Planning	A4 package	Each	£6.42	£6.42	0.00	0.00%		
Re	PL 34 Planning Postage	Planning	A4	Each	£4.28	£4.28	0.00	0.00%		
Re	PL 35 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category A (Complex - 150+ residential units or 4000m2+ of commercial floor space)	Initial meeting	£9,831.00	£10,030.00	199.00	2.02%		
Re	PL 36 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category B (Complex - 100+ residential units or 4000m2+ of commercial floor space)	Initial meeting	£7,646.00	£7,799.00	153.00	2.00%		
Re	PL 37 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category C (Complex - 25+ residential units or 2000m2+ of commercial floor space)	Initial meeting	£5,462.00	£5,572.00	110.00	2.01%		
Re	PL 38 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category D (Major - 10-24 residential units or 1000m2-2000m2 commercial floor space)	Initial meeting	£2,730.00	£3,000.00	270.00	9.89%		
Re	PL 39 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category E (Minor - 2-9 residential units, 100m2-900m2 commercial floor space) HMO's (100m2 - 999m2)	Initial meeting	£1,638.00	£1,710.00	72.00	4.40%		
Re	PL 40 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category F (Minor - 2-4 residential units, 100m2-999m2 commercial floor space) HMO above 100m2	Written Advice only, no meeting	£873.00	£915.00	42.00	4.81%		
Re	PL 41 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category G (Creation of one residential unit: creation of one additional residential house or flat; The replacement of an existing residential unit; The conversion of 1 property into 2 residential units, including demolition and rebuild)	Written Advice only, no meeting	£290.00	£303.00	13.00	4.48%		
Re	PL 42 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category H (Small scale development: Small extensions/ alterations (including advertisements) to commercial or similar premises below the threshold of category D; Small changes of use to such premises below the threshold of category D; Other small scale developments below the threshold of category D HMO below 100m2)	Written Advice only, no meeting	£227.00	£220.00	(7.00)	-3.08%		
Re	PL 43 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Category i (Householder development: Extensions or alterations to a single residential unit)	Written Advice only, no meeting	£124.00	£120.00	(4.00)	-3.23%		
Re	PL 44 Planning Planning Advice Charges (Pre-Application Advice)	Planning	Case Officer up to Principal Planner	Per hour	£228.00	£238.00	10.00	4.39%		
Re	PL 45 Planning Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Team Leader/Manager	Per hour	£285.00	£297.00	12.00	4.21%		
Re	PL 46 Planning Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Service Heads and Directors	Per hour	£342.00	£357.00	15.00	4.39%		
Re	PL 47 Planning Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Specialist Advice (Trees, Conservation & Design, Highways)	Per hour	£285.00	£297.00	12.00	4.21%		
Re	PL 48 Planning Rates For Officers Giving Specialist Advice & Charges for Subsequent Meetings	Planning	Choice of case officer	Per application	10% on category charge, £51 minimum charge	10% on category charge, £53.50 minimum charge		4.90%		
Re	PL 49 Planning Pre Application Services	Planning	Service 1 1- Registration of application within 24 hours 2- Consultation of neighbouring properties within 24 hours. 3- Provision of an officer's recommendation within 5 weeks of validation		£357.00	£373.00	16.00	4.48%		
Re	PL 50 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 2 Visit to site within 5 working days of registration		£102.00	£107.00	5.00	4.90%		
Re	PL 51 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 3 1- Registration of application within 1 day 2 - Review of the information submitted with the application within 2 working days of the site visit, if Service 1b accepted, or 7 working days from the validation (if Service 1b not accepted) 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application.		£255.00	£305.00	50.00	19.61%		

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 6 - Tree Works 1- Registration of application within 24 hours 2- Consultation of neighbouring properties within 24 hours. 3- Provision of an officer's recommendation within 5 weeks of validation		£357.00	£373.00	16.00	0.04		
Re	Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 7 - Tree Works Visit to site within 5 working days of registration		£102.00	£107.00	5.00	4.90%		
Re	Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 8 - Tree Works 1- Registration of application within 1 day 2 - Review of the information submitted with the application within 2 working days of the site visit, if Service 1b accepted, or 7 working days from the validation (if Service 1b not accepted) 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application.		£255.00	£305.00	50.00	19.61%		
Re	PL 52 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Additional and faster services		on request	on request				
Re	PL 53 Planning Pre Application Performance Agreement - Fast Track - householders applications	Planning	Service 10 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 15 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£102.00	£106.50	4.50	4.41%		
Re	PL 54 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 11 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 5 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£306.00	£320.00	14.00	4.58%		
Re	PL 55 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 12 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 2 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£408.00	£425.00	17.00	4.17%		
Re	PL 56 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 13 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 1 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£612.00	£640.00	28.00	4.58%		
Re	PL 57 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 14 1- Registration of valid application within 1 working day of receipt 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application within 1 working days of registration. 3- Decision issued within 1 working day of confirmation of support or within 1 working of receipt of acceptable amendments / additional information		£612.00	£640.00	28.00	4.58%		
Re	PL 58 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Additional and faster services		on request	on request				
Re	PL 59 Planning Pre Application Performance Agreement - Fast Track - conditions and certificate of lawfulness applications	Planning	Service 15 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 3- Provision of an officer's recommendation within 4 weeks of validation		£357.00	£367.53	10.53	2.95%		
Re	PL 60 Planning Pre Application Performance Agreement - Fast Track - Office to Residential Prior Notifications	Planning	Service 16 Subject to a prior notification application is approved, provision of letter confirming compliance with relevant legislation.		£76.50	£78.71	2.21	0.03		

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 61 Planning Pre Application Performance Agreement - Fast Track - Office to Residential Prior Notifications	Planning	Additional and faster services		on request	on request				
Re	PL 62 Planning Pre Application Performance Agreement - Fast Track - Office to Residential Prior Notifications	Planning	Service 17 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 3- Provision of an officer's recommendation within 5 weeks of validation		£204.00	£200.00	(4.00)	-1.96%		
Re	PL 63 Planning Pre Application Performance Agreement - Larger Home Extensions Prior Notifications	Planning	Additional and faster services		on request	on request				
Re	PL 64 Planning Pre Application Performance Agreement - Larger Home Extensions Prior Notifications	Planning	Service 18 - Small Minor 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 1 - 4 residential units / 100m2 - 999m2		£255.00	£205.00	(50.00)	(0.20)		
Re	PL 65 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Service 19 - Small Minor 1- Review of the information submitted within 5 working days from the validation of the application 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application. 1 - 4 residential units / 100m2 - 999m2		£357.00	£307.00	(50.00)	(0.14)		
Re	PL 66 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Service 20 - Small Minor Provision of an officer's recommendation within 5 weeks of validation. 1 - 4 residential units / 100m2 - 999m2		£255.00	£205.00	(50.00)	(0.20)		
Re	Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions		Service 21 - Large Minor 1- Registration of valid application within 1 working day of receipt 2- Consultation of neighbouring properties within 24 hours 5 - 9 residential units / 1000m2		£255.00	£305.00	50.00	0.20		
Re	Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions		Service 22 - Large Minor 1- Review of the information submitted within 5 working days from the validation of the application 2- Provision of an email setting out any required changes to the application or confirming support/refusal of the application. 5 - 9 residential units / 1000m2		£357.00	£425.00	68.00	0.19		
Re	Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions		Service 23 - Large Minor Provision of an officer's recommendation within 5 weeks of validation. 5 - 9 residential units / 1000m2		£255.00	£305.00	50.00	0.20		
Re	PL 67 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Additional and faster services		on request	on request				
Re	PL 68 Planning Pre Application Performance Agreement - Fast Track - Minor Applications and Variation of Conditions	Planning	Tailored service - Quote provided on request		on request	on request				
Re	PL 69 Planning Pre Application Performance Agreement - Fast Track - Major Applications	Planning	Tailored service - Quote provided on request		on request	on request				
Re	PL 70 Planning Pre-Application advice - Fast Track - Categories C and D+	Planning	Service 24 1- Accelerated offer of meeting at our offices (or on site) within 10 working days 2- Provision of meeting notes within 3 working days of meeting		25% of standard base pre-application fee	25% of standard base pre-application fee				
Re	PL 71 Planning Pre-Application advice - Fast Track - Categories C and D+	Planning	Service 25 1- Accelerated offer of meeting at our offices (or on site) within 5 working days 2- Provision of meeting notes within 3 working days of meeting		50% of standard base pre-application fee	50% of standard base pre-application fee				
Re	PL 72 Planning Pre-Application advice - Fast Track - Categories C and D+	Planning	Service 26 1- Accelerated offer of meeting at our offices (or on site) within 2 working days 2- Provision of meeting notes within 3 working days of meeting		75% of standard base pre-application fee	75% of standard base pre-application fee				

Planning (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	PL 73 Planning Pre-Application advice - Fast Track - Categories C and D+	Planning	Additional and faster services on request		on request	on request				
Re	PL 74 Planning Pre-Application advice - Fast Track - Categories E and F	Planning	Service 27 Accelerated offer of meeting at our offices (or on site) within 10 working days		25% of standard base pre-application fee	25% of standard base pre-application fee				
Re	PL 75 Planning Pre-Application advice - Fast Track - Categories E and F	Planning	Service 28 Accelerated offer of meeting at our offices (or on site) within 5 working days		50% of standard base pre-application fee	50% of standard base pre-application fee				
Re	PL 76 Planning Pre-Application advice - Fast Track - Categories E and F	Planning	Service 29 Accelerated offer of meeting at our offices (or on site) within 2 working days		75% of standard base pre-application fee	75% of standard base pre-application fee				
Re	PL 77 Planning Pre-Application advice - Fast Track - Categories E and F	Planning	Service 30 Provision of written notes within 6 working days of meeting		£51.00	£55.00	4.00	7.84%		
Re	PL 78 Planning Pre-Application advice - Fast Track - Categories E and F	Planning	Service 31 Provision of written notes within 3 working days of meeting		£102.00	£107.00	5.00	4.90%		
Re	PL 79 Planning Pre-Application advice - Fast Track - Categories E and F	Planning	Service 32 Provision of written notes within 6 working days of request (when no meeting is required)		£100.00	£104.00	4.00	4.00%		
Re	PL 80 Planning Pre-Application advice - Fast Track - Categories E and F	Planning	Service 33 Provision of written notes within 3 working days of request (when no meeting is required)		£200.00	£208.00	8.00	4.00%		
Re	PL 81 Planning Pre-Application advice - Fast Track - Categories E and F	Planning	Additional and faster services on request		on request	on request				
Re	PL 82 Planning Pre-Application advice - Fast Track - Category G	Planning	Service 34 Accelerated offer of meeting at our offices (or on site) within 6 working days		£153.00	£160.00	7.00	4.58%		
Re	PL 83 Planning Pre-Application advice - Fast Track - Category G	Planning	Service 35 Accelerated offer of meeting at our offices (or on site) within 3 working days		£306.00	£320.00	14.00	4.58%		
Re	PL 84 Planning Pre-Application advice - Fast Track - Category G	Planning	Service 36 Accelerated offer of meeting at our offices (or on site) within 1 working days		£510.00	£535.00	25.00	4.90%		
Re	PL 85 Planning Pre-Application advice - Fast Track - Category G	Planning	Service 37 Provision of written notes within 6 working days of meeting		£20.00	£20.99	0.99	0.05		
Re	PL 86 Planning Pre-Application advice - Fast Track - Category G	Planning	Service 38 Provision of written notes within 3 working days of meeting		£76.50	£80.00	3.50	4.58%		
Re	PL 87 Planning Pre-Application advice - Fast Track - Category G	Planning	Service 39 Provision of written notes within 1 working days of meeting		£153.00	£160.00	7.00	4.58%		
Re	PL 88 Planning Pre-Application advice - Fast Track - Category G	Planning	Service 40 Provision of written notes within 6 working days (when no meeting is required)		£75.00	£78.50	3.50	4.67%		
Re	PL 89 Planning Pre-Application advice - Fast Track - Category G	Planning	Service 41 Provision of written notes within 3 working days (when no meeting is required)		£150.00	£156.50	6.50	4.33%		
Re	PL 90 Planning Pre-Application advice - Fast Track - Category G	Planning	Service 42 Provision of written notes within 1 working day (when no meeting is required)		£300.00	£313.00	13.00	4.33%		
Re	PL 91 Planning Pre-Application advice - Fast Track - Category G	Planning	Additional and faster services on request		on request	on request				
Re	PL 92 Planning Performance Agreements	Planning	Service 43 10 to 24 residential units or 1000-1999 m2 commercial floorspace		£6,220.00	£6,500.00	280.00	4.50%		
Re	PL 93 Planning Performance Agreements	Planning	Service 44 25 to 49 residential units or 2000-3999m2 commercial floorspace		£9,330.00	£9,700.00	370.00	3.97%		

Land Charges (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 1 Land Charges	Land Charges	Full Search		£213.00	£217.26	4.26	2.00%		
Re	LC 2 Land Charges	Land Charges	Expedited 24 hr Full Search		£256.00	£261.12	5.12	2.00%		
Re	LC 3 Land Charges	Land Charges	Certificate of Search (LLC1)		£69.00	£70.38	1.38	2.00%		
Re	LC 4 Land Charges	Land Charges	Additional Enquiries (each)		£47.00	£47.94	0.94	2.00%		
Re	LC 5 Land Charges	Land Charges	Extra Parcels of Land (each)		£47.00	£47.94	0.94	2.00%		
Re	LC 6 Land Charges	Land Charges	CON29 ONLY		£144.00	£146.88	2.88	2.00%		
Re	LC 7 Land Charges	Land Charges	Search refresh - within 93 days of original search		£90.50	£92.31	1.81	2.00%		
Online Search - via NLIS										
Re	LC 8 Land Charges	Land Charges	NLIS full search		£209.00	£213.18	4.18	2.00%		
Re	LC 9 Land Charges	Land Charges	NLIS LLC1		£67.60	£68.93	1.33	1.97%		
Re	LC 10 Land Charges	Land Charges	NLIS CON 29		£141.40	£144.23	2.83	2.00%		
Re	LC 11 Land Charges	Land Charges	Any one requesting 9 Searches or more at the same time will be entitled to a 10% discount.							
Personal Searches										
Re	LC 12 Land Charges	Land Charges	One Parcel of Land (copy of documentation provided)		£26.50	£27.03	0.53	2.00%		
Re	LC 13 Land Charges	Land Charges	Extra Parcels of Land (each)		£1.50	£1.50	0.00	0.00%		
Re	LC 14	Land Charges	Inspection of Documents		£3.05	£3.05	0.00	0.00%		
Copy of Official Documentation										
Re	LC 15 Land Charges	Land Charges	Copies of Planning Decisions	Each	£29.55	£30.14	0.59	2.00%		
Re	LC 16 Land Charges	Land Charges	Copies of Enforcement Notices	Each	£29.55	£30.14	0.59	2.00%		
Re	LC 17 Land Charges	Land Charges	Tree Preservation Order - Full Document	Each	£29.55	£30.14	0.59	2.00%	To match Planning's cost of provision	
Re	LC 18 Land Charges	Land Charges	Listed Buildings	Each	£42.60	£43.45	0.85	2.00%		
Re	LC 19 Land Charges	Land Charges	Light Obstruction Notices	Each	£39.50	£40.29	0.79	2.00%		
Re	LC 20 Land Charges	Land Charges	Repair Notices	Each	£37.70	£38.45	0.75	1.99%		
Re	LC 21 Land Charges	Land Charges	Improvement Grants	Each	£37.70	£38.45	0.75	1.99%		
Re	LC 22 Land Charges	Land Charges	Covenants	Each	£37.70	£38.45	0.75	1.99%		
Re	LC 23 Land Charges	Land Charges	Agreements	Each	£51.00	£52.02	1.02	2.00%		
Re	LC 24 Land Charges	Land Charges	Article 4 Directions	Each	£32.60	£33.25	0.65	1.99%		
Re	LC 25 Land Charges	Land Charges	Duplicate Searches	Each	£48.85	£49.82	0.97	1.99%		
CON29R Enquires of local authority (2007)										
Planning and Building Regulations										
1.1. Planning and building decisions and pending applications										
Which of the following relating to the property have been granted, issued or refused or (were applicable) are the subject of pending applications?										
Re	LC 26 Land Charges	Land Charges	(a) a planning permission *		£17.30	£17.64	0.34	1.97%		
Re	LC 27 Land Charges	Land Charges	(b) a listed building consent *							
Re	LC 28 Land Charges	Land Charges	(c) a conservation area consent *							
Re	LC 29 Land Charges	Land Charges	(d) a certificate of lawfulness of existing use or development *							
Re	LC 30 Land Charges	Land Charges	(e) a certificate of lawfulness of proposed use or development *							
Re	LC 31 Land Charges	Land Charges	(f) building regulations approval		£17.30	£17.64	0.34	1.97%		
Re	LC 32 Land Charges	Land Charges	(g) a building regulation completion certification							
Re	LC 33 Land Charges	Land Charges	(h) any building regulations certificate or notice issued in respect of work carried out under a competent person self-certification scheme							

Land Charges (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
1.2. Planning designations and proposals										
Re	LC 34 Land Charges	Land Charges	What designations of land use for the property or the area, and what specific proposals of the property, are contained in any existing or proposed development plan?		£11.70	£11.93	0.23	1.97%		
Roads										
2.1 Roadways, footways and footpaths										
Which of the roads, footways and footpaths named in the application for this search (via boxes B and C) are:										
Re	LC 35 Land Charges	Land Charges	(a) highways maintainable at public expense *		£11.70	£11.93	0.23	1.97%		
Re	LC 36 Land Charges	Land Charges	(b) subject to adoption and, supported by a bond and bond waver		£11.70	£11.93	0.23	1.97%		
Re	LC 37 Land Charges	Land Charges	c) to be made up by a local authority who will reclaim the cost from the frontagers		£11.70	£11.93	0.23	1.97%		
Re	LC 38 Land Charges	Land Charges	(d) to be adopted by a local authority without reclaiming the cost from the frontagers		£11.70	£11.93	0.23	1.97%		
Re	LC 39 Land Charges	Land Charges	2.2 Is any public right of way which abuts on, or crosses the property, shown in a definitive map or revised definitive map?		£17.50	£17.85	0.35	2.00%		
Re	LC 40 Land Charges	Land Charges	2.3 Are there any pending applications to record a public right of way which abuts or crosses the property, on the register?		£17.50	£17.85	0.35	2.00%		
Re	LC 41 Land Charges	Land Charges	2.4 Are there any legal orders to stop up, or divert, alter or create a public right of way which abuts on, or crosses the property, not yet implemented or shown on a revised definitive map?		£17.50	£17.85	0.35	2.00%		
Re	LC 42 Land Charges	Land Charges	2.5 If so, please attach a plan showing the approximate route.		£17.50	£17.85	0.35	2.00%		
Other Matters										
3.1 Land required for public purposes										
Re	LC 43 Land Charges	Land Charges	Is the property included in the land required for public purposes?		£11.70	£11.93	0.23	1.97%		
3.2 Land to be acquired for road works										
Re	LC 44 Land Charges	Land Charges	Is the property included in land to be acquired for road works?		£11.70	£11.93	0.23	1.97%		
3.3 Drainage agreements and consents										
Re	LC 45 Land Charges	Land Charges	Do either of the following exist in relation to the property?		Please	Please	N/A	N/A		
Re	LC 46 Land Charges	Land Charges	(a) an agreement to drain buildings in combination into an existing sewer by means of a private sewer **		contact	contact				
Re	LC 47 Land Charges	Land Charges	(b) an agreement or consent for (i) a building, or (ii) extension to a building on the property, to be built over, or in the vicinity of a drain, sewer or disposal main? **		Thames	Thames				
					Water or	Water or				
					Veola	Veola				

Land Charges (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
3.4 Nearby road schemes										
Is the property (or will it be) within 200 metres of any of the following?										
Re	LC 48 Land Charges	Land Charges	(a) the centre line of a new trunk road or special road specified in any order, draft order or scheme		£17.80	£18.15	0.35	1.97%		
Re	LC 49 Land Charges	Land Charges	(b) the centre line of a proposed alteration or improvement to an existing road involving construction of a subway, underpass flyover, footbridge, elevated road or dual carriageway		£11.70	£11.93	0.23	1.97%		
Re	LC 50 Land Charges	Land Charges	c) the outer limits of construction works for a proposed alteration or improvement to an existing road involving (i) construction of a roundabout (other than a mini roundabout) or (ii) widening by construction of one additional traffic lanes		£11.70	£11.93	0.23	1.97%		
Re	LC 51 Land Charges	Land Charges	(d) the outer limits of (i) construction of a new road to be built by a local authority (ii) an approved alteration or improvement to an existing road involving construction of a subway, underpass, flyover, footbridge, elevated road or dual carriageway (iii) construction of a roundabout (other than a mini roundabout) or widening by construction or one or more additional traffic lanes.		£11.70	£11.93	0.23	1.97%		
Re	LC 52 Land Charges	Land Charges	(e) the centre line of the line proposed route of the new road under proposals published for public consultation		£11.70	£11.93	0.23	1.97%		
Re	LC 53 Land Charges	Land Charges	(f) the outer limits of (i) construction of a proposed alteration or improvement to an existing road involving construction of a subway, underpass, flyover, footbridge, elevated road or dual carriageway (ii) construction of a roundabout (other than a mini roundabout) (iii) widening by construction of one or more additional traffic lanes, under proposals published for public consultation		£11.70	£11.93	0.23	1.97%		
3.5. Nearby railway schemes										
Re	LC 54 Land Charges	Land Charges	Is the property (or will it be) within 200 metres of the centre line of a proposed railway, tram, light railway or monorail?		£11.70	£11.93	0.23	1.97%		
3.6. Traffic schemes										
Has a local authority approved but not yet implemented any of the following for the roads, footways and footpaths (named in box B) which abut the boundaries of the property?										
Re	LC 55 Land Charges	Land Charges	(a) permanent stopping up or diversion		£11.70	£11.93	0.23	1.97%		
Re	LC 56 Land Charges	Land Charges	(b) waiting or loading restrictions		£11.70	£11.93	0.23	1.97%		
Re	LC 57 Land Charges	Land Charges	c) one way driving		£11.70	£11.93	0.23	1.97%		
Re	LC 58 Land Charges	Land Charges	(d) prohibition of driving		£11.70	£11.93	0.23	1.97%		
Re	LC 59 Land Charges	Land Charges	(e) pedestrianisation		£11.70	£11.93	0.23	1.97%		
Re	LC 60 Land Charges	Land Charges	(f) vehicle width or weight restriction		£11.70	£11.93	0.23	1.97%		
Re	LC 61 Land Charges	Land Charges	(g) traffic calming works including road humps		£11.70	£11.93	0.23	1.97%		
Re	LC 62 Land Charges	Land Charges	(h) residents parking controls		£11.70	£11.93	0.23	1.97%		
Re	LC 63 Land Charges	Land Charges	(i) minor road widening of improvement		£11.70	£11.93	0.23	1.97%		
Re	LC 64 Land Charges	Land Charges	(j) pedestrian crossings		£11.70	£11.93	0.23	1.97%		
Re	LC 65 Land Charges	Land Charges	(k) cycle tracks		£11.70	£11.93	0.23	1.97%		
Re	LC 66 Land Charges	Land Charges	(l) bridge building		£11.70	£11.93	0.23	1.97%		

Land Charges (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
3.7. Outstanding notices										
Do any statutory notices which relate to the following matters subsist in relation to the property other than those revealed in a response to any other enquiry in this form?										
Re	LC 67 Land Charges	Land Charges	(a) building works		£11.70	£11.93	0.23	1.97%		
Re	LC 68 Land Charges	Land Charges	(b) environment		£11.70	£11.93	0.23	1.97%		
Re	LC 69 Land Charges	Land Charges	(c) health and safety		£11.70	£11.93	0.23	1.97%		
Re	LC 70 Land Charges	Land Charges	(d) housing		£11.70	£11.93	0.23	1.97%		
Re	LC 71 Land Charges	Land Charges	(e) highways		£11.70	£11.93	0.23	1.97%		
Re	LC 72 Land Charges	Land Charges	(f) public health		£11.70	£11.93	0.23	1.97%		
3.8. Contravention of building regulations										
Re	LC 73 Land Charges	Land Charges	Has a local authority authorised in relation to the property any proceedings for the contravention of any provision contained in Building Regulations?		£11.70	£11.93	0.23	1.97%		
3.9 Notices, orders, directions and proceedings under Planning Acts										
Do any of the following subsist in relation to the property, or has a local authority decided to issue, serve, make or commence any of the following?										
Re	LC 74 Land Charges	Land Charges	(a) an enforcement notice		£11.70	£11.93	0.23	1.97%		
Re	LC 75 Land Charges	Land Charges	(b) a stop notice		£11.70	£11.93	0.23	1.97%		
Re	LC 76 Land Charges	Land Charges	(c) a listed building enforcement notice		£11.70	£11.93	0.23	1.97%		
Re	LC 77 Land Charges	Land Charges	(d) a breach of condition notice		£11.70	£11.93	0.23	1.97%		
Re	LC 78 Land Charges	Land Charges	(e) a planning contravention notice		£11.70	£11.93	0.23	1.97%		
Re	LC 79 Land Charges	Land Charges	(f) another notice relation to a breach of planning control		£11.70	£11.93	0.23	1.97%		
Re	LC 80 Land Charges	Land Charges	(g) a listed building repairs notice		£11.70	£11.93	0.23	1.97%		
Re	LC 81 Land Charges	Land Charges	(h) in the case of a listed building deliberately allowed to fall into disrepair, a compulsory purchase order with a direction for minimum compensation		£11.70	£11.93	0.23	1.97%		
Re	LC 82 Land Charges	Land Charges	(i) a building preservation notice		£11.70	£11.93	0.23	1.97%		
Re	LC 83 Land Charges	Land Charges	(j) a direction restricting permitted development		£11.70	£11.93	0.23	1.97%		
Re	LC 84 Land Charges	Land Charges	(k) an order revoking or modifying planning permission		£11.70	£11.93	0.23	1.97%		
Re	LC 85 Land Charges	Land Charges	(l) an order requiring discontinuance of use or alteration or removal of building works		£11.70	£11.93	0.23	1.97%		
Re	LC 86 Land Charges	Land Charges	(m) a tree preservation order		£11.70	£11.93	0.23	1.97%		
Re	LC 87 Land Charges	Land Charges	(n) proceedings to enforce a planning agreement or planning contribution		£11.70	£11.93	0.23	1.97%		
3.10 Community Infrastructure Levy										
Re	LC 88 Land Charges	Land Charges	(a) Is there a CIL charging schedule?		£17.50	£17.50	0.00	0.00%		
Re	LC 89 Land Charges	Land Charges	Yes - There are two charging schedules (i) Mayor of London CIL Charging Schedule (ii) London Borough of Barnet CIL Charging Schedule							
Re	LC 90 Land Charges	Land Charges	(b) If, yes, do any of the following subsist in relation to the property, or has a Local Authority decided to issue, serve, make or commence any of the following?:		£17.50	£17.50	0.00	0.00%		
Re	LC 91 Land Charges	Land Charges	(i) a liability notice?							
Re	LC 92 Land Charges	Land Charges	(ii) a notice of chargeable development?							
Re	LC 93 Land Charges	Land Charges	(iii) a demand notice?							
Re	LC 94 Land Charges	Land Charges	(iv) a default liability notice?							
Re	LC 95 Land Charges	Land Charges	(v) an assumption of liability notice?							
Re	LC 96 Land Charges	Land Charges	(vi) a commencement notice?							
Re	LC 97 Land Charges	Land Charges	(c) Has any demand notice been suspended?							

Land Charges (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 98 Land Charges	Land Charges	(d) Has the Local Authority received full or partial payment of any CIL liability?		£17.50	£17.50	0.00	0.00%		
Re	LC 99 Land Charges	Land Charges	(e) Has the Local Authority received any appeal against any of the above?							
Re	LC 100 Land Charges	Land Charges	(f) Has a decision been taken to apply for a liability order?							
Re	LC 101 Land Charges	Land Charges	(g) Has a liability order been granted?							
Re	LC 102 Land Charges	Land Charges	(h) Have any other enforcement measures been taken?							
3.11 Conservation area										
Do the following apply in relation to the property?										
Re	LC 103 Land Charges	Land Charges	(a) the making of the area a conservation area before 31 August 1974		£11.70	£11.93	0.23	1.97%		
Re	LC 104 Land Charges	Land Charges	(b) an unimplemented resolution to designate the area a conservation area		£11.70	£11.93	0.23	1.97%		
3.12 Compulsory purchase										
Re	LC 105 Land Charges	Land Charges	Has any enforceable order or decision been made to compulsorily purchase or acquire the property?		£11.70	£11.93	0.23	1.97%		
3.13 Contaminated land										
Do any of the following apply (including any relating land adjacent to or adjoining the property which has been identified as contaminated land because it is in such a condition that harm or pollution of controlled waters might be caused on the property)?										
Re	LC 106 Land Charges	Land Charges	(a) a contaminated land notice		£11.70	£11.93	0.23	1.97%		
Re	LC 107 Land Charges	Land Charges	(b) in relation to a register maintained under section 78R of the Environmental Protection Act 1990		£11.70	£11.93	0.23	1.97%		
Re	LC 108 Land Charges	Land Charges	(i) a decision to make an entry							
Re	LC 109 Land Charges	Land Charges	(ii) an entry							
Re	LC 110 Land Charges	Land Charges	c) consultation with the owner or occupier of the property conducted under section 78G(3) of the Environmental Protection Act 1990 before the service of a remediation notice		£11.70	£11.93	0.23	1.97%		
3.14 Radon gas										
Re	LC 111 Land Charges	Land Charges	Do records indicate that the property is in a 'Radon Affected Area' as identified by the Health Protection Agency?		Not available from LA	Not available from LA	N/A	N/A		
Re	LC 112 Land Charges	Land Charges	* Information available free of charge online							
3.15 Assets of Community Value										
Re	LC 113 Land Charges	Land Charges	(a) Has the property been nominated as an asset of community value?		£11.50	£11.50	0.00	0.00%		
Re	LC 114 Land Charges	Land Charges	(i) Is it listed as an asset of community value?							
Re	LC 115 Land Charges	Land Charges	(ii) Was it excluded and placed on the "nominated but not listed" list?							
Re	LC 116 Land Charges	Land Charges	(iii) Has the listing expired?							
Re	LC 117 Land Charges	Land Charges	(iv) Is the Local Authority reviewing or proposing to review the listing?							
Re	LC 118 Land Charges	Land Charges	(v) Are there any subsisting appeals against the listing?							
Re	LC 119 Land Charges	Land Charges	(b) If the property is listed		£11.50	£11.50	0.00	0.00%		
Re	LC 120 Land Charges	Land Charges	(i) Has the Local Authority decided to apply to the Land Registry for an entry or cancellation of a restriction in respect of listed land affecting the property?							

Land Charges (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	LC 121 Land Charges	Land Charges	(ii) Has the Local Authority received a notice of disposal?							
Re	LC 122 Land Charges	Land Charges	(iii) Has an community interest group requested to be treated as a bidder?							
CON 290 Optional enquiries of the Local Authority (2007)										
Re	LC 123 Land Charges	Land Charges	4. Road proposals by private bodies		£23.50	£23.97	0.47	2.00%		
Re	LC 124 Land Charges	Land Charges	5. Advertisements		£23.50	£23.97	0.47	2.00%		
Re	LC 125 Land Charges	Land Charges	6. Completion notices		£23.50	£23.97	0.47	2.00%		
Re	LC 126 Land Charges	Land Charges	7 Parks and Countryside		£23.50	£23.97	0.47	2.00%		
Re	LC 127 Land Charges	Land Charges	8. Pipelines		£23.50	£23.97	0.47	2.00%		
Re	LC 128 Land Charges	Land Charges	9. Houses in multiple occupation		£23.50	£23.97	0.47	2.00%		
Re	LC 129 Land Charges	Land Charges	10. Noise abatement		£23.50	£23.97	0.47	2.00%		
Re	LC 130 Land Charges	Land Charges	11. Urban development areas		£23.50	£23.97	0.47	2.00%		
Re	LC 131 Land Charges	Land Charges	12. Enterprise zones, Local Development Orders & BIDS		£23.50	£23.97	0.47	2.00%		
Re	LC 132 Land Charges	Land Charges	13. Inner urban improvement areas		£23.50	£23.97	0.47	2.00%		
Re	LC 133 Land Charges	Land Charges	14. Simplified planning zones		£23.50	£23.97	0.47	2.00%		
Re	LC 134 Land Charges	Land Charges	15. Land maintenance notices		£23.50	£23.97	0.47	2.00%		
Re	LC 135 Land Charges	Land Charges	16. Mineral Consultation and Safeguarding Areas		£23.50	£23.97	0.47	2.00%		
Re	LC 136 Land Charges	Land Charges	17. Hazardous substance consents		£23.50	£23.97	0.47	2.00%		
Re	LC 137 Land Charges	Land Charges	18. Environmental and pollution notices		£23.50	£23.97	0.47	2.00%		
Re	LC 138 Land Charges	Land Charges	19. Food safety notices		£23.50	£23.97	0.47	2.00%		
Re	LC 139 Land Charges	Land Charges	20. Hedgerow notices		£23.50	£23.97	0.47	2.00%		
Re	LC 140 Land Charges	Land Charges	21. Flood Defence and Land Drainage Consents		£23.50	£23.97	0.47	2.00%		
Re	LC 141 Land Charges	Land Charges	22. Common land and town or village greens		£23.50	£23.97	0.47	2.00%		

Trading Standards and Licensing (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Reference	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Weights and Measures Testing											
Re	TSL 1 Trading Standards and Licensing	Trading Standards and Licensing	TSL 1	Linear Measure not exceeding 3m for each scale	Each	£13.25	£13.25	0.00	0.00%		
Re	TSL 2 Trading Standards and Licensing	Trading Standards and Licensing	TSL 2	Capacity measures (without divisions or sub divisions) (not exceeding 1 L)	Each	£13.25	£13.25	0.00	0.00%		
Re	TSL 3 Trading Standards and Licensing	Trading Standards and Licensing	TSL 3	Cubic Ballast measures (other than brim measures)	Each	£199.00	£199.00	0.00	0.00%		
Petrol Pumps											
Re	TSL 4 Trading Standards and Licensing	Trading Standards and Licensing	TSL 4	1 meter test	Each	£153.50	£153.50	0.00	0.00%		
Re	TSL 5 Trading Standards and Licensing	Trading Standards and Licensing	TSL 5	2 meter tests	Each	£255.50	£255.50	0.00	0.00%		
Re	TSL 6 Trading Standards and Licensing	Trading Standards and Licensing	TSL 6	3 meter tests	Each	£320.00	£320.00	0.00	0.00%		
Re	TSL 7 Trading Standards and Licensing	Trading Standards and Licensing	TSL 7	4 meter tests	Each	£403.00	£403.00	0.00	0.00%		
Re	TSL 8 Trading Standards and Licensing	Trading Standards and Licensing	TSL 8	5 meter tests	Each	£487.50	£487.50	0.00	0.00%		
Re	TSL 9 Trading Standards and Licensing	Trading Standards and Licensing	TSL 9	6 meter tests	Each	£576.50	£576.50	0.00	0.00%		
Re	TSL 10 Trading Standards and Licensing	Trading Standards and Licensing	TSL 10	7 meter tests	Each	£666.50	£666.50	0.00	0.00%		
Re	TSL 11 Trading Standards and Licensing	Trading Standards and Licensing	TSL 11	8 meter tests	Each	£128.50	£128.50	0.00	0.00%		
Re	TSL 12 Trading Standards and Licensing	Trading Standards and Licensing	TSL 12	Multigrade type (price computing) single outlet	Each	£128.50	£128.50	0.00	0.00%		
Re	TSL 13 Trading Standards and Licensing	Trading Standards and Licensing	TSL 13	Other types (price computing) single outlet	Each	£128.50	£128.50	0.00	0.00%		
Re	TSL 14 Trading Standards and Licensing	Trading Standards and Licensing	TSL 14	Container type unsubdivided	Each	£87.00	£87.00	0.00	0.00%		
Other types											
Re	TSL 15 Trading Standards and Licensing	Trading Standards and Licensing	TSL 15	Additional costs involved in testing ancillary equipment which require additional testing on site such as credit card acceptors	Per extra officer hour	£125.00	£125.00	0.00	0.00%		
Measuring equipment											
Re	TSL 16 Trading Standards and Licensing	Trading Standards and Licensing	TSL 16	Not exceeding 150ml	Each	£20.40	£20.40	0.00	0.00%		
Re	TSL 17 Trading Standards and Licensing	Trading Standards and Licensing	TSL 17	Other	Each	£38.00	£38.00	0.00	0.00%		
Re	TSL 18 Trading Standards and Licensing	Trading Standards and Licensing	TSL 18	Weights	per Officer Hour	£125.00	£125.00	0.00	0.00%		
Weighing instruments											
Re	TSL 19 Trading Standards and Licensing	Trading Standards and Licensing	TSL 19	<15kg	Each	£47.00	£47.00	0.00	0.00%		
Re	TSL 20 Trading Standards and Licensing	Trading Standards and Licensing	TSL 20	15 - <100kg	Each	£65.00	£65.00	0.00	0.00%		
Re	TSL 21 Trading Standards and Licensing	Trading Standards and Licensing	TSL 21	100kg - ,250kg	Each	£91.00	£91.00	0.00	0.00%		
Re	TSL 22 Trading Standards and Licensing	Trading Standards and Licensing	TSL 22	250 - < 1 tonne	Each	£148.00	£148.00	0.00	0.00%		
Re	TSL 23 Trading Standards and Licensing	Trading Standards and Licensing	TSL 23	1 tonne - < 10 tonne	Each	£199.00	£199.00	0.00	0.00%		
Re	TSL 24 Trading Standards and Licensing	Trading Standards and Licensing	TSL 24	10 tonne - < 30 tonne	Each	£415.50	£415.50	0.00	0.00%		
Re	TSL 25 Trading Standards and Licensing	Trading Standards and Licensing	TSL 25	30 tonne - < 60 tonne	Each	£638.50	£638.50	0.00	0.00%		
Re	TSL 26 Trading Standards and Licensing	Trading Standards and Licensing	TSL 26	Additional costs involved in testing instruments calibrated to weigh	Per additional hour	£125.00	£125.00	0.00	0.00%		

Trading Standards and Licensing (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Reference	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Measuring equipment for measuring liquid fuels in excess of 100L dispensed from road tankers											
Re	TSL 27 Trading Standards and Licensing	Trading Standards and Licensing	TSL 27	Wet hose type, based on 2 liquids being used for testing	Each	£210.00	£210.00	0.00	0.00%		
Re	TSL 28 Trading Standards and Licensing	Trading Standards and Licensing	TSL 28	Dry hose type, based on 2 liquids being used for testing	Each	£226.00	£226.00	0.00	0.00%		
Dipstick measuring system											
Re	TSL 28 Trading Standards and Licensing	Trading Standards and Licensing	TSL 28	2.1 up to and including 7600 L	Each	£195.00	£195.00	0.00	0.00%		
Re	TSL 29 Trading Standards and Licensing	Trading Standards and Licensing	TSL 29	Replacement dipsticks (including examination of compartment)	Each	£50.00	£50.00	0.00	0.00%		
Re	TSL 30 Trading Standards and Licensing	Trading Standards and Licensing	TSL 30	> 7600L	Each	£186.50 plus up to £124	£186.50 plus up to £124				
Re	TSL 31 Trading Standards and Licensing	Trading Standards and Licensing	TSL 31	Initial dipstick	Each	£23.70	£23.70	0.00	0.00%		
Re	TSL 32 Trading Standards and Licensing	Trading Standards and Licensing	TSL 32	Spare dipstick	Each	£23.70	£23.70	0.00	0.00%		
Other weighing or measuring equipment											
Re	TSL 33 Trading Standards and Licensing	Trading Standards and Licensing	TSL 33	For examining, adjusting, testing, stamping, authorising, waiting/downtime (at the cause of the customer) during normal office hours	Per Officer Hour	£95.00	£95.00	0.00	0.00%		
Re	TSL 34 Trading Standards and Licensing	Trading Standards and Licensing	TSL 34	For examining, adjusting, testing, stamping, authorising, waiting/downtime (at the cause of the customer) outside of office hours	Per officer hour	£190.00	£190.00	0.00	0.00%		
Fireworks											
Re	TSL 35 Trading Standards and Licensing	Trading Standards and Licensing	TSL 35	Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE				
Re	TSL 36 Trading Standards and Licensing	Trading Standards and Licensing	TSL 36	Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE				
Re	TSL 37 Trading Standards and Licensing	Trading Standards and Licensing	TSL 37	Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE				
Re	TSL 38 Trading Standards and Licensing	Trading Standards and Licensing	TSL 38	Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	Per application (1-5 years)	statutory maximum for each type (1-5 years)as set by HSE	statutory maximum for each type (1-5 years)as set by HSE				
Re	TSL 39 Trading Standards and Licensing	Trading Standards and Licensing	TSL 39	Varying the name of licensee or address of site	Per application	statutory maximum as set by HSE	statutory maximum as set by HSE				
Re	TSL 40 Trading Standards and Licensing	Trading Standards and Licensing	TSL 40	Transfer of licence	Per application	statutory maximum as set by HSE	statutory maximum as set by HSE				
Re	TSL 41 Trading Standards and Licensing	Trading Standards and Licensing	TSL 41	Replacement of licence if lost	Per application	statutory maximum as set by HSE	statutory maximum as set by HSE				
Re	TSL 42 Trading Standards and Licensing	Trading Standards and Licensing	TSL 42	Any other kind of variation	Per application	£36.00	£36.00	0.00	0.00%		
Sex Establishments											
Re	TSL 43 Trading Standards and Licensing	Trading Standards and Licensing	TSL 43	Sex Establishments - new	Per application	2193 Fee 1. £1000 Fee 2 1193	2193 Fee 1. £1000 Fee 2 1193				
Re	TSL 44 Trading Standards and Licensing	Trading Standards and Licensing	TSL 44	Sex Establishments - renewal	Per application	2193 Fee 1. £1000 Fee 2 1193	2193 Fee 1. £1000 Fee 2 1193				
Hypnotism											
Re	TSL 45 Trading Standards and Licensing	Trading Standards and Licensing	TSL 45	Hypnotism	Per Event	£21.00	£21.00	0.00	0.00%		

Trading Standards and Licensing (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Reference	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Street Trading											
Re	TSL 46 Trading Standards and Licensing	Trading Standards and Licensing	TSL 46	Street Trading – Permanent licences	Per application	£550 per annum Fee 1. £100 Fee 2 £450 Discount of £6 if both fees paid at the same time.	£550 per annum Fee 1. £100 Fee 2 £450 Discount of £6 if both fees paid at the same time.				
Re	TSL 47 Trading Standards and Licensing	Trading Standards and Licensing	TSL 47	Street Trading – Temporary Licences	Per application	£400 per 6 months Fee1. £100 Fee2. £300 £6 discount if paid at the same time £180 up to 2 months Fee 1. £100 Fee2. £80 £6 discount if paid at the same time	£400 per 6 months Fee1. £100 Fee2. £300 £6 discount if paid at the same time £180 up to 2 months Fee 1. £100 Fee2. £80 £6 discount if paid at the same time				
Re	TSL 48 Trading Standards and Licensing	Trading Standards and Licensing	TSL 48	Casual temporary trader registration (12 months validity) £28.00	Per licence	£28.00	£28.00	0.00	0.00%		
Re	TSL 49 Trading Standards and Licensing	Trading Standards and Licensing	TSL 49	Provisional trader registration (6 weeks at same market, only 1 can be applied for per applicant. Thereafter a 12 month registration is required)	Per licence	£10.00	£10.00	0.00	0.00%		
Street Markets											
Re	TSL 50 Trading Standards and Licensing	Trading Standards and Licensing	TSL 50	Permanent Street Market Traders Licence	Per month	£15.00	£15.00	0.00	0.00%		
Re	TSL 51 Trading Standards and Licensing	Trading Standards and Licensing	TSL 51	Occasional Street Market Traders Licence - Band 1: Less than 30 traders. Per event up to 7 days	Per trader, per event	£18.00	£18.00	0.00	0.00%		
Re	TSL 52 Trading Standards and Licensing	Trading Standards and Licensing	TSL 52	Occasional Street Market Traders Licence - Band 1: Less than 30 traders. One day event	Per trader	£15.00	£15.00	0.00	0.00%		
Re	TSL 53 Trading Standards and Licensing	Trading Standards and Licensing	TSL 53	Occasional Street Market Traders Licence - Band 2: More than 30 traders. Per event up to 7 days	Per trader. Per event	£12.00	£12.00	0.00	0.00%		
Re	TSL 54 Trading Standards and Licensing	Trading Standards and Licensing	TSL 54	Occasional Street Market Traders Licence - Band 2: More than 30 traders. One Day event	Per trader	£10.00	£10.00	0.00	0.00%		
Advertising board licence											
Re	TSL 55 Trading Standards and Licensing	Trading Standards and Licensing	TSL 55	Licence to place an Advertising or 'A' Board on the public highway	Per application	140 Fee 1 £100 fee 2 £40 £6 discount if paid at the same time	140 Fee 1 £100 fee 2 £40 £6 discount if paid at the same time				
Demarcation of Street Trading Pitches											
Re	TSL 56 Trading Standards and Licensing	Trading Standards and Licensing	TSL 56	Demarcation of a street trading pitch by insertion of studs into the footway or road	Per stud	£20 per stud	£21 per stud	1.00	5.00%		
Scrap Metal											
Re	TSL 57 Trading Standards and Licensing	Trading Standards and Licensing	TSL 57	Site Licence New	Per application	570 Fee 1 £100 fee 2 £470 £6 discount if paid at the same time	570 Fee 1 £100 fee 2 £470 £6 discount if paid at the same time				
Re	TSL 58 Trading Standards and Licensing	Trading Standards and Licensing	TSL 58	Site Licence variation	Per application	230 Fee 1 £100 fee 2 £130 £6 discount if paid at the same time	230 Fee 1 £100 fee 2 £130 £6 discount if paid at the same time				

Trading Standards and Licensing (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Reference	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 59 Trading Standards and Licensing	Trading Standards and Licensing	TSL 59	Site Licence Renewal	Per application	450 Fee 1 £100 fee 2 350 £6 discount if paid at the same time	450 Fee 1 £100 fee 2 350 £6 discount if paid at the same time				
Re	TSL 60 Trading Standards and Licensing	Trading Standards and Licensing	TSL 60	Site Licence Duplicate licence	Per application	£20.00	£20.00	0.00	0.00%		
Re	TSL 61 Trading Standards and Licensing	Trading Standards and Licensing	TSL 61	Site Licence - Change of details	Per application	£30.00	£30.00	0.00	0.00%		
Re	TSL 62 Trading Standards and Licensing	Trading Standards and Licensing	TSL 62	Collectors Licence New	Per application	265 Fee 1 £100 fee 2 £165 £6 discount if paid at the same time	265 Fee 1 £100 fee 2 £165 £6 discount if paid at the same time				
Re	TSL 63 Trading Standards and Licensing	Trading Standards and Licensing	TSL 63	Collectors Licence Variation	Per application	130 Fee 1 £100 fee 2 £40 £6 discount if paid at the same time	130 Fee 1 £100 fee 2 £40 £6 discount if paid at the same time				
Re	TSL 64 Trading Standards and Licensing	Trading Standards and Licensing	TSL 64	Collectors Licence renewal	Per application	200 Fee 1 £100 fee 2 £100 £6 discount if paid at the same time	200 Fee 1 £100 fee 2 £100 £6 discount if paid at the same time				
Re	TSL 65 Trading Standards and Licensing	Trading Standards and Licensing	TSL 65	Collectors Licence duplicate	Per application	£20.00	£20.00	0.00	0.00%		
Re	TSL 66 Trading Standards and Licensing	Trading Standards and Licensing	TSL 66	Collectors Licence - Change of details	Per application	£30.00	£30.00	0.00	0.00%		
Sports Grounds											
Re	TSL 67 Trading Standards and Licensing	Trading Standards and Licensing	TSL 67	Fee for issue/amendment of a safety certificate for a designated stand under Safety at Sports Ground Act 1975.	Per application	£3,069.00	£3,161.00	92.00	3.00%		
Re	TSL 68 Trading Standards and Licensing	Trading Standards and Licensing	TSL 68	Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: Total capacity of sport ground 500-999	Per application	£832.00	£856.00	24.00	2.88%		
Re	TSL 69 Trading Standards and Licensing	Trading Standards and Licensing	TSL 69	Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: Total capacity of sport ground 1000-4999	Per application	£1,504.00	£1,549.00	45.00	2.99%		
Re	TSL 70 Trading Standards and Licensing	Trading Standards and Licensing	TSL 70	Fees for issue/amendment of a regulated stand under Fire Safety and Places of Sport Act 1987: Total capacity of sport ground 5000-9999	Per application	£3,069.00	£3,162.00	93.00	3.03%		
Re	TSL 71 Trading Standards and Licensing	Trading Standards and Licensing	TSL 71	Fees for transfer of either a regulated stand or safety certificate	Per application	£1,040.00	£1,071.00	31.00	2.98%		
Re	TSL 72 Trading Standards and Licensing	Trading Standards and Licensing	TSL 72	Fee for replacement or cancellation of either a regulated stand or safety certificate	Per application	£52.00	£52.00	0.00	0.00%		
Film classification											
Re	TSL 73 Trading Standards and Licensing	Trading Standards and Licensing	TSL 73	Fee for classification of a film	per film	£80.00	£80.00	0.00	0.00%		
Gambling											
Re	TSL 74 Trading Standards and Licensing	Trading Standards and Licensing	TSL 74	New Bingo Premises	Per application	£1,100.00	£1,100.00	0.00	0.00%		
Re	TSL 75 Trading Standards and Licensing	Trading Standards and Licensing	TSL 75	New Adult Gaming Centre	Per application	£1,100.00	£1,100.00	0.00	0.00%		
Re	TSL 76 Trading Standards and Licensing	Trading Standards and Licensing	TSL 76	New Betting Premises Track	Per application	£1,100.00	£1,100.00	0.00	0.00%		
Re	TSL 77 Trading Standards and Licensing	Trading Standards and Licensing	TSL 77	New Family Entertainment Centre	Per application	£1,100.00	£1,100.00	0.00	0.00%		
Re	TSL 78 Trading Standards and Licensing	Trading Standards and Licensing	TSL 78	New Betting Premises (Other)	Per application	£1,100.00	£1,100.00	0.00	0.00%		

Trading Standards and Licensing (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Reference	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Annual fees											
Re	TSL 79 Trading Standards and Licensing	Trading Standards and Licensing	TSL 79	Bingo Premises annual fee		£580.00	£580.00	0.00	0.00%		
Re	TSL 80 Trading Standards and Licensing	Trading Standards and Licensing	TSL 80	Adult Gaming Centre annual fee		£580.00	£580.00	0.00	0.00%		
Re	TSL 81 Trading Standards and Licensing	Trading Standards and Licensing	TSL 81	Betting Premises Track annual fee		£580.00	£580.00	0.00	0.00%		
Re	TSL 82 Trading Standards and Licensing	Trading Standards and Licensing	TSL 82	Family Entertainment Centre annual fee		£580.00	£580.00	0.00	0.00%		
Re	TSL 83 Trading Standards and Licensing	Trading Standards and Licensing	TSL 83	Betting Premises (Other) annual fee		£580.00	£580.00	0.00	0.00%		
Provisional Statement											
Re	TSL 84 Trading Standards and Licensing	Trading Standards and Licensing	TSL 84	Bingo Premises Provisional Statement	Per application	£1,070.00	£1,070.00	0.00	0.00%		
Re	TSL 85 Trading Standards and Licensing	Trading Standards and Licensing	TSL 85	Adult Gaming Centre Provisional Statement	Per application	£1,070.00	£1,070.00	0.00	0.00%		
Re	TSL 86 Trading Standards and Licensing	Trading Standards and Licensing	TSL 86	Betting Premises Track Provisional Statement	Per application	£1,070.00	£1,070.00	0.00	0.00%		
Re	TSL 87 Trading Standards and Licensing	Trading Standards and Licensing	TSL 87	Family Entertainment Centre Provisional Statement	Per application	£1,070.00	£1,070.00	0.00	0.00%		
Re	TSL 88 Trading Standards and Licensing	Trading Standards and Licensing	TSL 88	Betting Premises (Other) Provisional Statement	Per application	£1,070.00	£1,070.00	0.00	0.00%		
Application Fee – Provisional Statement Holders											
Re	TSL 89 Trading Standards and Licensing	Trading Standards and Licensing	TSL 89	Bingo Premises Application Fee – Provisional Statement Holders	Per application	£1,000.00	£1,000.00	0.00	0.00%		
Re	TSL 90 Trading Standards and Licensing	Trading Standards and Licensing	TSL 90	Adult Gaming Centre Application Fee – Provisional Statement Holders	Per application	£1,000.00	£1,000.00	0.00	0.00%		
Re	TSL 91 Trading Standards and Licensing	Trading Standards and Licensing	TSL 91	Betting Premises Track Application Fee – Provisional Statement Holders	Per application	£950.00	£950.00	0.00	0.00%		
Re	TSL 92 Trading Standards and Licensing	Trading Standards and Licensing	TSL 92	Family Entertainment Centre Application Fee – Provisional Statement Holders	Per application	£950.00	£950.00	0.00	0.00%		
Re	TSL 93 Trading Standards and Licensing	Trading Standards and Licensing	TSL 93	Betting Premises (Other) Application Fee – Provisional Statement Holders	Per application	£1,000.00	£1,000.00	0.00	0.00%		
Transfer											
Re	TSL 94 Trading Standards and Licensing	Trading Standards and Licensing	TSL 94	Bingo Premises transfer	Per application	£1,060.00	£1,060.00	0.00	0.00%		
Re	TSL 95 Trading Standards and Licensing	Trading Standards and Licensing	TSL 95	Adult Gaming Centre transfer	Per application	£1,060.00	£1,060.00	0.00	0.00%		
Re	TSL 96 Trading Standards and Licensing	Trading Standards and Licensing	TSL 96	Betting Premises Track transfer	Per application	£950.00	£950.00	0.00	0.00%		
Re	TSL 97 Trading Standards and Licensing	Trading Standards and Licensing	TSL 97	Family Entertainment Centre transfer	Per application	£950.00	£950.00	0.00	0.00%		
Re	TSL 98 Trading Standards and Licensing	Trading Standards and Licensing	TSL 98	Betting Premises (Other) transfer	Per application	£2,060.00	£2,060.00	0.00	0.00%		
Variation											
Re	TSL 99 Trading Standards and Licensing	Trading Standards and Licensing	TSL 99	Bingo Premises Variation	Per application	£1,020.00	£1,020.00	0.00	0.00%		
Re	TSL 100 Trading Standards and Licensing	Trading Standards and Licensing	TSL 100	Adult Gaming Centre Variation	Per application	£1,000.00	£1,000.00	0.00	0.00%		
Re	TSL 101 Trading Standards and Licensing	Trading Standards and Licensing	TSL 101	Betting Premises Track Variation	Per application	£1,020.00	£1,020.00	0.00	0.00%		
Re	TSL 102 Trading Standards and Licensing	Trading Standards and Licensing	TSL 102	Family Entertainment Centre Variation	Per application	£1,000.00	£1,000.00	0.00	0.00%		
Re	TSL 103 Trading Standards and Licensing	Trading Standards and Licensing	TSL 103	Betting Premises (Other) Variation	Per application	£1,020.00	£1,020.00	0.00	0.00%		
Reinstatement											
Re	TSL 104 Trading Standards and Licensing	Trading Standards and Licensing	TSL 104	Bingo Premises Reinstatement	Per application	£600.00	£600.00	0.00	0.00%		
Re	TSL 105 Trading Standards and Licensing	Trading Standards and Licensing	TSL 105	Adult Gaming Centre Reinstatement	Per application	£600.00	£600.00	0.00	0.00%		

Trading Standards and Licensing (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Reference	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 106 Trading Standards and Licensing	Trading Standards and Licensing	TSL 106	Betting Premises Track Reinstatement	Per application	£600.00	£600.00	0.00	0.00%		
Re	TSL 107 Trading Standards and Licensing	Trading Standards and Licensing	TSL 107	Family Entertainment Centre Reinstatement	Per application	£600.00	£600.00	0.00	0.00%		
Re	TSL 108 Trading Standards and Licensing	Trading Standards and Licensing	TSL 108	Betting Premises (Other) Reinstatement	Per application	£6,000.00	£6,000.00	0.00	0.00%		
Permit											
Re	TSL 109 Trading Standards and Licensing	Trading Standards and Licensing	TSL 109	Notification of change of circumstances fee – All Premises	Per application	£50.00	£50.00	0.00	0.00%		
Re	TSL 110 Trading Standards and Licensing	Trading Standards and Licensing	TSL 110	Copy of Licence Fee – All Premises	Per application	£25.00	£25.00	0.00	0.00%		
Re	TSL 111 Trading Standards and Licensing	Trading Standards and Licensing	TSL 111	Licensed premises Gaming Machine Permit - New	Per application	£150.00	£150.00	0.00	0.00%		
Re	TSL 112 Trading Standards and Licensing	Trading Standards and Licensing	TSL 112	Licensed premises Gaming Machine Permit - Annual Fee	each	£50.00	£50.00	0.00	0.00%		
Re	TSL 113 Trading Standards and Licensing	Trading Standards and Licensing	TSL 113	Licensed premises Gaming Machine Permit - Variation	Per application	£100.00	£100.00	0.00	0.00%		
Re	TSL 114 Trading Standards and Licensing	Trading Standards and Licensing	TSL 114	Licensed premises Gaming Machine Permit - Transfer	Per application	£25.00	£25.00	0.00	0.00%		
Re	TSL 115 Trading Standards and Licensing	Trading Standards and Licensing	TSL 115	Notification of two of less gaming machines	per notification	£50.00	£50.00	0.00	0.00%		
Re	TSL 116 Trading Standards and Licensing	Trading Standards and Licensing	TSL 116	Club Gaming Permit - New	Per application	£200.00	£200.00	0.00	0.00%		
Re	TSL 117 Trading Standards and Licensing	Trading Standards and Licensing	TSL 117	Club Gaming Permit - Annual fee	each	£50.00	£50.00	0.00	0.00%		
Re	TSL 118 Trading Standards and Licensing	Trading Standards and Licensing	TSL 118	Club Gaming Permit - Variation	Per application	£200.00	£200.00	0.00	0.00%		
Re	TSL 119 Trading Standards and Licensing	Trading Standards and Licensing	TSL 119	Club Gaming Permit - New	Per application	£200.00	£200.00	0.00	0.00%		
Re	TSL 120 Trading Standards and Licensing	Trading Standards and Licensing	TSL 120	Club Gaming Permit - Annual fee	each	£50.00	£50.00	0.00	0.00%		
Re	TSL 121 Trading Standards and Licensing	Trading Standards and Licensing	TSL 121	Club Gaming Permit - Variation	Per application	£200.00	£200.00	0.00	0.00%		
Re	TSL 122 Trading Standards and Licensing	Trading Standards and Licensing	TSL 122	Prize Gaming Permit - New	Per application	£200.00	£200.00	0.00	0.00%		
Re	TSL 123 Trading Standards and Licensing	Trading Standards and Licensing	TSL 123	Prize Gaming Permit - renewal	Per application	£200.00	£200.00	0.00	0.00%		
Re	TSL 124 Trading Standards and Licensing	Trading Standards and Licensing	TSL 124	Prize Gaming Permit - Change of name	Per application	£25.00	£25.00	0.00	0.00%		
Re	TSL 125 Trading Standards and Licensing	Trading Standards and Licensing	TSL 125	Unlicensed Family Entertainment Centres - New	Per application	£300.00	£300.00	0.00	0.00%		
Re	TSL 126 Trading Standards and Licensing	Trading Standards and Licensing	TSL 126	Unlicensed Family Entertainment Centres - Renewal	Per application	£200.00	£200.00	0.00	0.00%		
Re	TSL 127 Trading Standards and Licensing	Trading Standards and Licensing	TSL 127	Unlicensed Family Entertainment Centres - Change of Name	Per application	£25.00	£25.00	0.00	0.00%		
Re	TSL 128 Trading Standards and Licensing	Trading Standards and Licensing	TSL 128	Copy of All Permits	Per application	£15.00	£15.00	0.00	0.00%		
Re	TSL 129 Trading Standards and Licensing	Trading Standards and Licensing	TSL 129	Small Society Lottery - New registration	Per registration	£40.00	£40.00	0.00	0.00%		
Re	TSL 130 Trading Standards and Licensing	Trading Standards and Licensing	TSL 130	Small society Lottery - Renewal	each	£20.00	£20.00	0.00	0.00%		
Licensing Act 2003 Fees											
Re	TSL 131 Trading Standards and Licensing	Trading Standards and Licensing	TSL 131	New Premises Licence / Club Premises Certificate	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635				
Re	TSL 132 Trading Standards and Licensing	Trading Standards and Licensing	TSL 132	Premises Licence / Club Premises Certificate - Provisional Statement	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635				

Trading Standards and Licensing (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Reference	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 133 Trading Standards and Licensing	Trading Standards and Licensing	TSL 133	Premises licence/Club premises Certificate variation	Per application	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635	band A - £100, Band B - £190, Band C - £315, Band D - £450, Band E - £635				
Re	TSL 134 Trading Standards and Licensing	Trading Standards and Licensing	TSL 134	Premises licence/Club premises Certificate - additional fees (new & variation)	Per application	£5,000 - 9999 people - £1000, 10,000-14999 people - £2000, 15000 - 19000 people - £4000, 20000 - 29999 people - £8000, 30000 - 39999 people - £16,000, 40000 - 49999 people - £24000, 50000 - 59999 people - £32000, 60999 - 69999 people - £40000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people - £64000	£5,000 - 9999 people - £1000, 10,000-14999 people - £2000, 15000 - 19000 people - £4000, 20000 - 29999 people - £8000, 30000 - 39999 people - £16,000, 40000 - 49999 people - £24000, 50000 - 59999 people - £32000, 60999 - 69999 people - £40000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people - £64000				
Re	TSL 135 Trading Standards and Licensing	Trading Standards and Licensing	TSL 135	Premises licence/Club Premises Certificate - Annual Fee	each	band A - £70, Band B - £180, Band C - £295, Band D - £320, Band E - £351	band A - £70, Band B - £180, Band C - £295, Band D - £320, Band E - £351				
Re	TSL 136 Trading Standards and Licensing	Trading Standards and Licensing	TSL 136	Premises licence/Club premises Certificate - Annual fee additional fees	Per application	5001 - 9999 people - £500, 10,000-14999 people - £1000, 15000 - 19000 people - £2000, 20000 - 29999 people - £4000, 30000 - 39999 people - £8,000, 40000 - 49999 people - £12000, 50000 - 59999 people - £16000, 60999 - 69999 people - £20000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people -£64	5001 - 9999 people - £500, 10,000-14999 people - £1000, 15000 - 19000 people - £2000, 20000 - 29999 people - £4000, 30000 - 39999 people - £8,000, 40000 - 49999 people - £12000, 50000 - 59999 people - £16000, 60999 - 69999 people - £20000, 70000 - 79999 people - £48000, 80000 - 89999 people - £56000, 90000 and over people -£64				
Re	TSL 137 Trading Standards and Licensing	Trading Standards and Licensing	TSL 137	Premises Licence - Transfer	Per application	£23.00	£23.00	0.00	0.00%		
Re	TSL 138 Trading Standards and Licensing	Trading Standards and Licensing	TSL 138	Premises Licence - DPS variation	Per application	£23.00	£23.00	0.00	0.00%		
Re	TSL 139 Trading Standards and Licensing	Trading Standards and Licensing	TSL 139	Temporary Event Notice/Late Temporary Event Notice	Per Notice	£21.00	£21.00	0.00	0.00%		
Re	TSL 140 Trading Standards and Licensing	Trading Standards and Licensing	TSL 140	Personal Licence Application - New & Renewal	Per application	£37.00	£37.00	0.00	0.00%		
Re	TSL 141 Trading Standards and Licensing	Trading Standards and Licensing	TSL 141	Duplicate copy of premises licence/ Club premises Certificate & personal licence	Per application	£10.50	£10.50	0.00	0.00%		
Re	TSL 142 Trading Standards and Licensing	Trading Standards and Licensing	TSL 142	Change of details of premises licence/ Club premises Certificate & personal licence	Per application	£10.50	£10.50	0.00	0.00%		
Re	TSL 143 Trading Standards and Licensing	Trading Standards and Licensing	TSL 143	Notification of Interest	per notification	£21.00	£21.00	0.00	0.00%		
Re	TSL 144 Trading Standards and Licensing	Trading Standards and Licensing	TSL 144	Interim Authority Notice	per notification	£23.00	£23.00	0.00	0.00%		
Re	TSL 145 Trading Standards and Licensing	Trading Standards and Licensing	TSL 145	Minor Variation Application	Per application	£89.00	£89.00	0.00	0.00%		
Re	TSL 146 Trading Standards and Licensing	Trading Standards and Licensing	TSL 146	Minor Variation Application	Per application	£89.00	£89.00	0.00	0.00%		
Assisted Licensing											
Re	TSL 147 Trading Standards and Licensing	Trading Standards and Licensing	TSL 147	Assistance with scrap metal application	Per application	Checking Service £40 Assisted service £110	Checking Service £40 Assisted service £110				

Trading Standards and Licensing (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Reference	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	TSL 148 Trading Standards and Licensing	Trading Standards and Licensing	TSL 148	Assistance with street trading application	Per application	Checking Service £40 Assisted service £110	Checking Service £40 Assisted service £110				
Re	TSL 149 Trading Standards and Licensing	Trading Standards and Licensing	TSL 149	Assistance with temporary event notice application	Per application	Checking Service £15 Assisted service £50	Checking Service £15 Assisted service £50				
Re	TSL 150 Trading Standards and Licensing	Trading Standards and Licensing	TSL 150	Assistance with transfer application	Per application	Checking Service £30 Assisted service £80	Checking Service £30 Assisted service £80				
Re	TSL 151 Trading Standards and Licensing	Trading Standards and Licensing	TSL 151	Assistance with full variation application	Per application	Checking Service £80 Assisted service £300	Checking Service £80 Assisted service £300				
Re	TSL 152 Trading Standards and Licensing	Trading Standards and Licensing	TSL 152	Assistance with DPS variation application	Per application	Checking Service £30 Assisted service £80	Checking Service £30 Assisted service £80				
Re	TSL 153 Trading Standards and Licensing	Trading Standards and Licensing	TSL 153	Assistance with minor variation application	Per application	Checking Service £15 Assisted service £50	Checking Service £15 Assisted service £50				
Re	TSL 154 Trading Standards and Licensing	Trading Standards and Licensing	TSL 154	Assistance with new premises licence application	Per application	Checking Service £80 Assisted service £300	Checking Service £80 Assisted service £300				
General Consultancy Fees											
Re	TSL 155 Trading Standards and Licensing	Trading Standards and Licensing	TSL 155	Specialist trading standards or licensing Advice/Consultancy in Barnet	Per hour	Up to £120	Up to £120				
Re	TSL 156 Trading Standards and Licensing	Trading Standards and Licensing	TSL 156	Specialist trading standards or licensing Advice/Consultancy in Barnet	Per Day	Up to £600 plus expenses	Up to £600 plus expenses				
Primary authority work											
Re	TSL 157 Trading Standards and Licensing	Trading Standards and Licensing	TSL 157	Primary authority work	Per hour	Up to £58 per hour	Up to £58 per hour				

Building Control (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Dangerous Structures										
Re	BC 1 Building Control	Building Control	Surveying and certification of dangerous structure (office hours)		260	£270.00	10.00	3.85%		
Re	BC 2 Building Control	Building Control	Surveying and certification of dangerous structure (Out of office hours)		364	£375.00	11.00	3.02%		
Re	BC 3 Building Control	Building Control	Cost recovery, in accordance with The London Building Acts (Amendment) Act 1939		Cost recovery	Cost recovery				
Demolition										
Re	BC 4 Building Control	Building Control	Cost recovery, in accordance with The London Local Authority Act 2004	Up to 3 hours officer time	270	£280.00	10.00	3.70%		
Re	BC 5 Building Control	Building Control	Complex/large demolitions	More than 3 hours officer time	£540 for between 3 and 6 hours officer time + £88/hour for more than 6 hours	£560 for between 3 and 6 hours officer time + £91/hour for more than 6 hours		3.7% 3.4%		
Pre application advice - Offset against future application (First hour free)										
Re	BC 6 Building Control	Building Control	A) Small, < £30k		260	£270.00	10.00	3.85%		
Re	BC 7 Building Control	Building Control	B) Medium £30k to £60k		520	£540.00	20.00	3.85%		
Re	BC 8 Building Control	Building Control	C) Large £60k to £250k		1,040	£1,080.00	40.00	3.85%		
Re	BC 9 Building Control	Building Control	D) > £250 k		By negotiation	By negotiation				
Cancellation Charge										
Re	BC 10 Building Control	Building Control	Before validation		52	£54.00	2.00	3.85%		
Re	BC 11 Building Control	Building Control	Validated but plans not reviewed		104	£108.00	4.00	3.85%		
Re	BC 12 Building Control	Building Control	Validated and plans reviewed		50% of building notice charge	50% of building notice charge				
Fast track completion certificate										
Re	BC 13 Building Control	Building Control	Fast track completion certificate		156	£162.00	6.00	3.85%		

Building Control (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Certificate of building regulation exemption										
Re	BC 14 Building Control	Building Control	Certificate of building regulation exemption		78	£82.00	4.00	5.13%		
Reactivation charge										
Re	BC 15 Building Control	Building Control	Reactivation charge		104	£108.00	4.00	3.85%		
Re	BC 16 Building Control	Building Control	Correspondence requiring research to answer	Per question per address	75	£78.00	2.60	3.45%		
Hourly Rate										
Re	BC 20 Building Control	Building Control	BC Surveyor	Per hour	88	£88.20	0.00	0.00%		
Table A										
Building Notice and Full Plans										
Re	BC 25 Building Control	Building Control	Extensions, loft conversions and ancillary accommodation	<40m2	£617.00	£640.00	23.00	3.73%		
Re	BC 26 Building Control	Building Control		40-60m2	£748.50	£775.00	26.50	3.54%		
Re	BC 27 Building Control	Building Control		Each additional 40m2	£156.00	£162.00	6.00	3.85%		
Re	BC 28 Building Control	Building Control		Basements, as above but add on	£384.00	£398.00	14.00	3.65%		
Re	BC 29 Building Control	Building Control		Detached garage/carport/conservatory as above rates but deduct	£156.00	£162.00	6.00	3.85%		
Re	BC 30 Building Control	Building Control		Ancillary insulated detached e.g. store/gym/playroom; as above	£612.00	£635.00	23.00	3.76%		
Re	BC 31 Building Control	Building Control	Other works	Garage/conservatory to habitable use	£384.50	£399.00	14.50	3.77%		
Re	BC 32 Building Control	Building Control		New bathroom or w/c compartment	£296.50	£308.00	11.50	3.88%		
Re	BC 33 Building Control	Building Control		Reroofing; per dwelling immediately below roof	£296.50	£308.00	11.50	3.88%		
Re	BC 34 Building Control	Building Control		Structural opening	£296.50	£308.00	11.50	3.88%		
Re	BC 35 Building Control	Building Control		Removal of chimney breast	£296.50	£308.00	11.50	3.88%		
Re	BC 36 Building Control	Building Control		Electrical wiring 12 or < circuits (Typical 4 bed house)	£296.50	£308.00	11.50	3.88%		
Re	BC 37 Building Control	Building Control		Conversion and New Build	Conversion of building into one dwelling	£717.50	£745.00	27.50	3.83%	
Re	BC 38 Building Control	Building Control	Conversion of flat or building into two dwellings		£717.50	£745.00	27.50	3.83%		
Re	BC 39 Building Control	Building Control	Each additional dwelling		£296.50	£308.00	11.50	3.88%		

Building Control (Re) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	BC 40 Building Control	Building Control	Conversion and New Build	New dwelling < 300m2	£1,020.00	£1,060.00	40.00	3.92%		
Re	BC 41 Building Control	Building Control		Each additional dwelling	£296.50	£308.00	11.50	3.88%		

Table B - Building Notice and Full Plans

Estimated Cost of works

Re	BC 42 Building Control	Building Control	£0 - £500		£176.00	£183.00	7.00	3.98%		
Re	BC 43 Building Control	Building Control	£500 - £5,000		£275.00	£285.50	10.50	3.82%		
Re	BC 44 Building Control	Building Control	£5,001 - £6,000		£290.50	£302.00	11.50	3.96%		
Re	BC 45 Building Control	Building Control	£6,001 - £7,000		£306.00	£318.00	12.00	3.92%		
Re	BC 46 Building Control	Building Control	£7,001 - £8,000		£327.00	£340.00	13.00	3.98%		
Re	BC 47 Building Control	Building Control	£8,001 - £9,000		£342.50	£356.00	13.50	3.94%		
Re	BC 48 Building Control	Building Control	£9,001 - £10,000		£364.00	£378.00	14.00	3.85%		
Re	BC 49 Building Control	Building Control	£10,001 - £11,000		£379.00	£394.00	15.00	3.96%		
Re	BC 50 Building Control	Building Control	£11,001 - £12,000		£394.58	£410.00	15.42	3.91%		
Re	BC 51 Building Control	Building Control	£12,001 - £13,000		£416.00	£432.00	16.00	3.85%		
Re	BC 52 Building Control	Building Control	£13,001 - £14,000		£431.00	£448.00	17.00	3.94%		
Re	BC 53 Building Control	Building Control	£14,001 - £15,000		£451.50	£469.00	17.50	3.88%		
Re	BC 54 Building Control	Building Control	£15,001 - £16,000		£468.00	£486.00	18.00	3.85%		
Re	BC 55 Building Control	Building Control	£16,001 - £17,000		£488.50	£508.00	19.50	3.99%		
Re	BC 56 Building Control	Building Control	£17,001 - £18,000		£503.50	£523.50	20.00	3.97%		
Re	BC 57 Building Control	Building Control	£18,001 - £19,000		£525.00	£545.50	20.50	3.90%		
Re	BC 58 Building Control	Building Control	£19,001 - £20,000		£540.50	£562.00	21.50	3.98%		
Re	BC 58 Building Control	Building Control	20,001 +		by assessment	by assessment				

Regularisation

Re	BC 59 Building Control	Building Control			building notice fee + 40%.	building notice fee + 40%.				
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Re (Other) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Strategic Planning & Regeneration										
Re	SPR 1 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Day Rates) Commissioning Director	0 - 20 Days	£909.55	£927.74	18.19	2.00%		
Re	SPR 2 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Day Rates) Commissioning Director	Projects 21 60 Days	£840.75	£857.56	16.81	2.00%		
Re	SPR 3 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Day Rates) Commissioning Director	Projects 60 days +	£796.31	£812.23	15.93	2.00%		
Re	SPR 4 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Hourly Rates) Commissioning Director	0 - 20 Days	£126.33	£128.85	2.53	2.00%		
Re	SPR 5 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Hourly Rates) Commissioning Director	Projects 21 60 Days	£116.77	£119.11	2.34	2.00%		
Re	SPR 6 Strategic Planning & Regen	Strategic Planning & Regen	Director of Place Assistant Director (Hourly Rates) Commissioning Director	Projects 60 days +	£110.60	£112.81	2.21	2.00%		
Re	SPR 7 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	0 - 20 Days	£708.63	£722.80	14.17	2.00%		
Re	SPR 8 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	Projects 21 60 Days	£655.78	£668.90	13.12	2.00%		
Re	SPR 9 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Day Rates)	Projects 60 days +	£619.75	£632.15	12.40	2.00%		
Re	SPR 10 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	0 - 20 Days	£98.42	£100.39	1.97	2.00%		
Re	SPR 11 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	Projects 21 60 Days	£91.08	£92.90	1.82	2.00%		
Re	SPR 12 Strategic Planning & Regen	Strategic Planning & Regen	Head of Regeneration / Head of Service / Regeneration Transport Manager / Programme Director / Senior Commercial Manager (Hourly Rates)	Projects 60 days +	£86.08	£87.80	1.72	2.00%		
Re	SPR 13 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	0 - 20 Days	£588.52	£600.29	11.77	2.00%		
Re	SPR 14 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 21 60 Days	£544.08	£554.96	10.88	2.00%		
Re	SPR 15 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Day Rates)	Projects 60 days +	£515.25	£525.56	10.31	2.00%		

Re (Other) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 16 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	0 - 20 Days	£81.74	£83.37	1.63	2.00%		
Re	SPR 17 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	Projects 21 60 Days	£75.57	£77.08	1.51	2.00%		
Re	SPR 18 Strategic Planning & Regen	Strategic Planning & Regen	Housing Development Partnership Manager / Planning Policy Manager / Urban Design and Heritage Manager / Skills and Enterprise Manager / Infrastructure Planning and Delivery Manager / Major Developments Team Manager / Programme Manager / Regeneration Manager / Senior Regeneration Manager / Property Support (Hourly Rate)	Projects 60 days +	£71.57	£73.00	1.43	2.00%		
Re	SPR 19 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	0 - 20 Days	£499.13	£509.11	9.98	2.00%		
Re	SPR 20 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 21 60 Days	£461.21	£470.43	9.22	2.00%		
Re	SPR 21 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Day Rates)	Projects 60 days +	£437.19	£445.93	8.74	2.00%		
Re	SPR 22 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	0 - 20 Days	£69.32	£70.71	1.39	2.00%		
Re	SPR 23 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 21 60 Days	£64.06	£65.34	1.28	2.00%		
Re	SPR 24 Strategic Planning & Regen	Strategic Planning & Regen	Senior Regeneration Officer / Colindale Project Manager / Housing Strategy Manager / Principal Planner (Planning Policy) / Commercial Manager / Principal Planner (MDT) (Hourly Rates)	Projects 60 days +	£60.72	£61.93	1.21	2.00%		
Re	SPR 25 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	0 - 20 Days	£409.44	£417.63	8.19	2.00%		
Re	SPR 26 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	Projects 21 60 Days	£378.34	£385.91	7.57	2.00%		
Re	SPR 27 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Day Rates)	Projects 60 days +	£357.92	£365.08	7.16	2.00%		
Re	SPR 28 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	0 - 20 Days	£56.87	£58.00	1.14	2.00%		
Re	SPR 29 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	Projects 21 60 Days	£52.55	£53.60	1.05	2.00%		
Re	SPR 30 Strategic Planning & Regen	Strategic Planning & Regen	Regeneration Officer / Skills Development Programme Officer / Senior Planning (Planning Policy) / Senior Planner (MDT) / Senior Planning (Urban Design & Heritage) (Hourly Rates)	Projects 60 days +	£49.71	£50.70	0.99	2.00%		

Re (Other) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Re	SPR 31 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	0 - 20 Days	£393.44	£401.31	7.87	2.00%		
Re	SPR 32 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	Projects 21 60 Days	£363.93	£371.21	7.28	2.00%		
Re	SPR 33 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Day Rates)	Projects 60 days +	£344.70	£351.60	6.89	2.00%		
Re	SPR 34 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	0 - 20 Days	£54.64	£55.73	1.09	2.00%		
Re	SPR 35 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 21 60 Days	£50.54	£51.55	1.01	2.00%		
Re	SPR 36 Strategic Planning & Regen	Strategic Planning & Regen	Business Liaison Officer / Town Centre Projects Officer / Management Accountant / Planning Officer (Planning Policy) / Planning Obligations Officer / Planning Officer (Urban Design & Heritage) (Hourly Rates)	Projects 60 days +	£47.87	£48.83	0.96	2.00%		
Re	SPR 37 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Day Rates)	0 - 20 Days	£298.53	£304.50	5.97	2.00%		
Re	SPR 38 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Day Rates)	Projects 21 60 Days	£276.25	£281.77	5.52	2.00%		
Re	SPR 39 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Day Rates)	Projects 60 days +	£260.63	£265.84	5.21	2.00%		
Re	SPR 40 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Hourly Rates)	0 - 20 Days	£41.47	£42.29	0.83	2.00%		
Re	SPR 41 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Hourly Rates)	Projects 21 60 Days	£38.36	£39.13	0.77	2.00%		
Re	SPR 42 Strategic Planning & Regen	Strategic Planning & Regen	Support Officer (Hourly Rates)	Projects 60 days +	£36.20	£36.93	0.72	2.00%		
Re	SPR 43 Strategic Planning & Regen	Strategic Planning & Regen	Support (Day Rates)	0 - 20 Days	£210.44	£214.65	4.21	2.00%		
Re	SPR 44 Strategic Planning & Regen	Strategic Planning & Regen	Support (Day Rates)	Projects 21 60 Days	£194.57	£198.47	3.89	2.00%		
Re	SPR 45 Strategic Planning & Regen	Strategic Planning & Regen	Support (Day Rates)	Projects 60 days +	£183.77	£187.44	3.68	2.00%		
Re	SPR 46 Strategic Planning & Regen	Strategic Planning & Regen	Support (Hourly Rates)	0 - 20 Days	£29.23	£29.81	0.58	2.00%		
Re	SPR 47 Strategic Planning & Regen	Strategic Planning & Regen	Support (Hourly Rates)	Projects 21 60 Days	£27.02	£27.56	0.54	2.00%		
Re	SPR 48 Strategic Planning & Regen	Strategic Planning & Regen	Support (Hourly Rates)	Projects 60 days +	£25.52	£26.03	0.51	2.00%		

Re (Other) Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
Street Naming & Numbering										
	SNN 1 Street Naming & Numbering	Street Naming & Numbering	Application for numbering a property	Per block/house	£96.50	£99.80	3.30	3.42%		
	SNN 2 Street Naming & Numbering	Street Naming & Numbering	Application for naming a road (Authority choice of name)	Per block/house	£340.00	£351.75	11.75	3.46%		
	SNN 3 Street Naming & Numbering	Street Naming & Numbering	Application for naming a road (Applicants choice of name adhering to SNN Policy, with Fire Brigade approval)	Per premise	£504.00	£521.50	17.50	3.47%		
	SNN 4 Street Naming & Numbering	Street Naming & Numbering	Naming or renaming of house or block of flats (Authority choice of name)	Per premise	£137.00	£141.75	4.75	3.47%		
	SNN 5 Street Naming & Numbering	Street Naming & Numbering	Naming or renaming of house or block of flats (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	per unit/street	£227.00	£234.80	7.80	3.44%		
	SNN 6 Street Naming & Numbering	Street Naming & Numbering	Naming or renaming of commercial premises (Authority choice of name)	per unit/street	£199.00	£205.80	6.80	3.42%		
	SNN 7 Street Naming & Numbering	Street Naming & Numbering	Naming or renaming of commercial premises (Applicants choice of name, adhering to SNN Policy, with Fire Brigade approval)	5 to 19 units	£285.00	£294.75	9.75	3.42%		
	SNN 8 Street Naming & Numbering	Street Naming & Numbering	Retrospective street naming (where an application hasn't been made)	20 to 50 units	£171.00	£179.00	8.00	4.68%		
	SNN 9 Street Naming & Numbering	Street Naming & Numbering	Retrospective numbering (where an application hasn't been made)		£171.00	£179.00	8.00	4.68%		
	SNN 10 Street Naming & Numbering	Street Naming & Numbering	Numbering new developments Fixed price plus reduced price per unit	Per application reference	£468 + £37	£485 + £38.25 per unit	N/A	3.63% 3.38%		
	SNN 11 Street Naming & Numbering	Street Naming & Numbering			£1029 + £26.50	£1065 + £27.45 per unit	N/A	3.5% 3.58%		
	SNN 12 Street Naming & Numbering	Street Naming & Numbering		Per hour (minimum 1 hour charge)	Above 50 units by assessment	Above 50 units by assessment	N/A	N/A		

Greenspaces and Trees Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT1	Pitches & Lettings	Greenspaces	Cricket season adult (inc pavilion)	Based On A 20 Week Season	£1,458.05	£1,501.79	£43.74	0.03		
GT2	Pitches & Lettings	Greenspaces	Cricket season junior (inc pavilion)	Based On A 20 Week Season	£729.00	£750.87	£21.87	0.03		
GT3	Pitches & Lettings	Greenspaces	Football casual adult (inc pavilion)	Game	£102.40	£105.47	£3.07	0.03		
GT4	Pitches & Lettings	Greenspaces	Football casual junior (inc pavilion)	Game	£50.85	£52.38	£1.53	0.03		
GT5	Pitches & Lettings	Greenspaces	Football season adult (inc pavilion)	Based On A 30 Week Season	£1,386.45	£1,428.04	£41.59	0.03		
GT6	Pitches & Lettings	Greenspaces	Football season junior (inc pavilion)	Based On A 30 Week Season	£692.40	£713.17	£20.77	0.03		
GT7	Pitches & Lettings	Greenspaces	Football summer adult	Game	£76.10	£78.38	£2.28	0.03		
GT8	Pitches & Lettings	Greenspaces	Football summer junior	Game	£38.75	£39.91	£1.16	0.03		
GT9	Pitches & Lettings	Greenspaces	Gaelic season adult (inc pavilion)	Based On A 34 Week Season	£1,479.00	£1,523.37	£44.37	0.03		
GT10	Pitches & Lettings	Greenspaces	Gaelic season junior (inc pavilion)	Based On A 34 Week Season	£740.15	£762.35	£22.20	0.03		
GT11	Pitches & Lettings	Greenspaces	Rugby casual adult (inc pavilion)	Game	£95.70	£98.57	£2.87	0.03		
GT12	Pitches & Lettings	Greenspaces	Rugby casual child (inc pavilion)	Game	£47.45	£48.87	£1.42	0.03		
GT13	Pitches & Lettings	Greenspaces	Rugby season adult (inc pavilion)	Based On A 34 Week Season	£1,709.30	£1,760.58	£51.28	0.03		
GT14	Pitches & Lettings	Greenspaces	Rugby season child (inc pavilion)	Based On A 34 Week Season	£889.50	£916.19	£26.68	0.03		
GT15	Pitches & Lettings	Greenspaces	Tennis per court - Adult	Hour	£6.85	£7.06	£0.21	0.03		
GT16	Pitches & Lettings	Greenspaces	Tennis per court - Junior	Hour	£3.40	£3.50	£0.10	0.03		
GT17	Pitches & Lettings	Greenspaces	Tennis per court - Adult & Junior	Hour	£5.15	£5.30	£0.15	0.03		
GT18	Pitches & Lettings	Greenspaces	Tennis per court - Coaching (Min. 10 bookings)	Hour	£11.60	£11.95	£0.35	0.03		
GT19	Pitches & Lettings	Greenspaces	Tennis per court - Club/group bookings - OAP/Junior (Over 10 bookings VAT exempt)	Hour	£2.60	£2.68	£0.08	0.03		
GT20	Pitches & Lettings	Greenspaces	Bowls casual - per rink	Hour	£6.60	£6.80	£0.20	0.03		
GT21	Pitches & Lettings	Greenspaces	Bowls season flat rate (April - Oct)	Each Inc. Pavilion	£135.80	£139.87	£4.07	0.03		
GT22	Pitches & Lettings	Greenspaces	Bowls Pavilion - Winter use (Nov to Mar)	Each	£32.80	£33.78	£0.98	0.03		
GT23	Pitches & Lettings	Greenspaces	Cricket casual adult (inc Pavilion)	Game	£127.30	£131.12	£3.82	0.03		
GT24	Pitches & Lettings	Greenspaces	Cricket casual junior (inc Pavilion)	Game	£64.65	£66.59	£1.94	0.03		
GT25	Pitches & Lettings	Greenspaces	Cricket nets adult	Hour	£7.85	£8.09	£0.24	0.03		
GT26	Pitches & Lettings	Greenspaces	Cricket nets junior	Hour	£3.85	£3.97	£0.12	0.03		
GT27	Pitches & Lettings	Greenspaces	Netball/Multi sport court booking	Per game	£10.00	£10.30	£0.30	0.03		
GT28	Pitches & Lettings	Greenspaces	Netball/Multi sport court	hour	£14.80	£15.24	£0.44	0.03		
GT29	Pitches & Lettings	Greenspaces	Tennis per court - Club/group bookings (Over 10 bookings VAT exempt)	Hour	£5.10	£5.25	£0.15	0.03		
GT30	Schools Pitches and lettings	Greenspaces	LBB Schools Rounders (inc pavilion)	Per Game	£22.20	£22.87	£0.67	0.03		
GT31	Schools Pitches and lettings	Greenspaces	Non LBB Schools Rugby (inc pavilion)	Per Game	£30.70	£31.62	£0.92	0.03		
GT32	Schools Pitches and lettings	Greenspaces	Pavilion hire for schools or groups such as cubs and scouts	Session (Max 2 Hours)	£16.15	£16.63	£0.48	0.03		
GT33	Schools Pitches and lettings	Greenspaces	LBB Schools Cricket (inc pavilion)	Per Game	£36.05	£37.13	£1.08	0.03		
GT34	Schools Pitches and lettings	Greenspaces	LBB Schools Football (inc pavilion)	Per Game	£23.35	£24.05	£0.70	0.03		
GT35	Schools Pitches and lettings	Greenspaces	LBB Schools Rugby (inc pavilion)	Per Game	£25.40	£26.16	£0.76	0.03		
GT36	Schools Pitches and lettings	Greenspaces	Non LBB Schools Cricket (inc pavilion)	Per Game	£38.75	£39.91	£1.16	0.03		
GT37	Schools Pitches and lettings	Greenspaces	Non LBB Schools Football (inc pavilion)	Per Game	£27.80	£28.63	£0.83	0.03		
GT38	Schools Pitches and lettings	Greenspaces	Non LBB Schools Rounders (inc pavilion)	Per Game	£24.35	£25.08	£0.73	0.03		
GT39	Schools Pitches and lettings	Greenspaces	Site hire (inc pavilion) for events/sports days etc	Per Booking	£23.35	£24.05	£0.70	0.03		
GT40	Schools Pitches and lettings	Greenspaces	Netball/Multi sport court booking	Per game	£7.85	£8.09	£0.24	0.03		
GT41	Other Bookings	Greenspaces	Storage room rental small	Per Event	£16.40	£16.89	£0.49	0.03		
GT42	Other Bookings	Greenspaces	Storage room rental large	Per Event	£27.50	£28.33	£0.82	0.03		
GT43	Other Bookings	Greenspaces	Charge for bounced cheques	Per Event	£55.90	£57.58	£1.68	0.03		
GT44	Other Bookings	Greenspaces	Admin charge for changing dates etc	Per Event	£11.10	£11.43	£0.33	0.03		
GT45	Other Bookings	Greenspaces	Pavilion with event/sports booking per hour (min charge 2 hrs per day)	Per Event	£16.15	£16.63	£0.48	0.03		
GT46	Other Bookings	Greenspaces	Pavilion - without sport booking per hour (min charge 2 hrs per day)	Per Event	£32.80	£33.78	£0.98	0.03		
GT47	Other Bookings	Greenspaces	Sports markings - mini soccer pitch, rounders, soft ball or similar (25% discount on additional marking on the same site)	Per Event	£100.25	£103.26	£3.01	0.03		

Greenspaces and Trees Fees and Charges 2018/19

Reference/ Area	Fee/Charge Title	Area	Description	Unit of Measure	Charges 2017/18	Charges 2018/19	Change from prior year (actual)	Change from prior year (%)	Comments	Additional detail for new charges / above inflation
GT48	Other Bookings	Greenspaces	Sports markings - 8x100m track similar	Per Event	£100.25	£103.26	£3.01	0.03		
GT49	Other Bookings	Greenspaces	Postage - per set of keys return and or collection	Per Event	£11.10	£11.43	£0.33	0.03		
GT50	Other Bookings	Greenspaces	Sports course bookings (no pavilion) 2hrs max per day	Per Event	£23.35	£24.05	£0.70	0.03		
GT51	Other Bookings	Greenspaces	Sports course bookings (no pavilion) over 2hrs per day	Per Event	£58.85	£60.62	£1.77	0.03		
GT52	Other Bookings	Greenspaces	Fitness programmes i.e. exercise classes. - Min. 20 session booking	Per Event	£11.60	£11.95	£0.35	0.03		
GT53	Other Bookings	Greenspaces	Sport markings - 200 m track	Per Event	£188.55	£194.21	£5.66	0.03		
GT54	Other Bookings	Greenspaces	Sport markings - 400 m track	Per Event	£318.05	£327.59	£9.54	0.03		
GT55	Other Bookings	Greenspaces	Additional markings (eg relay boxes, markers)	Per Event	£23.35	£24.05	£0.70	0.03		
GT56	Other Bookings	Greenspaces	Not for profit fitness programmes - ie volunteer led programmes	One off fee, every 6 months	£53.00	£54.59	£1.59	0.03		
GT57	Other Bookings	Greenspaces	Over mark for sports markings	Per Event	£34.95	£36.00	£1.05	0.03		
GT58	Tree Inspection / Survey. Basic	Greenspaces	Inspection of trees already on the system for verification and/or management recommendations.	Per hour / day	£290 per day (£43.35 per hour)	£298.70 per day (£44.65 per hour)	£8.70 per day (£1.30 per hour)	0.03		
GT59	Tree Inspection / Survey. Intermediate	Greenspaces	Tree Inspection / survey. To include: • Identification • Plotting onto GIS system • Safety and condition assessment • Recommendations and management plans	Per hour / day	£67.60	£69.63	£2.03	0.03		
GT60	Trees - Professional advice	Greenspaces	Assessment of development impact on public trees	Per hour	£88.40	£91.05	£2.65	0.03		
GT61	Memorial Tree	Greenspaces	Memorial Tree (Standard 45/65 litre, 12-14cm girth)	Per Tree, Species Varies	£382.80 - £589.65	Price on	£0.00	0.00		
GT62	Events	Greenspaces	Commercial event - Fun Fairs (up to 12 rides) and Private Functions	Per Event (Per Day)	£641.95	£661.21	£19.26	0.03	- 25% discount is applied to non-trading e.g set and close down of the event - Events are priced by estimated attendance	
GT63	Events	Greenspaces	Commercial Events - size 1-100	Per Event (Per Day)	£286.50	£295.10	£8.60	0.03		
GT64	Events	Greenspaces	- Event size 101-1,000	Per Event (Per Day)	£641.95	£661.21	£19.26	0.03		
GT65	Events	Greenspaces	- Event size 1,001-2,500	Per Event (Per Day)	£859.80	£885.59	£25.79	0.03		
GT66	Events	Greenspaces	- Event size 2,501-5,000	Per Event (Per Day)	£1,146.30	£1,180.69	£34.39	0.03		
GT67	Events	Greenspaces	- Event size 5,000 +	Per Event (Per Day)	By Negotiation	£0.00	£0.00	0.00		
GT68	Events	Greenspaces	Community Event	Per Event (Per Day)	80% Discount	£0.00	£0.00	0.00	Standard charges for different types of event inline with the events policy. 80% discount on commercial rate for community events. 80% discount on	
GT69	Events	Greenspaces	Charity Event	Per Event (Per Day)	80% Discount	£0.00	£0.00	0.00		
GT70	Events	Greenspaces	Banner in/on Parks	Per Week	£30.60	£31.52	£0.92	0.03	Charge to manage appropriate display of publicity materials. A weekly charge for displaying an	
GT71	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 30 mins	Per Visit	Free of Charge	£0.00	£0.00	0.00		
GT72	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 1 hour	Per Visit	£1.00	£1.03	£0.03	0.03		
GT73	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 2 hours	Per Visit	£1.50	£1.55	£0.04	0.03		
GT74	Hendon Park Car Park	Greenspaces	Hendon Park Short Stay Bays - Up to 3 hours	Per Visit	£2.00	£2.06	£0.06	0.03		
GT75	Hendon Park Car Park	Greenspaces	Hendon Park Long Stay Bays - Up to 4 hours	Per Visit	£5.00	£5.15	£0.15	0.03		
GT76	Hendon Park Car Park	Greenspaces	Hendon Park Long Stay Bays - All Day	Per Visit	£6.00	£6.18	£0.18	0.03		
GT77	Allotments	Greenspaces	Rent - Residents of the Borough per pole	Each	£12.30	£12.67	£0.37	0.03	No concessionary discount for over 60's.	
GT78	Allotments	Greenspaces	Rent - Non Residents of the Borough per pole	Each	£25.70	£26.47	£0.77	0.03	No concessionary discount for over 60's.	
GT79	Allotments	Greenspaces	Water per pole	Each	£1.64	£1.69	£0.05	0.03	No concessionary discount for over 60's.	

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Appendix H

Business Planning 2018/19-2019/2020

General Budget Consultation 2018/19

6 December 2017 – 14 January 2018

Consultation, Commissioning Group

SECTION 1

Executive Summary

1. EXECUTIVE SUMMARY

This report sets out the consultation findings from the formal General Budget Consultation 2018/19 which will be presented as part of the budget paper at Policy and Resources on 13 February 2018 and Full Council on 6 March 2018.

2. Summary of approach

2.1 Preliminary consultation and engagement

The council has already undertaken a range of consultation and engagement activities to inform its development of the Corporate Plan strategic priorities and five-year commissioning priorities and plans, along with indicative savings proposals to inform the medium-term financial strategy (MTFS) 2015-2020. Further details are provided in Section 2 of this report.

2.2 Formal general budget consultation on the council's budget 2018/19 (6 December 2017 – 14 January 2018)

A summary of the key findings is outlined on the following pages. Detailed findings are also provided in Section 2 of this report.

The 2018/19 general budget consultation asked for views on:

- The council's proposal to apply a 3% social care precept increase to Council Tax in 2018/19;
- The overall budget and the saving proposals;
- Options for meeting the remaining £6.7million budget gap by 2020.

The consultation was published prior to the Local Government Settlement on 19 December 2017 which enabled councils to increase general Council Tax by up to 2.99%.

2.2.1 Summary of method

- The general consultation consisted of an online questionnaire published on <http://engage.barnet.gov.uk> together with a consultation document which provided detailed background information about the council's budget setting process and the financial challenges the council faces. Paper copies and an easy-read version of the consultation were also made available on request;
- 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;
- The consultation was widely promoted via the council's residents' magazine, Barnet First; the council's website; local press; Twitter; Facebook; and posters in libraries and other public places;
- Super-users, i.e. users of non-universal services, were also invited to take part in the consultation through Community Barnet, Communities Together Network, Youth Board, Delivery Unit newsletters/circulars and super-user mailing lists;

- A face to face meeting was also held with adults with learning difficulties, set up through Mencap, where an easy read presentation of the consultation document was discussed and further support was given in completing the Easy Read questionnaire.
- A separate questionnaire was sent to the Citizens' Panel¹ to ensure the views of a representative sample of the borough's population were captured on the council's proposal to apply a 3% social care precept increase to Council Tax in 2018/19 and options for meeting the remaining £6.7million budget gap by 2020.

2.2.2 Response to the consultation

A total of 597 questionnaires have been completed:

- 108 questionnaires were completed by the general public
- 489 questionnaires were completed by the Citizens' Panel.

The findings have been reported in order of the largest sample size: Citizens' Panel (489), and then Public Consultation (108).

There were also two written responses from businesses which did not answer the questions included in the public consultation questionnaire. These responses have been reported on separately and further details are provided Section 2 of this report.

2.2.3 Response profile

The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population. More information on the Citizens' Panel methodology can be found at paragraph 2.6 of the detailed report.

Due to the low completion rate of the diversity monitoring questions to the general public consultation, the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it was of the borough's population.

It is also important to note that the consultation methods differ and their findings cannot be reported in a single result. For this reason, the findings have been reported on separately, so that comparisons can be made between the much larger representative sample from the Citizens' Panel and the general public consultation. For more information on how the results have been reported and interpreted please refer to 2.4 - 2.9 under Section 2 of this report.

¹ The Citizens' Panel is currently made up of 2,187 Barnet residents, selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability

3. Summary of key findings

The key findings from the consultation are outlined on the following pages.

Both the Citizens' Panel and the general public consultation were asked their views on the council's proposal to apply a 3% social care precept increase in 2018/19, and options for closing the remaining £6.7million budget gap to 2020.

It should be noted that those who support or oppose the council's proposal to apply a further 3% social care precept have only been reported in this section of the report. The full findings of who answered they 'neither support nor oppose' or 'don't know' have been reported on in Section 2 of this report.

Throughout the report, the base size may vary from question to question as not all respondents provided a response to every question.

3.1 Social Care Precept Council Tax

Respondents were asked to what extent they support or oppose the council's proposal to apply a further 3% social care precept to Council Tax in 2018/19 to help ease pressure on adult social care budget.

3.1.1 The proposal to apply a further 3% social care precept increase in 2018/19

The majority of Citizens' Panel members (63%) and the general public respondents (56%, 61 out of 108 respondents) support the proposal to apply a further 3% social care precept in 2018/19.

Only a fifth of the Citizens' Panel (21%) oppose the proposal, and slightly more 30% (32 out of 108 respondents) of general public respondents oppose the proposal to apply a further 3% social care precept in 2018/19.

3.1.2 Reasons why respondents support a social care precept increase

The most frequently mentioned reasons for support of a 3% social care precept increase in 2018/19 was recognition that demand for adult social care is increasing and that we have an ageing population; followed by social care is underfunded and standards need to be improved; the raise is acceptable, citing it was fair, affordable and in line with inflation; and recognition that social care is becoming an urgent priority.

3.1.3 Reasons why respondents oppose a social care precept increase

The most frequently mentioned reasons why respondents oppose the proposal to apply a further 3% social care precept increase in 2018/19 was around affordability, with living costs going up and wages not increasing; there was also a particular

reference to pensioners not being able to afford this increase. Some respondents indicated they could afford but they were concerned that this increase would put a burden on low income families.

Other frequently mentioned reasons were that respondents felt Council Tax is already too high; that the council should make more efficiency savings and reduce waste, for example downsizing staff and having better regulation to reduce waste; that the Government should pay more and take more responsibility; and savings or cuts should be made from existing budgets not via the taxpayer.

3.1.4 Analysis of demographic sub-groups who are significantly more likely to support or oppose the proposal to apply a further 3% social care precept increase in 2018/19

The Citizens' Panel demographic sub-groups responses have also been analysed to identify which groups have a statistically significantly different response from the overall response. The sample size and the lack of completion of the demographic questions from the public consultation is too small to draw any significant conclusions in terms of demographics.

The analysis of the Citizens' Panel data found that some demographic sub-groups stand out in their responses:

- Respondents aged between 45 – 54, living in the Finchley and Golders Green constituency, of Jewish faith or of white ethnicity are **more likely to support** the proposal to apply a 3% social care precept.
- Respondents who are retired, aged 65+ are **more likely to support** and **less likely to oppose** the 3% social care precept.
- Respondents of a non-white (Asian, black or other) ethnicity are **less likely to support** the proposal to apply a 3% social care precept.

3.2 Proposals for closing the remaining budget gap of £6.7million by 2020

Respondents were presented with the following three options for closing the remaining budget gap of £6.7million by 2020:

- The council should exercise its flexibility to raise general Council Tax by up to 1.99% in 2018/19¹
- The council should reduce the level of investment in infrastructure in 2018/19
- The council should find further savings within the Theme Committees in 2019/20.

Respondents were first asked to indicate to what extent they support or oppose each option, and then asked to rank each proposal in order of their preference.

¹ The consultation was published prior to the Local Government Settlement on 19 December 2017, which enabled councils to increase general Council Tax by up to 2.99%.

3.2.1 Level of support for each option

Both the Citizens' Panel and respondents from the public consultation **gave two options equal support. These were to: 'raising general Council Tax by up to 1.99% in 2018/2019', and 'find further savings within the Theme Committees in 2019/2020'**. Just over half of both samples supported these two options.

However, the Citizens' Panel were **less** likely to indicate they opposed raising Council Tax (29%) compared to the general public consultation (39%), and conversely the panel were **more** likely to say they 'neither support nor oppose' (16%) compared to the general public (4%).

A further 3 % of the Citizens Panel and the public consultation respondents indicated they 'don't know/not sure'

In terms of 'making further savings within Theme Committees in 2019/2020' around a quarter opposed this option (Citizens' Panel 24%, and the general public consultation 28%). The remainder indicated they 'neither support nor oppose (Citizens' Panel 18%, and the general public consultation 14%) or they 'don't know or were not sure' (Citizens' Panel 6%, and the general public consultation 5%).

Both samples were much less supportive of the option 'reducing the level of investment in infrastructure in 2018/19'. The panel was slightly more likely to oppose this option compared to respondents from the general public consultation:

- Only 23% of the panel supported this option, with the majority opposing it (61%).
- Just slightly more respondents from the public consultation supported this option (34%) compared to the panel. However, their views were more mixed, with only 44% opposing this option and the remainder indicated they were either neutral (13%) or indicated they 'don't know /not sure' (9%).

3.2.2 Analysis of demographic sub-groups on level of support for each option

Analysis of demographic sub-groups on who are more likely to support or oppose raising the general Council Tax by up to 1.99%:

- Respondents who are owner occupiers or of Jewish faith are **more likely to support** the option of raising the general Council Tax by up to 1.99% in 2018/19.
- Respondents from Chipping Barnet constituency, Finchley and Golders Green constituency, aged 45-54, aged 65+, white ethnicity or retired are **more likely to support** and **less likely to oppose** raising general Council Tax by up to 1.99%.
- Respondents from Hendon constituency or non-white ethnicity (Asian, black or other) are **less likely to support** and **more likely to oppose** raising general Council Tax by up to 1.99%.

Analysis of demographic sub-groups on who are more likely to support or oppose finding further savings within the Theme Committees in 2019/20:

- Respondents who are female or Asian ethnicity are **more likely to support** and **less likely to oppose** finding further savings within the Theme Committees in 2019/20.
- Respondents who are of Christian faith are **less likely to support** finding further savings within the Theme Committees.
- Respondents who are male, aged 35 - 44, or aged 45 - 54 are **less likely to support** and **more likely to oppose** finding further savings within the Theme Committees.
- Respondents who have a white ethnicity, owner occupiers or no religion are **more likely to oppose** finding further savings within the Theme Committees.
- Respondents who are of a non-white ethnicity are **less likely to oppose** finding further savings within the Theme Committees.

Analysis of demographic sub-groups on who are more likely to support or oppose reducing the level of investment in infrastructure 2018/19:

- Respondents from Hendon constituency or rent from a private landlord are **more likely to support** and **less likely to oppose** reducing the level of investment in infrastructure.
- Respondents in Chipping Barnet constituency are **less likely to support** and **more likely to oppose** reducing the level of investment in infrastructure.
- Respondents with a white ethnicity are **more likely to oppose** reducing the level of investment in infrastructure.
- Respondents from a non-white ethnicity or a Christian faith are **less likely to oppose** reducing the level of investment in infrastructure.

3.3 Ranking of options to close the budget gap

When asked to rank these options in order of preference the Citizens' Panel's **first preferred option is 'find further savings within Theme Committees in 2019/2020' then 'raise general Council Tax by up to 1.99% in 2018/2019** – although these were ranked very closely with their first preferred option; followed by reducing the level of investment in infrastructure in 2018/19 to help meet the budget gap.

In summary Citizens' Panel preferred options was as follows:

- 1st preferred option: find further savings within the Theme Committees in 2019/20
- 2nd preferred option: raise general Council Tax by up to 1.99% in 2018/20
- 3rd preferred option: reduce the level of investment in infrastructure in 2018/19.

However, the general public respondents put 'raise general Council Tax by up to 1.99% in 2018/2019' as their first preferred option and their second preferred option as 'the council should find further savings within the Theme Committees in 2019/20'.

Like the Citizens' Panel their third preferred option is to 'reduce the level of investment in infrastructure in 2018/19'.

3.3.1 Analysis of Citizens' Panel demographic sub-groups who are more likely to rank these options in the order specified at 3.3.

The Citizens' Panel ranked 'find further savings within the Theme Committees in 2019/20' as their 1st preference:

- Respondents with a non-white ethnicity (Asian, black or other) are **more likely** to rank this option as their first choice.
- Respondents aged 65+ or white ethnicity **less likely** to rank this as their first option.

The Citizens' Panel ranked 'raise general Council Tax by up to 1.99% in 2018/19' as their 2nd preference:

- Respondents from a non- white ethnicity, Christian faith or are disabled **more likely** to rank this as their second choice.
- Respondents from a white ethnicity, Atheist faith or have no disability are **less likely** to rank this as their second choice.

The Citizens' Panel ranked 'reduce the level of investment in infrastructure in 2018/19' as their 3rd preference:

- Respondents aged 45 - 54, owner occupiers or Jewish faith are **more likely** to rank this as their third choice.
- Respondents from the Hendon constituency or rent from a private landlord and **less likely** to rank this as their third choice.

3.4 Alternative options that the council has not considered to help generate income or make savings

Respondents were asked if they have any suggestions for alternative options that the council has not considered to help generate income or make savings. 126 panel members and 52 respondents from the general public consultation wrote in alternative options.

The most frequently mentioned suggestions were around bringing services back in house and reducing out sourcing; followed by reducing council staff and capping council staff salaries and allowances; generating income through increasing fines - for example through increased parking charges or fines on fly tipping, littering and applying a congestion toll; increasing housing tax for landlords or who own more than one property or have empty houses. Others mentioned cutting benefits and reducing income support.

4. Overall budget and savings for 2018/19

The Citizens' Panel were not asked questions on the overall budget and savings and/or income proposals within each Theme Committee for 2018/19.

The consultation findings outlined on the following pages are from the general public consultation only.

4.1 Overall budget and savings for 2018/19

Respondents were asked if they had any comments to make on the overall budget, in particular on how the 2018/19 proposed savings have been divided across the Theme Committees. Of those who responded to the whole general public consultation 39 out of 108 gave a response to this question.

The four most common themes were concerns about: outsourcing; the high savings in Children's Services; the high savings in Adults and Safeguarding; and the need for more information to make a comment – for example Theme committees are too broad to comment, or need employee salary and pension figures.

4.2 Theme Committee Savings and/or income Proposals 2018/19

The general public consultation were asked the following questions on the savings and/or income proposals within each Theme Committee for 2018/19:

- Overall, to what extent do you agree or disagree with the savings and/or income proposals that have been identified within this committee's budget for 2018/19?
- Do you have any comments or alternative suggestions to make about the individual savings and/or income being proposed within this committee for the 2018/19 budget?

Table 1 over the page summarises the headline findings on the extent to which respondents agree or disagree with the savings proposed within each committee.

Table 1: Summary of headline findings on the extent to which public consultation respondents agree or disagree with the savings proposed within each Committee.

Theme Committee	Consultation Findings ¹
Policy and Resources	Opinion was mixed on the savings and/or income proposals within this committee, with no clear majority agreeing or disagreeing. 41% (23 out of 57 respondents) agree with the savings proposals. 30% (17 out of 57 respondents) disagree, and the remainder neither agree nor disagree 21% (12 out of 57) or don't know 9% (5 out of 57).
Adults and Safeguarding	More respondents agree rather than disagree with the savings and/or income proposals within the Adults and Safeguarding Committee. Just under half (47%, 20 out of 43 respondents) agree with the savings and/or income proposals within the Adults and Safeguarding Committee. 30% (13 out of 43 respondents) disagree, and the remainder neither agree nor disagree 19% (8 out of 43) or don't know 5% (2 out of 43).
Children, Education, Libraries and Safeguarding	Respondents are more likely to disagree with the proposed savings and/or income proposals within the Children, Education, Libraries and Safeguarding Committee rather than agree. 34% (19 out of 57 respondents) agree with these savings and/or income proposals. Half of respondents (49%, 28 out of 57 respondents) disagree. The remainder neither agree nor disagree 12% (7 out of 57) or don't know 5% (3 out of 57).
Environment	In Environment Committee, respondents are more likely to disagree with the savings and/or income proposals rather than agree. 29% (16 out of 55 respondents) agree with the savings and/or income proposals within the Environment Committee compared to 42% (23 out of 55 respondents) who disagree. The remainder neither agree nor disagree (24%, 13 out of 55) or don't know 5% (3 out of 55).
Assets, Regeneration and Growth	Opinion on Assets, Regeneration and Growth Committee savings and/or income proposals were slightly more mixed within this committee. Slightly more respondents agree with the proposed savings within this committee than disagree. 44% (17 out of 39 respondents) agree with this committee's savings and/or income proposals, whereas 33% (13 out of 39 respondents) disagree, and the remainder neither agree nor disagree (21%, 8 out of 39) or don't know 3% (1 out of 39).

¹ Where percentages do not add up to 100 this is due to rounding.

GENERAL BUDGET CONSULTATION 2018/19

Theme Committee	Consultation Findings ¹
Community Leadership	Again, opinion on Community Leadership Committee budget proposals were mixed within this committee. Slightly more respondents agree with the budget being proposed within this committee than disagree. 38% (17 out of 45 respondents) agree with the budget within this committee, 27% (12 out of 45 respondents) disagree and 33% (15 out of 45 respondents) neither agree nor disagree or don't know (2%, 1 out of 45).
Housing	In the Housing Committee the same proportion agree as disagree with the budget being proposed in this committee. 33% (13 out of 40 respondents) agree with the budget in Housing Committee and 33% disagree (13 out of 40 respondents). The remainder neither agree nor disagree (28%, 11 out of 40 respondents) or don't know (8 %, 3 out of 40 respondents).

Detailed analysis on the open-ended questions for each committee is provided in Section 2 of this report.

SECTION 2

Business Planning 2018-2020

General Budget Consultation

2018/19

Detailed Findings

1. BACKGROUND

The budget proposals for 2018/19 have been subject to a formal public consultation.

This report sets out the full findings from the council's consultation on its Business Plan 2018/19. The findings will be considered by Full Council on 6 March 2018, where the final decision on the council's budget for 2018/19 will be taken.

1.1 Preliminary consultation and engagement

The council has already undertaken a range of consultation and engagement activities to inform the development of its Corporate Plan strategic priorities and five-year commissioning priorities and plans, along with indicative savings proposals that informed our five year MTFS 2015-2020.

The preliminary consultation was designed to:

- a) Inform the Priorities and Spending Review (2014) 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 five years from 2015-2020.

Table 2 outlines the phases of consultation and engagement to date:

Table 2: Consultation and engagement that has informed the council's business planning to 2020

Phase	Date	Summary
Phase 1: Setting out the challenge	Summer 2013	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	October 2013 - June 2014	<ul style="list-style-type: none"> • Engagement through Citizens' Panel workshops which focused on stakeholder priorities and how they would want the Council to approach the Priorities and Spending Review • An open 'Call for Evidence' asking residents to feedback ideas on the future of public services in Barnet.
Phase 3: Engagement through Committees	Summer 2015	<ul style="list-style-type: none"> • Focus on developing commissioning priorities and MTFS proposals for each of the six committees • Engagement through Committee meetings and working groups.

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Phase	Date	Summary
Phase 4: Strategic Plan to 2020 Consultation	December 2014 - 2015	<ul style="list-style-type: none"> • A series of six workshops with a cross-section of residents recruited from the Citizens' Panel and Youth Board, plus two workshops with users¹ of council services. • An online survey.

2. Formal Budget Consultation 2018/19

2.1 Overview

The preliminary consultation and engagement has informed the development of the council's 2018/19 budget proposals to be put forward for formal consultation.

The 2018/19 General Budget Consultation began after Policy and Resources Committee on 6 December 2017 and concluded on 14 January 2018.

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. Where appropriate, separate service-specific consultations have already taken place or will take place in the next few months for the 2018/19 savings. The outcomes of these consultations are being reported into committee decision making processes.

2.2 Technical details and method

In summary, the consultation was administered as follows:

- The General Budget Consultation was open for five and a half weeks, from 6 December 2017 to 14 January 2018;
- The consultation was published on Engage Barnet <http://engage.barnet.gov.uk> together with a consultation document which provided detailed background information about the council's budget setting process and the financial challenges the council faces;
- Respondents' views were gathered via an online survey. Paper copies and an easy-read version of the consultation were also made available on request;
- 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;
- The consultation was widely promoted via the council's residents' magazine, Barnet First; the council website; local press; Twitter; Facebook; and posters in libraries and other public places;
- Super-users, i.e. users of non-universal services, were also invited to take part in the consultation through Community Barnet, Communities Together Network, Youth Board, Delivery Unit newsletters/circulars and super user mailing lists;

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

- A face to face meeting was also held with adults with learning difficulties, set up through Mencap, where an easy read presentation of the consultation document was discussed and further support was given in completing the Easy Read questionnaire.
- A separate questionnaire was sent to the Citizens' Panel¹ to ensure the views of a representative sample of the borough's population were captured on the council's proposal to apply a 3% social care precept increase to Council Tax in 2018/19, and options to close the £6.7million budget gap to 2020. More information on the Citizens' Panel methodology and response can be found at section 2.6 of this report.

2.3 Questionnaire design

The questionnaire was developed to ascertain residents' views on the overall size and individual components of the 2018/19 budget. In particular the consultation invited views on:

- Overall budget and saving proposals;
- The council's proposal to apply a 3% social care precept increase to Council Tax in 2018/19;
- Options for bridging the budget gap of £6.7million to 2020;
- The savings and/or income being proposed within each Theme Committee.

In order to allow further understanding and in-depth analysis the questionnaire also included:

- Open-ended questions which asked respondents to write in:
 - reasons why they support or oppose the council's proposal to apply the 3% social care precept Council Tax increase in 2018/19
 - if they had any other alternative options that the council had not considered to help generate income or make savings to close the £6.7million budget gap to 2020
 - any comments or alternative suggestions about the individual savings and/or income being proposed within each theme committee for the 2018/19 budget.
- Key demographic questions to help understand the views of different demographic groups.

Throughout the questionnaire and where applicable, hyperlinks were provided to the relevant sections of the consultation document, and to the detailed savings and/or income proposals for each committee.

Those respondents who elected to receive a paper copy were also sent the consultation document, and the detailed 2018/19 savings for each committee.

¹ The Citizens' Panel is currently made up of 2,187 Barnet residents, selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability. See 2.6 for more details.

2.4 Response to the consultation

A total of 597 questionnaires have been completed:

- 108 questionnaires were completed by the general public
- 489 questionnaires were completed by the Citizens' Panel.

As outlined under paragraph 2.2, the Citizens' Panel were only asked questions on the council's proposal to apply a 3% social care precept increase to Council Tax next year and options for meeting the remaining £6.7million budget gap by 2020.

2.5 General public response and profile

Table 3 shows the profile of those who responded to the general public consultations.

Table 3: General Public Sample Profile

Stakeholder	General Public Consultation	
	%	Base
Resident	62%	67
Business	1%	1
Resident and business based in Barnet	6%	6
Public sector organisation	4%	4
Voluntary/community organisation	0%	0
Other	2%	2
Prefer not to say	2%	2
Not answered	24%	26
Total	101% ¹	108

As outlined under Section 1 of this report, there were also two written responses from businesses which did not answer the questions included in the public consultation questionnaire.

The responses have been reported on separately and further details are provided Section 2, 3.4, of this report.

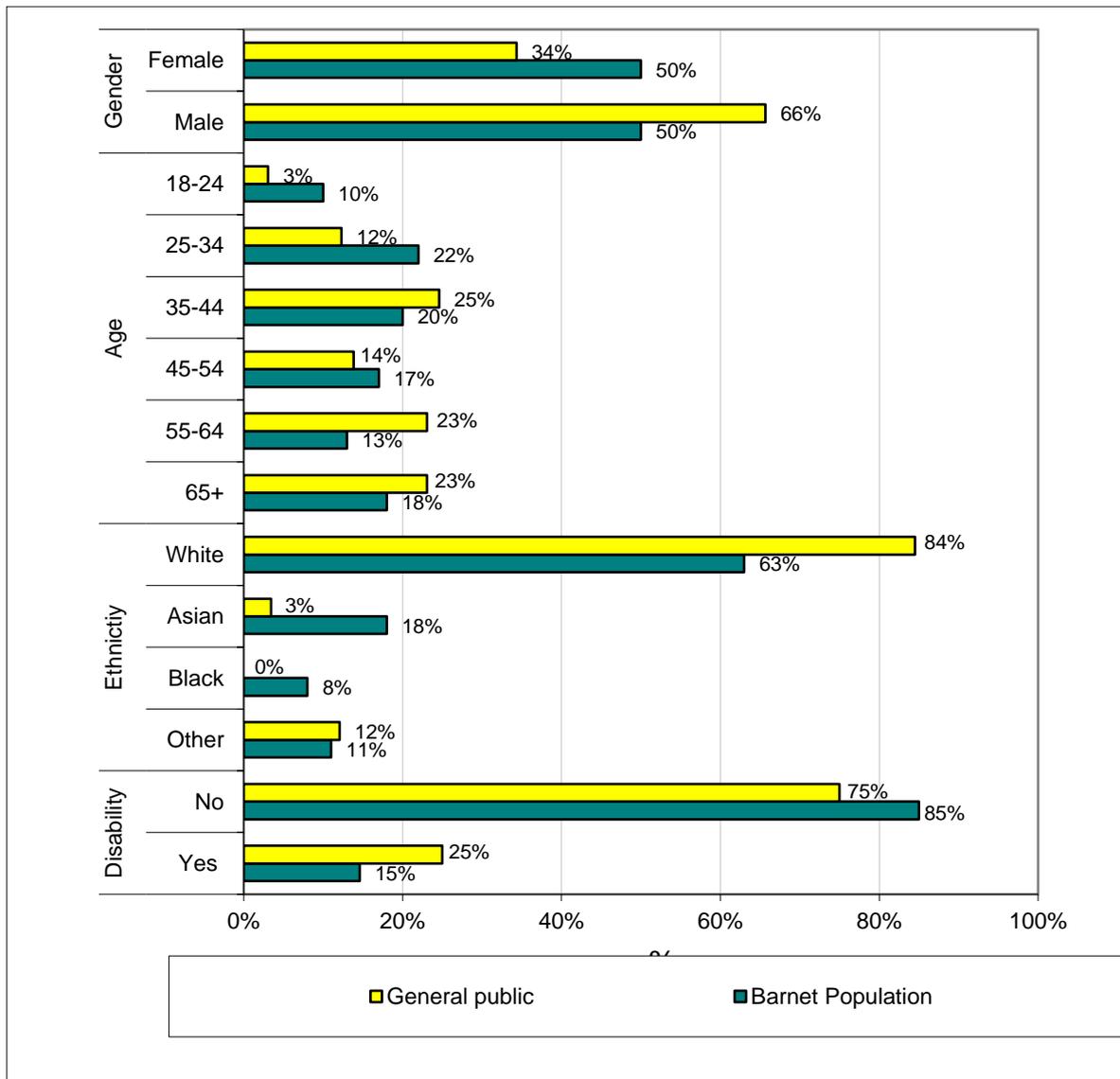
¹ The total adds up to more than 100% due to rounding

General Public Consultation Sample profile – key demographics

Chart 1 shows the demographic profile of those who responded to the general public consultations in terms of key demographics compared to the population of Barnet.

However, due to the low completion of the diversity monitoring questions (67%), it is difficult to draw any conclusions on how representative it is of the borough’s actual population.

Chart 1: General Public Consultation Sample profile – key demographics



2.6 Citizens' Panel response and sample profile

A combined postal and online survey method¹ was mailed out to 2,187 members of Barnet's Citizens' Panel; a total of 489 questionnaires have been completed (90 postal and 399 online) giving a response rate of 22%.

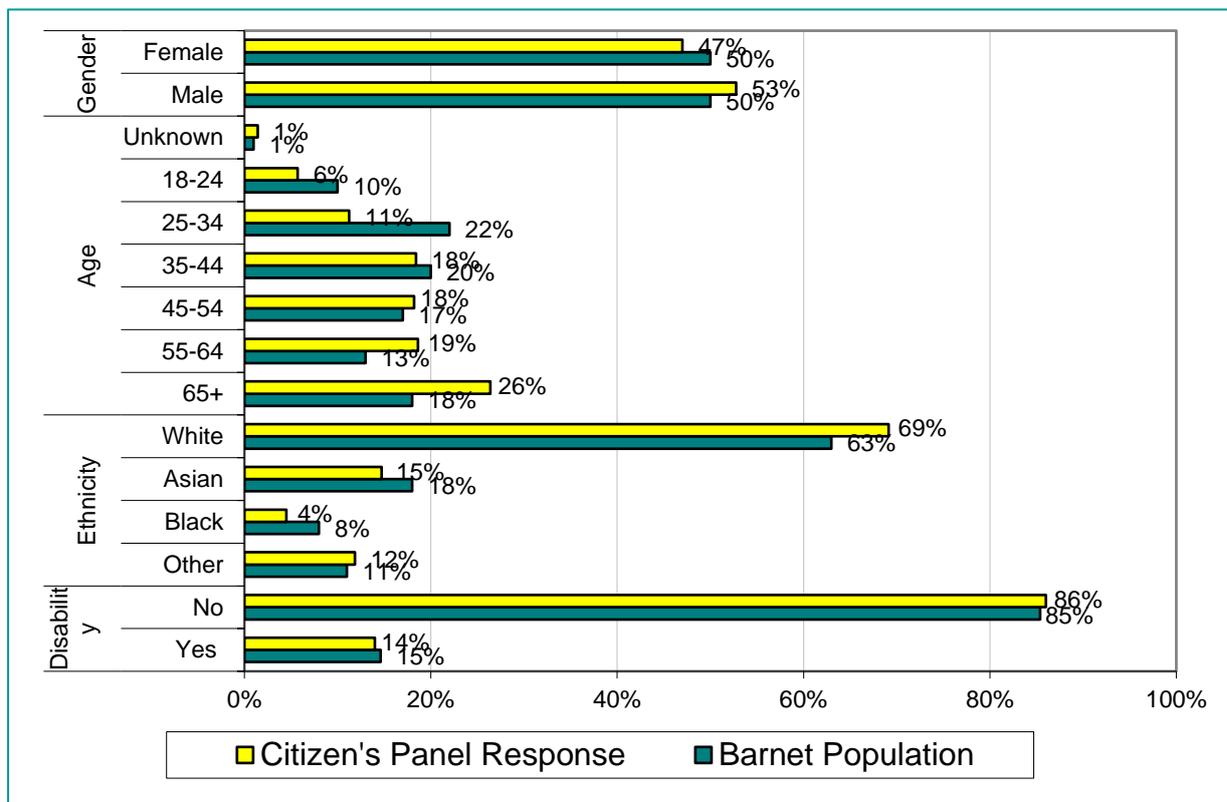
The Citizens' Panel is selected to be representative of the adult population of the borough in terms of ward, age, gender, ethnicity, housing tenure, faith and disability.

It should be noted that when mailing out a Citizens' Panel survey there is no guarantee that the achieved response will exactly match the profile of the population, as it depends on which panel members decide to take part in and return the survey.

Chart 2 shows the demographic profile of those who responded to this Citizens' Panel survey compared to the population of Barnet.

The sample that responded closely matches Barnet's population profile in terms of gender, and disability. However, in terms of age, younger panel members are slightly under-represented and older panel members are over-represented. There is also a slight over-representation of white respondents and under-representation of black and Asian respondents. **Weighting has been applied to tackle the issue of under- and over-representation in the sample so that it represents the population make-up of Barnet residents, and it is the weighted data that is reported on in this report.**

Chart 2: Citizens' Panel Sample profile – key demographics



¹ When panel members are recruited they are given the choice of which method they prefer to receive their surveys; either online sent to their email address, or hard copy sent to their postal address.

2.7 Protected Characteristics

The council is required by law (the Equality Act 2010) to pay due regard to equalities in eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations between people from different groups.

The protected characteristics identified in the Equality Act 2010 are age, disability, ethnicity, gender, gender reassignment, marriage and civil partnership, pregnancy, maternity, religion or belief and sexual orientation.

To assist us in complying with the duty under the Equality Act 2010 we asked the general public consultation respondents to provide equalities monitoring data and explained that collecting this information will help us understand the needs of our different communities and that all the personal information provided will be treated in the strictest confidence and will be stored securely in accordance with our responsibilities under the Data Protection Act 1998.

Members of the Citizens' Panel provide equalities monitoring data at the outset of their appointment and this is updated so far as possible and used throughout their term. Due to their term of appointment to the Citizens' Panel is 3 years it is not possible to ensure a representative sample of those who are pregnant and/or on maternity leave throughout the three-year period.

Table 4: Protected Characteristic sample profile

Protected Characteristic	Citizens Panel		General Public	
	Number	%	Number	%
Faith				
Agnostic	17	3%	5	7%
Atheist	35	7%	9	13%
Baha'i	1	0%	0	0%
Buddhist	3	1%	0	0%
Christian	182	37%	17	24%
Hindu	27	6%	1	1%
Humanist	2	0%	0	0%
Jain	5	1%	1	1%
Jewish	96	20%	6	8%
Muslim	23	5%	4	6%
Sikh	3	1%	0	0%
No religion	71	15%	10	14%
Prefer not to say/not stated	18	4%	17	24%
Other Faith	6	1%	2	3%
Not answered	0	0%	36	33%
Answered	489	100%	72	67%
Total	489		108	

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Protected Characteristic	Citizens Panel		General Public	
	Number	%	Number	%

Sexuality	Number	%	Number	%
Bisexual	6	1%	3	5%
Gay man	1	0%	1	2%
Heterosexual	381	78%	43	65%
Lesbian	1	0%	1	2%
Other	0	0%	1	2%
Prefer not to say/Unknown	100	20%	16	24%
Prefer to define your sexuality in other terms	0	0	1	2%
Not answered	0	0%	42	64%
Answered	489	100%	66	100%
Total	489		108	

Pregnancy	Number	%	Number	%
Pregnant	NA	NA	0	0%
On maternity leave	NA	NA	1	5%
Prefer not to say	NA	NA	0	0%
Neither	NA	NA	20	95%
Not answered	NA	NA	86	80%
Answered	NA	NA	21	20%
Total			107	

Is your gender the same as that assigned at birth	Number	%	Number	%
Yes	NA	NA	58	89%
No	NA	NA	0	0%
Prefer not to say	NA	NA	7	11%
Not answered	NA	NA	43	40%
Answered	NA	NA	65	60%
Total			108	

2.8 Interpretation of the results

In terms of the two sets of results, it is also important to note the following:

- The weighted Citizens' Panel survey results are broadly representative of the overall population of Barnet, and therefore are likely to be a useful guide to overall public opinion across the borough;

- Although the general public consultation is not representative of the overall population of Barnet they provide considerable information. However, they should be treated with caution as a guide to overall opinion because the response profile does not match the Barnet population;
- It is also important to note because the general public consultations profile is an imperfect reflection of the population, the responses to the Council Tax budget gap questions have been analysed separately from the weighted Citizens' Panel survey findings;
- The questions on the overall budget and proposed savings within each Committee for 2018/19 were only asked in the general public consultations, and although not representative of the borough's population, the results do provide an important indication of where there may be strength of feeling in relation to the overall proposals and savings;
- Where percentages do not add up to 100, this may be due to rounding, or the question is multi-coded. All open-ended questions that invite respondents to write in comments are multi-coded and therefore add up to more than 100%;
- All open-ended responses to the public consultation and the Citizens' Panel have been classified based on the main themes arising from the comment, so that they can be summarised.

2.9 Calculating and reporting on results

The findings of each sample have been reported in order of the largest sample size: Citizens' Panel (489) and then the Public Consultation (108).

The results for each question are based on "valid responses" (Citizens' Panel is based on 'valid weighted responses'), i.e. all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question.

3. Results in detail:

3.1 Council Tax, proposal to apply a further 3% social care precept increase in 2018/19

Respondents were asked to what extent they support or oppose the council's proposal to apply a 3% social care precept increase to Council Tax in 2018/19 to help ease pressure on adult social care budgets:

Table 5 over the page shows the majority of Citizens' Panel members (63%) and the general public respondents (56%¹, 61 out of 108 respondents) support the proposal to apply a further 3% social care precept in 2018/19.

¹ Calculated on total support, figures vary in the table due to rounding.

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Only a fifth of the Citizens' Panel (21%) oppose this proposal, and slightly more 30% (32 out of 108 respondents) of general public respondents oppose the proposal to apply a further 3% social care precept in 2018/19.

The remainder indicated that they 'neither support nor oppose' (Citizens' Panel 12%, the general public consultation 6%) or they 'don't know' (Citizens' Panel 4%, the general public consultation: 7%)

Table 5: Proposal to apply a further 3% social care precept to Council Tax in 2018/19

To what extent do you support or oppose the council's plans to apply a further 3% social care precept to Council Tax in 2018/19, to help ease pressure on adult social care budgets?	Citizens' Panel		General Public	
	%	Base	%	Base
Strongly support	30%	147	31%	33
Tend to support	33%	161	26%	28
Neither support nor oppose	12%	60	6%	7
Tend to oppose	12%	58	6%	7
Strongly oppose	9%	45	23%	25
Don't know	4%	18	7%	8
Total	100%	489	100%	108

3.1.2 Reasons given by those who support the proposal to apply a further 3% social care precept increase in 2018/19

Respondents were given an opportunity to give reasons why they support or oppose a proposal.

It should be noted responses to open ended questions which invited reasons for support or opposing the options were varied, with many respondents providing more than one reason why they support this proposal. The responses to these questions are grouped where there is commonality of responses higher than three, and these have been ranked by the Citizens' Panel sample most frequently mentioned reasons. Percentages are calculated on the total number of respondents who support or oppose an increase.

Of those who indicated their support for the council's proposal to apply a further 3% social care precept in 2018/19, the majority of respondents went on to give a reason for their support: 90% of the Citizens' Panel gave a reason for their support, and 61% (37 out of 61 respondents) of the general public consultation also gave a reason for their support.

1 Calculated on total oppose, figures vary in the table due to rounding.

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Table 6 gives full details of the type of comments received on why respondents support the proposal to apply a further 3% social care precept increase in 2018/19.

The most frequently mentioned reasons why respondents support the proposal to apply a further 3% social care precept in 2018/19 was recognition that demand for adult social care is increasing in terms of an ageing population; followed by social care is underfunded and standards need to be improved; respondents also thought the raise is acceptable, citing it was fair, affordable and in line with inflation; and recognition that this is an urgent priority.

Table 6: Reasons given for support the proposal to apply a further 3% social care precept increase in 2018/19

To what extent do you support or oppose the council's plans to apply a further 3% social care precept to Council Tax in 2018/19, to help ease pressure on adult social care budgets?	Citizens' Panel ¹		General Public ₁	
	%	Base	%	Base
THOSE WHO SUPPORT	100%	308	100%	61
Gave a reason for their support	90%	277	61%	37
Did not give a reason	10%	31	39%	24
Reasons stated:				
Demand for social care is increasing / Population is ageing / Borough has large elderly population /	19%	57	7%	4
Social Care services are underfunded / expensive / needs an increase / Improvement to adult social care services needed /concerned about the standard of elderly adult care services	15%	47	7%	4
Rise is acceptable / Affordable / Modest / Fair / Reasonable / Realistic / In line with inflation	13%	40	7%	4
Social care is: Priority / Urgent / Vital	12%	36	0%	0
Specific mention of supporting the vulnerable: We must support the vulnerable / Those who need care, including the disabled	9%	29	10%	6
Support, but increase needs to be ring fenced for social care and elderly / Need information and reassurance on how funds will be spent	7%	21	0%	0
Specific mention of the elderly needing more care / Helping older people	7%	22	3%	2
We/ the community need to pay / accept responsibility / Moral duty / Needed for a dignified civilized society	7%	21	5%	3
To ease pressure on NHS / NHS cannot cope / Reduce bed blocking	6%	20	3%	2

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they support this proposal.

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To what extent do you support or oppose the council's plans to apply a further 3% social care precept to Council Tax in 2018/19, to help ease pressure on adult social care budgets?	Citizens' Panel ¹		General Public ¹	
	%	n	%	n
It's time to address lack of long term funding / if we don't act now problems and costs will only increase	6%	17	3%	2
Funding has to come from somewhere	6%	17	3%	2
Support but: the cost is high / may increase burden on families	5%	15	2%	1
An increase would allow elderly to be cared for at home	3%	9	0%	0
It would have a positive impact on the community / improve lives / benefit the wider community	3%	9	3%	2
We need to pay now due to Council Tax being frozen previously / Freezing impacted services/Should not have frozen Council Tax in previous years and reduced much needed services	3%	8	8%	5
Support but: central government should do more / central government has abdicated responsibility / lack of government funding to Councils	2%	7	3%	2
Support but: should not be at the cost of other services / other services also require attention (i.e. mental health, children)	2%	6	3%	2
Support but: could pay more: Even 3 % is not enough/I would support the full 4.99% increase/Council should increase Council Tax by the maximum amount allowed to support vulnerable adult services, children service and safeguarding/Council Tax needs to increase by 10%.	1%	2	7%	4
Other comments	9%	28	16%	10
Total number of different types of comments		411		55

3.1.3 Reasons why respondents oppose the proposal to apply a further 3% social care precept increase in 2018/19

Respondents were also given the opportunity to give reasons why they oppose the proposal.

Of those who indicated they oppose the council's proposal to apply a further 3% social care precept in 2018/19, the majority of respondents went on to give a reason for their support: 66% of the Citizens' Panel gave a reason for their support, and 72% (23 out of 32 respondents) of the general public consultation also gave a reason for why they oppose.

Table 7 gives full details of the type of reasons why respondents oppose the council's proposals to apply a further 3% social care precept increase in 2018/19.

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The most frequently mentioned reason why respondents oppose the proposal to apply a further 3% social care precept increase in 2018/19 was around affordability with living costs going up and wages not increasing; there was also a reference to pensioners not being able to afford this increase. Some respondents indicated they could afford but were concerned about the burden it would put on low income families. Other frequently mentioned reasons was that Council Tax is already too high; that the council should make more efficiency savings and reduce waste - for example downsizing staff and having better regulation to reduce waste. Others feel the Government should pay more and take more responsibility; whilst other respondents felt savings or cuts should be made from existing budgets not via the taxpayer and cuts should be achieved in other areas.

Table 7: Reasons given for opposing the proposal to apply a further 3% social care precept increase in 2018/19

To what extent do you support or oppose the council's plans to apply a further 3% social care precept to Council Tax in 2018/19, to help ease pressure on adult social care budgets?	Citizens' Panel		General Public	
	%	Base ¹	%	Base ¹
THOSE WHO OPPOSE	100%	103	100%	32
Gave a reason why they oppose	66%	68	72%	23
Did not give a reason why they oppose	34%	35	28%	9
Reasons stated:				
I cannot afford the increase: living costs have increased (i.e. rent, good petrol) / Wages have not gone up	19%	20	16%	5
Council Tax is already too high / pay enough already /previous raise high enough	17%	17	19%	6
I can afford but will increase burden on others / add pressure on low income families / households /workers	13%	13	6%	2
Council should make more efficiency savings / downsize council staff / have better regulation with less waste overall	12%	12	19%	6
Funding should come from Central government / It's their responsibility	11%	11	16%	5
Savings should be made from existing budgets not via the taxpayer/ Cuts should be achieved in other areas	9%	9	9%	3

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who indicated they oppose this proposal.

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To what extent do you support or oppose the council's plans to apply a further 3% social care precept to Council Tax in 2018/19, to help ease pressure on adult social care budgets?	Citizens' Panel		General Public	
	%	Count	%	Count
Specific mentions to being a pensioner and affordability: I cannot afford increase as I am pensioner / my pension has not gone up	7%	7	3%	1
Do not directly benefit from adult social services	5%	5	0%	0
Funding should be provided by those who need it / their families	3%	3	3%	1
Unfair, taxation is not based on income, those with higher income should pay more	3%	3	3%	1
It is not the council's business: they should concentrate on general core issues such as roads, pavements, rubbish, parks, schooling	0%	0	9%	3
Other comments	15%	15	16%	5
Total number of different types of reasons		115		38

3.1.4 Analysis of demographic sub-groups

The demographics of the Citizens' Panel responses have been analysed to identify which groups are statistically significantly different from the overall response. The sample size of the general public consultation is too small to draw any significant conclusions in terms of demographics.

The analysis of the Citizens' Panel found that some demographic sub-groups stand out in their responses:

- Respondents who are aged between 45 – 54, living in the Finchley and Golders Green constituency, of Jewish faith and of white ethnicity are **more likely to support** the proposal to apply a 3% social care precept.
- Respondents who are retired, aged 65+ are **more likely to support** and **less likely to oppose** the 3% social care precept.
- Respondents of a non-white (Asian, black or other) ethnicity are **less likely to support** the proposal to apply a 3% social care precept.

3.1.5 Options for closing the remaining budget gap of £6.7million by 2020

Respondents were presented with the following three options for closing the remaining budget gap of £6.7million by 2020:

- The council should exercise its flexibility to raise general Council Tax by up to 1.99% in 2018/19
- The council should reduce the level of investment in infrastructure in 2018/19
- The council should find further savings within the Theme Committees in 2019/20

Respondents were first asked to indicate to what extent they support or oppose each option, and then asked to rank each proposal in order of their preference.

3.1.6 Level of support for each option

Table 8 shows that both the Citizens' Panel and respondents from the general public consultation **gave two options equal support. These were: 'raising general Council Tax by up to 1.99% in 2018/2019, and 'find further savings within Theme Committees 2019/2020'.** Just over half of both samples supported these options.

However, the Citizens' Panel were **less** likely to indicate that they opposed the raise in general Council Tax (29%) compared to the general public consultation (39%). Conversely the panel were **more** likely to say they 'neither support nor oppose' (16%) compared to the general public (4%).

A further 3 % of the Citizens Panel and the public consultation respondents indicated they 'don't know or were not sure'

In terms on 'making further savings within Theme Committees in 2019/2020' around a quarter opposed this option (Citizens' Panel 24%, and the general public consultation 28%). The remainder indicated they 'neither support nor oppose (Citizens' Panel 18%, and the general public consultation 14%) The remainder indicated they 'neither support nor oppose (Citizens' Panel 18%, and the general public consultation 14%) or don't know or were not sure' (Citizens' Panel 6%, and the general public consultation 5%).

Both samples were much less supportive of the option 'reducing the level of investment in infrastructure in 2018/19'. The panel was slightly more likely to be opposed this option compared to respondents from the general public consultation:

Only 23% of the panel supported this option, with the vast majority opposing it (61%), and the remainder indicated they 'neither support nor oppose' (12%) or that they 'don't know/Not sure' (4%).

Just slightly more respondents from the public consultation supported this option (34%) compared to the panel. However, their views were more mixed, with only 44% opposing this option, and the remainder indicated they were either neutral (13%), or indicated they 'don't know/Not sure' (9%).

Table 8: Level of support for each proposal

To what extent do you support or oppose the three additional options presented?	Consultation Method	Support		Neither support nor oppose		Oppose		Don't know /Not sure		Total Base
		%	Base	%	Base	%	Base	%	Base	
The council should exercise its flexibility to raise general Council Tax by up to 1.99% in 2018/19	Citizens' Panel	53%	240	16%	71	29%	131	3%	13	455
	Public Consultation	53%	50	4%	4	39%	37	3%	3	94
The council should find further savings within the Theme Committees in 2019/20	Citizens' Panel	52%	232	18%	79	24%	110	6%	28	449
	Public Consultation	52%	48	14%	13	28%	26	5%	5	92
The council should reduce the level of investment in infrastructure in 2018/19 to meet the budget gap	Citizens' Panel	23%	105	12%	54	60%	272	4%	18	449
	Public Consultation	34%	32	13%	12	44%	41	9%	8	93

3.1.7 Analysis of Citizens' Panel demographic sub-groups on who are more likely to support or oppose raising the general Council Tax by up to 1.99% in 2018/19.

- Respondents who are owner occupiers or who have a Jewish faith are **more likely to support** raising the general Council Tax by up to 1.99%.
- Respondents who are from the Chipping Barnet constituency, Finchley and Golders Green constituency, aged 45-54, aged 65+, white ethnicity or retired are **more likely to support** and **less likely to oppose** raising general Council Tax by up to 1.99%.
- Respondents from Hendon constituency or non-white ethnicity (Asian, black or other) are **less likely to support** and **more likely to oppose** raising general Council Tax by up to 1.99%.
- Male respondents are **less likely to oppose** raising general Council Tax by up to 1.99%.

3.1.8 Analysis of demographic sub-groups on who are more likely to support or oppose 'reduce the level of investment in infrastructure in 2018/19'

- Respondents from Hendon constituency or rent from a private landlord are **more likely to support** and **less likely to oppose** reducing the level of investment in infrastructure.
- Respondents in Chipping Barnet constituency are less likely to support and **more likely to oppose** reducing the level of investment in infrastructure.

- Respondents with a white ethnicity are **more likely to oppose** reducing the level of investment in infrastructure.
- Respondents from a non-white ethnicity or a Christian faith are **less likely to oppose** reducing the level of investment in infrastructure.

3.1.9 Analysis of demographic sub-groups on who are more likely to support or oppose 'find further savings within the Theme Committees in 2019/20'

- Respondents who are female or Asian are **more likely to support and less likely to oppose** finding further savings within the Theme Committees.
- Residents who are Christian are **less likely to support** finding further savings within the Theme Committees.
- Respondents who are male, aged 35 -44 or aged 45 -54 are **less likely to support and more likely to oppose** finding further savings within the Theme Committees.
- Respondents who have a white ethnicity, owner occupiers or no religion are **more likely to oppose** finding further savings within the Theme Committees.
- Respondents who are of a non-white ethnicity are **less likely to oppose** finding further savings within the Theme Committees.

3.1.10 Ranking of options to close the budget gap

Table 9 over the page highlights when asked to rank these options in order of preference the Citizens' Panel's **first preference was 'finding further savings within Theme Committees in 2019/2020'** then **'raise general Council Tax by up to 1.99% in 2018/2019 – although these were ranked very closely'**; this was followed by reducing the level of investment in infrastructure in 2018/19 to help meet the budget gap.

In summary Citizens' Panel preferred options are as follows:

- 1st preferred option: find further savings within the Theme Committees in 2019/20
 - 2nd preferred option: raise general Council Tax by up to 1.99% in 2018/19
 - 3rd preferred option: reduce the level of investment in infrastructure in 2018/19.
- However, the general public respondents put 'raise general Council Tax by up to 1.99% in 2018/19' as their first preferred option and their second preferred option as 'the council should find further savings within the Theme Committees in 2019/20'. Like the Citizens' Panel their third preferred option is to 'reduce the level of investment in infrastructure in 2018/19'.

Table 9: Ranking of options to close the budget gap to 2020

Option	Citizens Panel		General	
	Score	Rank ¹	Score	Rank ₁
The council should find further savings within the Theme Committees in 2019/20	969	1	181	2
The council should exercise its flexibility to raise general Council Tax by up to 1.99% in 2018/19	958	2	190	1
The council should reduce the level of investment in infrastructure in 2018/19 to meet the budget gap	724	3	150	3

3.5.11 Analysis of Citizens' Panel demographic sub-groups who are more likely to rank these options in the order specified above

The Citizens' Panel ranked find further savings within the Theme Committees in 2019/20 as their 1st preference

- Residents with a non-white ethnicity (Asian, black or other) are **more likely** to rank this option as their first choice.
- Respondents aged 65+ or white ethnicity **less likely** to rank this as their first option.

The Citizens' Panel ranked raise general Council Tax by up to 1.99% in 2018/19 as their 2nd preference.

- Residents from a non-white ethnicity, Christian faith or are disabled **more likely** to rank this as their second choice.
- Respondents from a white ethnicity, Atheist faith or have no disability are **less likely** to rank this as their second choice.

The Citizens' Panel ranked reduce the level of investment in infrastructure in 2018/19 as their 3rd preference.

- Residents aged 45 - 54, owner occupiers or Jewish faith are **more likely** to rank this as their third choice.
- Respondents from the Hendon constituency or renting from a private landlord and **less likely** to rank this as their third choice.

• Weights were assigned to each option. The respondent's most preferred choice (which they rank as 1st) has the largest weight, and their least preferred choice (which they rank in the last position) has the lowest weight. The total score for each option has been calculated with the highest ranking being the most preferred option

- o 1st preferred choice has a weight of 3
- o 2nd preferred choice has a weight of 2
- o 3rd preferred choice has a weight of 1

3.6 Alternative options that the council has not considered to help generate income or make savings

Respondents were asked if they have any suggestions for alternative options that the council has not considered to help generate income or make savings. 126 panel members and 52 respondents from the general public consultation wrote in alternative options.

Table 10 gives full details of the type of suggestions given.

The most frequently mentioned suggestions were around bringing services back in house and reducing out sourcing; followed by reducing council staff and capping council staff salaries and allowances; generating income through increasing fines - for example through increased parking charges or fines on fly tipping, littering and applying a congestion toll; increasing housing tax for landlords or who own more than one property and have empty houses. Others mentioned cutting benefits and reducing income support.

Table 10: Alternative options that the council has not considered to help generate income or make savings

Are there any other alternative options that the council has not considered to help generate income or make savings?	Citizens' Panel		General Public	
	%	Base ¹	%	Base ¹
Wrote in alternative options to help generate income or make savings	100%	126	100%	52
Alternative options:				
Bring services back in house / reduce outsourcing / review current contracts	16%	20	8%	4
Reduce council staff / reduce or cap (high ranking) council staff salaries, benefits, expenses and allowances	16%	20	23%	12
Make service efficiencies / reduce waste / simplify and modernize / reduce red tape	13%	16	8%	4
Increase parking costs / Introduce Controlled Parking Zones (CPZ) / Increase fines (fly tipping, littering) / apply congestion toll	11%	14	13%	7
Increase housing tax for landlords who rent out property / who own more than one property / who have empty houses / improve rent control	10%	13	4%	2

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who wrote in an alternative option.

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Are there are any other alternative options that the council has not considered to help generate income or make savings?	Citizens' Panel		General Public	
	%	Number	%	Number
Cut benefits / reduce financial aid / income support / pensions / better regulate social housing	9%	11	2%	1
Improve recycling / reduce frequency of bin collection	5%	6	8%	4
Apply pressure on central government/ put pressure on central government for more funding	5%	6	0%	0
Specific mention of Capita / ending Capita contract	6%	7	13%	7
Increase Council Tax	3%	4	4%	2
Make council staff more efficient	5%	6	2%	1
Re-evaluate council tax banding for larger houses / houses with extensions	4%	5	0%	0
Make use of voluntary resources / reach out to social initiatives	4%	5	6%	3
Sell off or make better use council assets / land / properties / Green belt sites	6%	7	8%	4
Draw in business investment	4%	5	2%	1
Raise business rates / corporation tax	5%	6	0%	0
Re-examine or halt unnecessary property and building developments	2%	3	8%	4
Increase prices for services / generate income via savings accounts	2%	3	4%	2
Reduce consultant fees	2%	3	2%	1
Other	19%	24	17%	9
Total number of different types of comments		184		68

3.7 Written responses

There were two written letters received by businesses. The type of comments included in these letters are outlined below::

- Calling on Barnet to consider reducing the costs of businesses with shop fronts by exempting micro firms (with less than 10 employees) from having to pay a license fee to hold an external shop presence.
- Highlighting the council must run its affairs as would any business, by looking at doing things differently and better.
- Reallocating funding from pavement repair/renewal to road pavement repair/renewal. This is based on the premise that traffic numbers are far higher than pedestrian.

- Highlighting the lack of usage of the new bicycle lanes/tracks as an example of wasted money.
- Appreciative of the opportunity to comment but the inability to do so in detail due to the magnitude of information required.

4. Overall budget and savings for 2018/19

The Citizens' Panel were not asked questions on the overall budget and saving proposals within each Theme Committee for 2018/19. These questions were only asked of the general public.

Respondents to the general public consultation were asked their views on:

- The overall budget and saving proposals;
- To what extent they agree or disagree with the savings and/or income being proposed within each Theme Committee.

Under each Theme Committee respondents were also given an opportunity to write in comments or alternative suggestions for savings and/or income generation.

This section of the report provides full details of the type of comments received from the open-ended questions which are ranked by the most frequently mentioned comments

Responses to these open-ended questions were much more varied compared to the open-ended questions on social care precept Council Tax and options to close the budget gap. As far as possible the responses have been grouped into commonality of themes, however there were many comments that could not be grouped into themes.

4.1 Overall budget 2018/19

Respondents were asked if they had any comments to make on overall budget, in particular on how the 2018/19 proposed savings have been allocated across the Theme Committees.

Of those who responded to the general public consultation 39 out of 108 gave a response.

Table 11 gives full details of the types comment made on the overall budget.

The four most common themes were concerns about: outsourcing; the high savings in Children's Services; the high savings in Adults and Safeguarding; and the need for more information to make a comment – for example Theme committees are too broad to comment, or need employee salary and pension figures.

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Table 11: Comments on overall budget and on how the 2018/19 proposed savings have been allocated across the Theme Committees

Do you have any comments to make about how the savings targets are being divided across all the Theme Committees for the 2018/19 budget?	General Public	
	%	Base ¹
	100%	108
Number of respondents who gave a comment	36%	39
No comment	64%	69
Type of comments made:		
Concern over outsourcing: -companies like Capita are inefficient / financial cost of consultants and contractors are excessive / Concerned about increased privatisation of Barnet Council / Get a grip of the CSG contract/no one person who oversees money spent on special projects / Outsourcing is not producing the expected / promised savings focus on procurement being sustainable / deliver services back in house	6%	7
Concern for high savings to children's services; - savings for Children's services are unrealistic / tried to make children's services savings and failed and now have a failed OFSTED report / Protect/ringfence children's budget / No savings targets for children / Children is highest priority	6%	6
Concern for high savings for Adults and Safeguarding: -£2.2million Adults saving on reducing demand is unrealistic and naïve / protect/ringfence adults budget / No savings targets for adults / Adults safeguarding is already woefully short of funding	6%	6
Need more information: - Theme Committees are way too broad / How much goes to policy development? / present figures in % of budgets / How are budget targets allocated per Committee? / Need employee salaries and pension figures + consultant's fees to make informed decisions.	6%	6
P&R too high share of budget: greater savings needed / Policy & Resources seems really excessive in allocation in P&R / savings target for the P&R component should be at least £3million/Still too much spent on P & R / Deliver services inhouse	6%	6
Concerned about cuts to libraries: - self-service libraries are unsafe and unwelcoming with no trained assistance /reinstate projects like libraries/money wasted on failed library programme/Barnet Mencap to run a library service but how can they pay their volunteers?	5%	5

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

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Do you have any comments to make about how the savings targets are being divided across all the Theme Committees for the 2018/19 budget?	General Public	
Difficult to find savings by trimming:- I don't wish Barnet to make savings/all services need to be adequately funded / look for savings that do not punish residents / No savings resulting in further reductions in services	5%	5
Agree with proposed savings: - proportion of savings is correct / fair distribution / budget is reducing in a reasonable rate / understand your approach and constraints	4%	4
Council Tax needs to rise: - Increase rates rather than the never-ending cuts you make to essential services/ Cutting council tax levels for political reasons to blame - should have increased/Should have raised Council Tax before	4%	4
Make more efficiencies savings - streamline and process improvements to Social Health and care budgets / Promote and support existing work before investing in new ideas / increase service efficiency and productivity	3%	3
Adhoc comments about savings: -Shelve council expenditures such as a new office block in Colindale / Housing committee should contribute to savings target / reduce all committees by 5%	3%	3
Suggestions for the Environment Committee: -- only do required roadworks/ greater scrutiny of re-paving projects priorities/Savings made by reducing frequency of domestic refuse collection	3%	3
Move away from focusing only on savings / do things differently	2%	2
Ideas for income generation -change High Road parking scheme to support small businesses - more businesses mean more rates collected / more ambitious income generation targets in profit-making elements of the business / address poor level of investment	2%	2
Current service standards:- service to tax payers is becoming less and less/poor standard of some services/	2%	2
Reduce staff salaries: - save by reducing Council employee's earnings - especially over £100,000/Are your staff providing value for money?	2%	2
More affordable housing: - more money allocated to shared ownership housing/ More secure rented accommodation for disadvantaged groups.	2%	2
Environment Committee budget cut seems large in relative terms	1%	1
Claim back millions taken by the banks	1%	1
Mill Hill depot sale was short sighted	1%	1
Bring back Richmond Fellowship Barnet	1%	1
Develop the infrastructure for a growing population - currently weak	1%	1
Listen to local business advice	1%	1
Only area going up is Regeneration -North Finchley will cost more than £276.1 million	1%	1

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Do you have any comments to make about how the savings targets are being divided across all the Theme Committees for the 2018/19 budget?	General Public	
Consider the way Council Tax is charged: - all people should pay Council Tax/multiple occupants should be taxed at a higher rate / Increasing Council Tax is a very heavy burden for pensioners - need to consider this	1%	1
Environment budget cut seems large in relative terms	1%	1
The council should take full advantage of the extra flexibility allowed in the Local Government Finance Settlement, applying a 2.99% increase in general council tax in addition to the proposed 3% social care precept.	1%	1
Total number of different types of comments	72%	78

4.2 Policy and Resources Committee proposed budget savings 2018/19

Respondents were asked if they would like to answer the questions on Policy and Resources Committee; 57 respondents indicated that they would like to answer these questions.

4.2.1 Overall response to the savings proposals within this committee

Respondents were asked to what extent they agree or disagree with the savings proposals that have been identified within the Policy and Resources Committee's budget for 2018/19.

Table 12 shows that 41% (23 out of 57 respondents) agree with the savings proposals within the Policy and Resources Committee. 30% (17 out of 57 respondents) disagree, and the remainder neither agree nor disagree (21%, 12 out of 57) and (9%, 5 out of 57) Don't know/not sure.

Table 12: Overall response to the savings proposals that have been identified within the Policy and Resources Committee for 2018/19

Overall, to what extent do you agree or disagree with the savings proposals that have been identified within the Policy and Resources Committee for 2018/19?		
	%	Base
Strongly Agree	11%	6
Tend to agree	30%	17
Neither agree nor disagree	21%	12
Tend to disagree	16%	9
Strongly disagree	14%	8
Don't know / not sure	9%	5
Total	100%	57

4.2.3 Additional comments or alternative suggestions for savings and/or income proposals in the Policy and Resources Committee

Respondents were asked if they had any comments, or alternative suggestions, to make about the individual savings and/or income proposals within this committee for the 2018/19 budget. 24 out of 57 respondents wrote in additional comments or alternative suggestions for savings and/or income generation.

Table 13 gives full details of the type of additional comments or alternative suggestions for savings in the Policy and Resources Committee.

The highest scoring theme with 6 out of the 57 respondents (11%) was regarding the need to scrutinise the current outsourced contracts to make savings. 5 of the 57 respondents (9%) felt the Policy and Resources savings were not sufficient and an equal number (5 of the 57 respondents – 9%) commented on the current council procurement practice. 4 of the 57 respondents (7%) needed more information.

Table 13: Additional comments or alternative suggestions for savings and/or income proposals in the Policy and Resources Committee

Do you have any comments or alternative suggestions to make about the individual savings and/or income being proposed within the Policy and Resources Committee for the 2018/19 budget?	General Public Consultation	
	%	Base ¹
Number of respondents who took part in the public consultations	100%	57
Gave a comment	42%	24
Did not give a comment	58%	33
Type of comments made:		
Better scrutiny of current outsourced contracts:- more rigorous / robust assessment and audits / other providers (Sport England) are more cost effective / further review CSG functions/ more accurate starting costs/ negotiate better rates / remove wastage/ ineffective at managing Capita / Special projects, gainshare and contract indexation need further negotiation / Why are we spending so much money on these contracts?- completely unjustifiable misuse of taxpayers' money / Price increases on contracts is too high -reduce to zero or 1%/ negotiation with suppliers.	11%	6
Not sufficient savings made: - Try harder / save more / P&R savings target for the 2018/19 year should be at least £3million.	9%	5
Council procurement practices - too long winded and time consuming / contract management needs to be fleet of foot / members fail to properly scrutinise performance - politics before wellbeing of residents / 10 year contracts are restrictive for LA / Public officers are lousy negotiators -Hire in professionals to pull apart supplier costs /	9%	5

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

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Do you have any comments or alternative suggestions to make about the individual savings and/or income being proposed within the Policy and Resources Committee for the 2018/19 budget?	General Public Consultation	
stronger contract management / Most strategic and policy roles could be scrapped.		
Need more information: - employment rates and demographics needed / a more complete breakdown required / what does this budget actually cover in terms of visible council service? / not sufficient information.	7%	4
Use resources more efficiently: - use the boroughs land / space to create profit not drain resources / bring parking back in house / Diesel charge for vehicles that pollute.	5%	3
Support small business therefore, creating more jobs and increasing revenue: - not sufficiently flexible to address the issues of individual retail centres / setting fare business rates / NSL parking are killing off our local shops / bring parking back in-house/ one hour free parking.	4%	2
E7: disagree with the reduction in concessionary fares - counterproductive and impacts on the poorest people.	2%	1
Council should ask for release of more money from the central government.	2%	1
Workforce savings should be made by capping pay to £100,000.	2%	1
Total number of different types of alternative suggestions		28

4.3. Adults and Safeguarding Committee

Respondents were asked if they would like to answer questions on Adults and Safeguarding Committee; 43 respondents indicated that they would like to answer the questions on Adults and Safeguarding Committee.

4.3.1 Overall response to the savings and/or income proposals identified in this committee

Respondents were asked to what extent they agree or disagree the savings and/or income proposals that have been identified within this committee for 2018/19.

Table 14 shows that 47% (20 out of 43 respondents) responding agree with the savings and/or income proposals within the Adults and Safeguarding Committee. 30% (13 out of 43 respondents) disagree. The remainder neither agree nor disagree 19% (8 out of 43) or indicated don't know/ not sure 5% (2 out of 43).

Table 14: Overall response to the savings and/or income proposals that have been identified within the Adults and Safeguarding Committee for 2018/19

Overall, to what extent do you agree or disagree with the savings and/or income proposals that have been identified within the Adults and Safeguarding Committee for 2018/19?		
	%	Base
Strongly Agree	5%	2
Tend to agree	42%	18
Neither agree nor disagree	19%	8
Tend to disagree	9%	4
Strongly disagree	21%	9
Don't know / not sure	5%	2
Total	100%	43

4.3.2 Additional comments or alternative suggestions for savings and/or income proposals in the Adults and Safeguarding Committee

Respondents were asked if they had any comments, or alternative suggestions, to make about the individual savings and/or income proposals within this committee for the 2018/19 budget. 19 out of 43 respondents wrote in additional comments or alternative suggestions for savings and/or income generation.

Table 15 provides full details of the type of reasons received.

The most frequently cited comments to this question were not to cut the Adults and Safeguarding Committee budget (16% or 7 of the 19 respondents). General comments about potential savings the council could make and concerns about the current Adult Services provision were in joint second place with both receiving comments from 4 of the 19 respondents (9%).

Table 15: Additional comments or alternative suggestions for savings and/or income proposals in the Adults and Safeguarding Committee

Do you have any comments or alternative suggestions to make about the individual savings and/or income being proposed within the Adults and Safeguarding Committee for the 2018/19 budget?	General Public Consultation	
	%	Base ¹
Number of respondents who took part in the public consultations	100%	43
Gave a comment	44%	19
Did not give a comment	56%	24

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

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Do you have any comments or alternative suggestions to make about the individual savings and/or income being proposed within the Adults and Safeguarding Committee for the 2018/19 budget?	General Public Consultation	
Type of reasons given:		
No cuts to the Adults and Safeguarding budget: - Already at breaking point/protect these services / Time to give something in return/ requires 100% full government subsidy / unrealistic for this year/absolute disgrace cuts should be targeted on the most vulnerable members of our community.	16%	7
General comments about potential savings the council could make: - greater joining together of NHS & LA -bed blocking has significant costs / participants in sports events should contribute to their overall operating costs/ money wasted on outsourced services/ question new social prescribing service as this is a duplication of existing provision / augmenting existing services to increase efficiency savings	9%	4
Concerns about current adult service provision: - Mental health services in the borough are appalling/ most would find present services are sadly lacking / Parent/carers of disabled young adults are not able to access a social worker very easily / Amazon can deliver a parcel within 2 hours of ordering – but the care system cannot get someone from a hospital to a care facility.	9%	4
Agree overall with savings: - Support if "managing demand" means helping people to stay at home in secure and comfortable conditions.	5%	2
Need more information: - Insufficient information provided to give an opinion / Produce a document / policy which all services should use rather than each one deciding its own.	5%	2
Change the way the system works: - Social care should not be paid from council tax but by the NHS (via foreign aid budget), disagree with "fairer" contributions towards social care packages for those living with LDD with as parents already financially subsidising / people must reside in the UK for several years before they become eligible.	5%	2
New Barnet Leisure Centre not near bus stops and has less water space (millions spent): - lack of public transport to Finchley Memorial Hospital and Barnet Copthall Leisure Centre too	2%	1
Any 'savings' are offset by increased expenditure elsewhere e.g. NHS	2%	1
R1: Reducing care packages is a high-risk strategy that can leave vulnerable people with inadequate levels of care	2%	1
Yes, increase the savings	2%	1
Total number of different types of alternative suggestions		25

4.4 Children, Education, Libraries and Safeguarding Committee

Respondents were asked if they would like to answer questions on Children, Education, Libraries and Safeguarding Committee; 57 respondents indicated that they would like to answer the questions on the Children, Education, Libraries and Safeguarding Committee.

4.4.1 Overall response to the savings and/or income proposal identified within this committee

Respondents were asked to what extent they agree or disagree with the savings and/or income proposals that have been identified within the Children, Education, Libraries, and Safeguarding Committee for 2018/19.

Table 16 shows that 34% (19 out of 57 respondents) agree with the savings proposals within the Children, Education, Libraries and Safeguarding Committee. 49% (28 out of 57 respondents) disagree and the remainder neither agrees nor disagrees, 12% (7 out of 57) or don't know/are not sure 5% (3 out of 57).

Table 16: Overall response to the savings and/or income proposals that have been identified with the Children, Education, Libraries and Safeguarding Committee

Overall, to what extent do you agree or disagree with the savings and/or income proposals that have been identified within the Children, Education, Libraries and Safeguarding Committee for 2018/19?		
	%	Base
Strongly Agree	2%	1
Tend to agree	32%	18
Neither agree nor disagree	12%	7
Tend to disagree	19%	11
Strongly disagree	30%	17
Don't know / not sure	5%	3
Total	100%	57

4.4.2 Additional comments or alternative suggestions for savings and/or income proposals within the Children, Education, Libraries and Safeguarding Committee

Respondents were asked if they had any comments, or alternative suggestions, to make about the individual savings and/or income proposals within this committee for the 2018/19 budget. 27 out of 57 respondents wrote in additional comments or alternative suggestions for savings and/or income generation.

Table 17 provides full details of the additional comments or alternative suggestions for savings and/or income proposals for the Children, Education, Libraries and Safeguarding Committee

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The most common theme mentioned by 7 of the 57 respondents (18%) was to reverse the decline in the library service. 6 of the 57 respondents (15%) gave alternative saving suggestions. 4 of the 57 respondents did not want the Children, Education, Library and Safeguarding committee to make savings/cuts. 3 of the 57 respondents were unhappy with the council's management of this committee

Table 17: Additional comments or alternative suggestions for savings and/or income proposals within the Children, Education, Libraries and Safeguarding Committee

Do you have any comments, or alternative suggestions, to make about the individual savings and/or income being proposed within the Children, Education, Libraries and Safeguarding Committee for the 2018/19 budget?	General Public Consultation	
	%	Base ¹
	100%	57
Number of respondents who gave a comment	47%	27
No comment	53%	30
Type of reasons given:		
Concerns about library services: -wasted millions destroying the libraries / absolute shambles / unforgivable mess / serious safeguarding issues with unstaffed libraries/ reverse the horrendous decline in library services / rethink as to how libraries can now be maximised as community assets / Not even generating income from the old library space/Stop spending £1m on security guards and bring back qualified staff	18%	7
General comments about potential savings the council could make:- Reduce spending on Libraries -(needs a complete overhaul/there is a lot of online material / they have had their day in their current form)/set up children evaluation committees to allocate funds / Ditch the £6million youth zone / Council does not have the expertise to deliver service remodelling- hire in a SWAT team of professionals (do not the usual suspects) / apply shared services models of delivery to the P&R component to get more savings.	15%	6
Concerns regarding cuts to Children, Education, Libraries and Safeguarding Committee: - should deliver more to Children and Education- not make cuts to it / this budget should be protected / Please do not make cuts to transport provision / children will suffer and this will be detrimental later on in life and cost the borough more /do not support the changes/cuts made to the library service (East Finchley).	10%	4
Concerns over the management of the Children, Education, Libraries and Safeguarding Committee: -Where are the savings promised from the library cuts? / Ofsted Report and the downgrading of library provision demonstrates the failure of this committee / Council's mishandling of this committee's scope of services is simply a disgrace / chair should have resigned / admit your failures / no confidence in the council's ability to "remodel" the service.	8%	3

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

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Do you have any comments, or alternative suggestions, to make about the individual savings and/or income being proposed within the Children, Education, Libraries and Safeguarding Committee for the 2018/19 budget?	General Public Consultation	
Make more savings/cuts	5%	2
Need more information: -Not give enough detail for me to offer specific comments / makes comment virtually irrelevant/What is covered under efficiency savings?	5%	2
Purposeful social work should not be the council's responsibility	3%	1
Budgets for Barnet Schools should have been maintained and increased	3%	1
Improve CAMHS and also Children's Social Care /co-ordinate inputs from services / improve the experience and outcomes for service users during transition	3%	1
Disgusting idea to ask schools to contribute towards the cost of the council's school improvement service	3%	1
Total number of different types of comments		28

4.5 Environment Committee

Respondents were asked if they would like to answer questions on the Environment Committee; 55 respondents indicated that they would like to answer the questions on the Environment Committee.

4.5.1 Overall response to the savings and/or income proposals within this committee

Respondents were asked to what extent they agree or disagree with the savings and/or income proposals that have been identified within the Environment Committee for 2018/19.

Table 18 shows that 29% (16 out of 55 respondents) agree with the savings and/or income proposals within the Environment Committee. 42% (23 out of 55 respondents) disagree. 24% (13 out of 55) neither agree nor disagree and 5% (3 out of 55) don't know / not sure.

Table 18: Overall response to the savings and/or income proposals that have been identified within the Environment Committee for 2018/19

Overall, to what extent do you agree or disagree with the savings and/or income proposals that have been identified within the Environment committee for 2018/19?		
	%	Base
Strongly Agree	5%	3
Tend to agree	24%	13
Neither agree nor disagree	24%	13
Tend to disagree	20%	11
Strongly disagree	22%	12
Don't know / not sure	5%	3
Total	100%	55

4.5.2 Comments or alternative suggestions about the individual savings and/or income being proposed

Respondents were asked if they had any comments or alternative suggestions to make about the individual savings and/or income being proposed within this committee for the 2018/19 budget. 28 out of 55 respondents wrote in additional comments or alternative suggestions about the individual savings and/or income being proposed.

Table 19 provides full details of the type of comments or alternative suggestions for savings and/or income being proposed in the Environment Committee.

The most common themes were about improving and encouraging more recycling, cited by 10 respondents, and prioritising roads and better upkeep of roads, which was mentioned by 9 respondents. 6 respondents gave comments about park maintenance, generating income from parks and better use of in-house resources, while the same number also mentioned improving street cleansing and better enforcement.

Table 19: Comments or alternative suggestions about the individual savings and/or income being proposed within the Environment Committee for the 2018/19 budget

Do you have any comments or alternative suggestions about the individual savings and/or income being proposed within the Environment Committee for the 2018/19 budget?	General Public Consultation	
	%	Base ¹
	100%	55
Number of respondents who gave a comment	49%	28
No comment	4%	1
Type of comments made:		
Improve and encourage more recycling: don't reduce recycling / Encourage recycling / R2: support campaign for residents to reduce packaging / Empty clothes banks regularly / Reintroduce 6 monthly free street skips / Redesign recycling and waste for flats / Introduce doorstep recycling of shoes and textiles / Expand to recycling of hard plastic / No need for weekly domestic refuse collections.	18%	10
Prioritise and better upkeep of roads: Prioritise road upkeep / Target roads only / Repairs are a temporary patch / Poor maintenance of roads / Potholes are increasing / Better pothole repairs / Poor quality pothole repair on Colindale roundabout	33%	9

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

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Do you have any comments or alternative suggestions about the individual savings and/or income being proposed within the Environment Committee for the 2018/19 budget?	General Public Consultation	
Specific mentions of park maintenance, generating income from parks and better use of in-house resources: becoming less accessible / Long term leases remove council control / Spend on practical maintenance instead of external consultants / Employ inhouse ecologists / No more cuts / Don't put Parks and open spaces under threat from development / Use Barnet's 35% green spaces better to raise income / Transfer investment in roads and pavements to parks	22%	6
Improve street cleansing and better enforcement: low standard / Improve quality of the service / Better enforcement and more fines for fly tipping and littering / Investigate and sort the litter and rat infestation in Finchley / clear building rubble in Rosemont Avenue / Unemptied refuse bins on the streets unsightly / Refuse bags should be collected early in the morning	22%	6
Invest more money in pavement maintenance and use better materials: Use softer materials / Fix pavements on Essex park and Wentworth Ave / Spend money on people to fix the pavements instead of on "technology"/ Poor maintenance of footpaths	19%	5
Need more information: Don't understand "modernising environmental services" / "increasing efficiency" without the detail / How do you manage demand? / 15% budget cut but no numbers of employees losing their job stated.	15%	4
References to parking: Make Daws Lane Car Park free for 2-3 hours / E2 workforce savings - Keep parking inhouse / Stop finding ways to fine us / stop the 'unnecessary creep' of CPZ - consult on a road by road basis	11%	3
Brent Cross and Colindale regeneration: Brent Cross plan - company should not be allowed to continue re-submitting same proposals / Colindale plans - residents strongly objected but were ignored.	7%	2
Improvements to road safety: Make roads safer for cyclists and pedestrians / More cycle lanes / Reduce speed limit to 20 mph.	11%	3
Service redesign: often means lower service not better / We were promised better services for less money: quite clearly this is not happening.	11%	3
Specific mentions to contracted services: Better scrutiny of performance by members / no 'PFI nonsense'	7%	2
Budget should not be distributed by political colour of each ward.	4%	1
Businesses may start moving out of Barnet due to unsustainability	4%	1
Don't support reduction in waste collection	4%	1
Don't support introduction of Congestion Zone.	4%	1
E3 Street Scene savings - Investing in mobile IT - for whose benefit?	4%	1
G8 - no more advertising - already too much and makes our high roads ugly.	4%	1
Invest in High Barnet - encourage businesses to open with low taxes. If the high street thrives so will the area bringing in investment to all areas	4%	1
Reduce antisocial behaviour in Mill Hill Town Centre: more CCTV and monitoring / Introduce alcohol-free zone.	4%	1

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Do you have any comments or alternative suggestions about the individual savings and/or income being proposed within the Environment Committee for the 2018/19 budget?	General Public Consultation	
Reduce planned expenditure	4%	1
Refuse Collection: Unemptied refuse bins on the streets unsightly / Refuse bags should be collected early in the morning.	4%	1
Remove diesel motors from the environment	4%	1
Stop telling people to volunteer to run parks etc.	4%	1
Total number of different types of comments		65

4.6 Assets, Regeneration and Growth Committee

Respondents were asked if they would like to answer questions on the Assets, Regeneration and Growth Committee; 39 respondents indicated that they would like to answer the questions on the Assets, Regeneration and Growth Committee.

4.6.1 Overall response to the savings and/or income proposals identified within this committee

Respondents were asked to what extent they agree or disagree with the savings and/or income proposals that have been identified within the Assets, Regeneration and Growth Committee's budget for 2018/9.

Table 20 shows that 44% (17 out of 39 respondents) agree with the savings and/or income proposals within the Assets, Regeneration and Growth Committee. 33% (13 out of 39 respondents) disagree, 21% (8 out of 39) neither agree nor disagree, and 1 respondent (3%) indicated they 'don't know / not sure'.

Table 20: Overall response to the savings and/or income proposals that have been identified within the Assets, Regeneration and Growth Committee

Overall, to what extent do you agree or disagree with the savings and/or income proposals that have been identified within the Assets, Regeneration and Growth Committee for 2018/19?		
	%	Base
Strongly Agree	13%	5
Tend to agree	31%	12
Neither agree nor disagree	21%	8
Tend to disagree	15%	6
Strongly disagree	18%	7
Don't know / not sure	3%	1
Total	100%	39

4.6.2 Comments or alternative suggestions about the savings and/or income proposals

Respondents were asked if they had any comments or alternative suggestions to make about the savings and/or income proposals within this committee for the 2018/19 budget. 16 out of 39 respondents wrote in comments or alternative suggestions for the savings being proposed.

Table 21 gives full details of the type of comments or alternative suggestions about the savings and/or income proposals within the Assets, Regeneration and Growth Committee.

The top theme that was mentioned by 3 of 39 respondents (8%) was about not increasing business rates, followed by comments about reinstating library space for books, librarians and school children, cited by 2 of 39 respondents (5%). The same number mentioned the need to support businesses.

Table 21: Comments or suggestions about the savings and/or income being proposed within the Assets, Regeneration and Growth Committee for the 2018/19 budget

Do you have any comments or alternative suggestions about the savings and/ or income being proposed within the Assets, Regeneration and Growth Committee for the 2018/19 budget?	General Public Consultation	
	%	Base ¹
	100%	39
Number of respondents who gave a comment	40%	16
No comment	5%	2
Type of comments made:		
Don't increase business rates / savings should not be met by council tax or business rates.	8%	3
G2 - Rental Opportunity / Libraries: Rental space in libraries is a direct result of deliberate unjustifiable cutbacks / Reinstate space for librarians and books / Give library space back to schoolchildren whose quality of education matters more than start-up businesses	5%	2
More support for businesses: Engage with and incentivise small businesses / business rates and parking policy killing the high streets / Too much focus on encouraging more unaffordable housing, instead of supporting shops and local community resources.	5%	2
Regeneration: Stop knocking down people's homes, unless you replace with equivalent homes, and compensate them / Encourage shared ownership housing schemes to increase the regeneration of areas at a realistic price.	5%	2

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments or alternative suggestions about the savings and/ or income being proposed within the Assets, Regeneration and Growth Committee for the 2018/19 budget?	General Public Consultation	
Assign more qualified resources to the schemes that generate these savings through the better use of Council Assets in a shorter time-frame.	3%	1
Developing a business directory and portal seems like a waste of money.	3%	1
E1 - Accommodation Strategy: Any savings from this project are far in the future and project should be abandoned	3%	1
Good plan - no need to invest in this yet.	3%	1
Growing income is an excellent ambition.	3%	1
More support for assisting disabled people into work	3%	1
Parking: Introduce free parking for half an hour in all parking areas (particularly North Finchley) / Why are there different restricted parking times in Church End, North Finchley and Whetstone?	3%	1
Stop giving away or long leasing parks.	3%	1
There's no planning enforcement in Barnet. Get rid of Capita.	3%	1
Total number of different types of comments		18

4.7 Community Leadership Committee

Respondents were asked if they would like to answer questions on the Community Leadership Committee; 45 respondents indicated that they would like to answer the questions on the Community Leadership Committee.

4.7.1 Overall response to the budget in this committee

Respondents were asked to what extent they agree or disagree with the budget proposed in the Community Leadership Committee for 2018/19.

Table 22 shows that 38% (17 out of 45 respondents) agree with the budget proposals within the Community Leadership Committee. 27% (12 out of 45 respondents) disagree and 33% (15 out of 19 respondents) neither agree nor disagree.

Table 22: Overall response to the budget proposed within the Community Leadership Committee

Overall, to what extent do you agree or disagree with the budget proposed in the Community Leadership Committee for 2018/19?		
	%	Base
Strongly Agree	9%	4
Tend to agree	29%	13
Neither agree nor disagree	33%	15
Tend to disagree	16%	7
Strongly disagree	11%	5

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Don't know / not sure	2%	1
Total	100%	45

4.2.3 Comments or alternative suggestions about the budget being proposed in this committee

Respondents were asked if they had any comments or alternative suggestions to make about the budget proposed within this committee for the 2018/19 budget. 17 out of 45 respondents wrote in comments or alternative suggestions about the budget proposed.

Table 23 gives full details of the type of comments or alternative suggestions for the budget within the Community Leadership Committee.

The top three themes mentioned by 3 of the 45 respondents (7%) each were about crime and antisocial behaviour and investing more in CCTV; comments about the voluntary sector, including monitoring of contracts, training and partnerships; and not expecting volunteers to take the place of paid professionals.

Table 23: Comments or alternative suggestions about the budget proposed within the Community Leadership Committee

Do you have any comments, or alternative suggestions about the budget proposed within the Community Leadership Committee for the 2018/19 budget?	General Public Consultation	
	%	Base ¹
	100%	45
Number of respondents who gave a comment	38%	17
No comment	4%	2
Type of comments made:		
Crime and antisocial behaviour: Invest more in CCTV: more CCTV cameras, monitoring and liaison with the Police / Crime and antisocial behaviour is increasing in my local area / better recognition of antisocial behaviour that is Hate Crime, where people are targeted because of protected characteristics.	7%	3
Voluntary sector: why do the same groups seem to get every Council contract and who is monitoring them? / Training for the voluntary sector should be delivered by the voluntary sector / Stronger partnerships between the council and voluntary sectors.	7%	3
Volunteering: Don't expect volunteers to take the place of paid professionals / more community clean up days	7%	3
spend less / charge more for chargeable services.	4%	2

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments, or alternative suggestions about the budget proposed within the Community Leadership Committee for the 2018/19 budget?	General Public Consultation	
Try harder / This committee should make savings somewhere and have not done so	4%	2
Co-ordinating measures to support community activity: - people can do this easily with social media / vulnerable groups suffering with lack of inclusion should be addressed at social care level / religious groups can contribute funds to this / businesses can networking further themselves	2%	1
Do not cut these services further.	2%	1
Don't provide translation services: print council documents in English only.	2%	1
Reduce the number and size of community events: achieve more external funding of those events from advertising/sponsoring.	2%	1
Spending priorities: Don't spend money on the "community and faith sector" / Spend on emergency planning and preparedness.	2%	1
Stop Capita from targeting community used buildings for profiteering opportunities.	2%	1
The priorities are correct.	2%	1
Total number of different types of comments		20

4.8 Housing Committee

Respondents were asked if they would like to answer questions on Housing Committee; 40 respondents indicated that they would like to answer the questions on the Housing Committee.

4.8.1 Overall response to the budget in the Housing Committee

Respondents were asked to what extent they agree or disagree with the budget in the Housing Committee for 2018/19.

Table 24 over the page shows that 33% (13 out of 40 respondents) agree with the decision not to make any savings in the Housing Committee. 33% (13 out of 40 respondents) disagree and 28% (11 out of 40 respondents) neither agree nor disagree.

Table 24: Overall response to the budget in the Housing Committee

Overall, to what extent do you agree or disagree with the budget in the Housing Committee for 2018/19?		
	%	Base
Strongly Agree	13%	5
Tend to agree	20%	8
Neither agree nor disagree	28%	11
Tend to disagree	25%	10
Strongly disagree	8%	3
Don't know / not sure	8%	3
Total	100%	40

4.8.2 Comments or alternative suggestions on how the Housing Committee has allocated its budget for 2018/19

Respondents were asked if they had any comments or alternative suggestions to make about how the Housing Committee has allocated its budget for 2018/19. 20 out of 40 respondents wrote in comments or alternative suggestions on how the Housing Committee has allocated its budget.

Table 25 gives full details of the type of comments or alternative suggestions on how the Housing Committee has allocated its budget for 2018/19.

The most common theme was about the Housing budget and spending less and more cautiously, mentioned by 5 of 40 respondents (13%). This was followed by comments about the need for more affordable housing which was cited by 4 respondents (10%).

Table 25: Comments or alternative suggestions on how the Housing Committee has allocated its budget for 2018/19

Do you have any comments, or alternative suggestions on how the Housing Committee has allocated its budget for 2018/19?	General Public Consultation	
	%	Base ¹
	100%	40
Number of respondents who gave a comment	50%	20
No comment	0%	0
Type of comments made:		

¹ Respondents could write in more than one comment. Percentages are calculated on the number of respondents who took part in the public consultations.

GENERAL BUDGET CONSULTATION 2018/19

Do you have any comments, or alternative suggestions on how the Housing Committee has allocated its budget for 2018/19?	General Public Consultation	
Housing budget: reduce / clamp down on homeless funding / spend less / spend cautiously	13%	5
Affordable housing: the council's idea of "affordable" isn't the same as the rest of us - we need SOCIAL housing / Make sure that 50% of homes built in Barnet are genuinely affordable.	10%	4
Build houses: more cost-effective than purchasing houses / build supported houses	5%	2
Private landlords: better monitoring / better quality of accommodation / more proactive approach to landlords abusing the current system through loopholes.	5%	2
Housing Policy: Government and council policies have caused increase in homelessness - any strategy adopted by the council alone will have little effect / It is entirely driven by commercial considerations external to the duties of an authority to prioritise the need of the neediest residents	5%	2
Better awareness of the housing needs of domestic violence survivors	3%	1
Buy property to house families / Right to buy sales should be exceeded by purchases on at least 1:3 basis.	3%	1
Capita is encouraging mindless development with no thought given to demand infrastructure necessary to sustain an increase in population	3%	1
Charge council housing tenants a separate monthly Management Services charge.	3%	1
Council should not prevent homelessness at the taxpayer's expense	3%	1
Introduce a CPZ in Whetstone then raise Rented Garage rents	3%	1
Preventing homelessness should be a council priority whatever changes are made to the Homelessness Reduction Act.	3%	1
Release more empties properties to the council	3%	1
Staff at Barnet Homes are rude and delay housing	3%	1
Support middle to supposedly 'high ' income private renters in Barnet - who have worked hard all their lives but will never get social housing and can't afford to buy.	3%	1
The resources and their depletions require 24/7 review as the dynamics are continually changing especially with the free passage of people. Identify issues before it is too late.	3%	1
Why has the proposed development of 120+ units in the Fairway Mill Hill not been built while there is such a housing shortage?	3%	1
Total number of different types of comments		27

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Appendix I: Corporate Equalities Impact Analysis of Budget proposals 2018/19

Meeting our responsibility to be fair in business planning

1. This is the Fifth Cumulative Equalities Impact Analysis (CEIA) that the council has undertaken and published annually since 2013 as required by 2010 Equalities Act and Section 149 Public Sector Equalities Duties (PSED) to demonstrate how the council meets its commitment to be fair in business planning. In Barnet, we do this by assessing the impact of our actions on different groups including those identified in equality legislation as protected characteristics
2. The CEIA assesses and reports the anticipated impact of the council Budget proposals on the nine characteristics protected under the Equality Act 2010 namely:
 - Age
 - Disability
 - Gender reassignment
 - Marriage/civil partnership
 - Pregnancy and maternity
 - Race and ethnicity
 - Religion or belief
 - Sex
 - Sexual orientation.
3. At their first meeting on June 10, 2014, Members of the Policy and Resources Committee discussed the concept of fairness and how Council Committees should be mindful of fairness and of disadvantaged communities when making their recommendations on savings proposals. In addition to assessing the impact of proposals on the nine protected characteristics, the Council also tries to assess the impact on certain other groups who may be considered disadvantaged and/or vulnerable. These additional groups include people with learning disabilities, people with mental health issues, (who may be covered by the 2010 Act and face additional disadvantage which might mean that our proposals could impact more heavily on them), carers (including young carers), people on low income, people from areas of social and economic deprivation and the unemployed.
4. Theme Committee savings templates giving detail of the proposed approach by Theme Committee for 2018/19 and 2019/20 were submitted to Barnet Council Policy and Resources Committee on 5th December 2018. The templates can be found at pages 107 – 123 of the Business Planning paper at the following link
<https://barnet.moderngov.co.uk/documents/g8739/Public%20reports%20pack%2005th-Dec-2017%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10>. Excerpts from the templates are given below to show preliminary EIA analysis and publication details where full EIAs have been developed to support proposals. Appendix One attaches a summary table highlighting the EIAs which support the individual Budget proposals for 2018/19 and their equalities impact by Theme Committee. Further information about legal and policy

responsibilities for Equalities and how the council approaches Equalities is attached at Appendix Two to this report.

Strategic Response to Budgetary Challenges a continuing climate of change and austerity

5. The CEIA outlines the significant challenges faced by the council over the past 7 years through reduced funding from central government, coupled with an increased demand for services and demographic growth and pressures. Between 2010 and 2017 the council has managed to save over £144m and pressure on our budget continues with a £40.7m budget gap to close by 2020. The continuing funding gap means that the council is navigating a challenging period of austerity and change and must continually make difficult choices to meet our savings targets, balance the books, protect services for our most vulnerable residents as far as possible, and deliver services for all our residents which maintain satisfaction levels.
6. The Autumn 2017 Residents Perception Survey (RPS) shows that Barnet satisfaction figures are in line with national and London figures with 65% of respondents being satisfied with the way the council runs things. Further detail about the RPS is included at Appendix 3 which updates the Strategic Equalities Objective as outlined in the Corporate Plan. Budgetary challenges provide an opportunity for us to do things differently and better (see later information on Corporate Plan and Theme Committees about how this is reflected in the work plans for each Theme Committee and their commissioning priorities.)
7. The CEIA underlines that as the council takes some difficult decisions about service provision, we identify and take practical steps to mitigate, wherever possible, any negative impacts of specific proposals for our residents including the protected characteristics and other vulnerable groups. The involvement of borough residents, businesses, voluntary, charity and faith sectors in the approach to meeting the financial challenges, has been a cornerstone in developing the values, priorities and approach of the Corporate Plan to 2020 and beyond. The Corporate Plan highlights the continuing need to build strong and resilient communities and to seek the investment and involvement of residents and business. We are determined to sustain the engagement and participation of the rich diversity of Barnet communities, including newly emerging communities, so that we address issues that really matter and build on the progress that we have made.

Corporate Plan 2015 - 2020 and Strategic Equalities Objectives

8. The Council's Corporate Plan outlines how we will work together with residents and businesses to the following values and to achieve the following outcomes for the Borough:
 - Successful places
 - Great Outcomes
 - Quality Services
 - Resilient Communities

- Barnet as 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 and the benefits of opportunity are shared fairly
 - Fairness towards more frequent users of services as well as all taxpayers,
 - Services are delivered efficiently to get value for money for the tax payer
9. The Corporate Plan and Strategic Equalities Objective are fundamental to the council's approach to fairness. The Plan outlines the council's Strategic Equalities Objective 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. The Corporate Plan states that the strategic equalities objective will be reflected in the actions the Council takes to deliver the Corporate Plan. An update of our progress with Strategic Equalities Objective is attached at Appendix Three to this CEIA.
10. The Corporate Plan ensures that Borough priorities reflect the diversity of need in Barnet and are addressed in a mainstream and holistic way, incorporating them into the commissioning priorities and work plans for each theme committee. This includes addressing dementia, mental health and safeguarding issues for vulnerable adults and young people by promoting independent living and helping people to support each other and keep well for longer in the community, wherever, and for as long as possible; reducing, delaying and avoiding reliance on statutory services for as long as possible; building individual, family and community resilience; sharing the benefits of growth and regeneration and supporting people into employment. The Corporate plan requires the principles of equalities and valuing diversity to be mainstreamed into all council processes.

How we have we assessed the equalities impact of our budget saving proposals

11. Barnet operates a transparent business planning and decision-making process which reflects Theme Committee commissioning priorities. Each theme committee has been set recurring annual savings targets to bridge a total estimated budget gap of £40.7million by 2020, whilst continuing to deliver services which reflect evidence of need and corporate plan priorities. At their October/November meetings Theme Committees have endorsed the potential savings for the budget for 2018/19 and analysed their equalities impact.

The demographic evidence we used and what it shows

12. The CEIA uses evidence on demographic change in the borough taken from the recent update of the Joint Strategic Needs Assessment. This is based on 2011 census and updated through GLA. Evidence about service users and their needs, consultation feedback and the individual EIAs carried out for the budget savings proposals. It also considers feedback from both the general

budget consultation and any specific consultation exercise undertaken for the 2018/19 proposals, together with previous years assessments.

13. The JSNA data highlights continuing and increasing pressure and demand for council services especially for children and older people, as the borough continues to grow, change and become increasingly diverse in race, ethnicity and religion due to natural growth, regeneration and migration.

Key Facts (2017 data refresh)

- The most recent population projections estimate the total Barnet population to be 389,400 at the end of 2017.
- Barnet is the largest borough in London by population and is continuing to grow. The highest rates of population growth are forecast to occur around the planned development works in the west of the Borough, with over 121% growth in Golders Green and 115% in Colindale between 2017 and 2032.
- The borough's overall population is projected to increase by approximately 19% between 2017 and 2032, taking the number of residents to 462,300.
- The over-65 population is forecast to grow three times faster than the overall population between 2017 and 2032. The number of people aged 65 and over is projected to increase by 47% by 2032, close to three times the growth in the 0-15 and 16-64 age groups.
- East Barnet, Finchley Church End, Garden Suburb and High Barnet are projected to experience higher levels of growth in the proportion of the population aged 65 and over, as the number of residents aged 65 and over will grow between 2017–2032 to account for over a quarter (25%) of each total ward population.
- The life expectancy of individuals living in the most deprived areas of the borough are on average 7.3 years less for men and 5.0 years less for women. By ward, Burnt Oak has the lowest average life expectancy from birth, at 79.2 years. It also has the lowest life expectancy from 65 years and over, at 18.2 years, closely followed by Coppets at 18.4 years.
- West of the Borough has the highest concentration of more deprived areas Lowest Super Output Areas (LSOAs)¹, with the highest levels of deprivation in Burnt Oak, Colindale, Childs Hill and West Hendon. The most deprived areas in the borough are situated in the LSOAs which contain Grahame Park and West Hendon estate, in Colindale. These are in the 10% most deprived LSOAs in England and 5% for London
- Barnet is ranked 10th and 2nd out of all London boroughs in relation to 'life-satisfaction' and 'worthwhileness' wellbeing scores in 2014/15; both indicators have increased since 2013/14.

- Driven by regeneration within the Borough, some areas will get younger, bucking the trend of an ageing, bringing different health and wellbeing needs.
 - The Barnet population is projected to become increasingly diverse, as the Black, Asian and Minority ethnic population is projected to increase from 39 to 43% of the total Barnet population between 2017 and 2032. The Borough will become increasingly diverse, driven predominantly by growth within the existing population. One of the key challenges will be meeting the diverse needs of these different and growing communities. Colindale, Burnt Oak and West Hendon have populations that are more than 50% Black, Asian and Minority Ethnic backgrounds. Over 52% of all 0-4 year olds in Barnet are from a Black, Asian or Minority ethnic background in 2017 and this is forecast to continue to increase
 - According to the 2011 census, by religion, Christianity remains the largest faith in Barnet accounting for 41.2% of the total population. The next most common religions are Judaism (15.2%) and Islam (10.3%).
 - Barnet is an attractive place for international migrants, with the Greater London Authority (GLA) estimating net international migration into the borough to have exceeded 51,000 between 2004 and 2015.
14. The evidence shows increasing demand for our services from a large, growing and increasingly diverse proportion of elderly residents – 14.2% of Barnet’s population are over 65, compared to the 13.1% of the population of outer London. Furthermore, Barnet has a higher proportion of people aged 85 and over (3.1%) compared to Outer London (1.8%) and the UK (2.3%). Between 2017 and 2032 the numbers of older people (over 65) in Barnet are predicted to grow at three times the rate of the rest of the population) and they will account for 25% of population in each ward. It is estimated that over 4,000 people in Barnet are living with dementia and even greater numbers of families and friends are adversely impacted by the condition.
 15. The significant increase in older people is due to people ageing better and enjoying longer life expectancy. This means that Adult social care services, are under increased pressure, due to the growing demand for elder care in a climate of unprecedented financial challenge when Government funding will continue to reduce until the end of the decade.
 16. Compared to other boroughs, Barnet has a high proportion of care homes. There are 85 residential and 21 nursing homes in Barnet registered with the Care Quality Commission. In total, these homes provide approximately 2,800 beds for a range of older people and younger people with disabilities.
 17. At the last census (2011), 32,256 Barnet residents classified themselves as carers. On average carers are more likely to report having poor health (5.2%) than non-carers (4.2%), especially among carers who deliver in excess of 50 hours of care per week.
 18. Barnet is now forecast to have the largest number of children of any London borough by 2020. The Council’s vision, set out in the Children and Young People’s Plan, of making Barnet the most family friendly borough by 2020, through a resilience-based approach and giving children the best start in life to

ensure that all children thrive and achieve their potential. In general, children and young people in Barnet generally do well and have:

- Good health outcomes overall
- Access to good and outstanding schools
- Good education performance and high achievement across all key stages of education
- Low rates of offending

19. The CEIA looks at how Barnet is responding through broader organisation and service delivery change, both to deliver integrated and locality based services using a strengths-based assessment method, and through the Customer Access Strategy which outlines a Digital Inclusion Strategy, whereby analysis shows that 80% of residents can access services online.

What the CEIA shows

20. Some of the proposals in the 2018/19 budget consultation are continuing savings and some will save money, or generate income, beyond next year. The savings must be delivered in a way that provides inclusive, integrated, sustainable and value for money services which meet the need in the locality and address issues such as social isolation and economic disadvantage.

21. The CEIA shows that the Budget proposals will result in some positive benefits for Barnet residents and businesses including the protected characteristics. Each year, as theme committees work more strategically, in an inclusive and holistic manner, the equality impact analysis for individual proposals show fewer negative impacts and more positive and neutral impacts.

Equality Impacts by Theme Committee

22. Appendix One attaches a summary table highlighting the EIAs which support the individual Budget proposals for 2018/19 and their equalities impact by Theme Committee.

Adults and Safeguarding Committee

23. The Adults and Safeguarding Committee (ASC) oversee social care services for adults with a learning disability, mental health needs, physical disability or sensory impairment, older people and their carers. The Committee's savings target for 2018/19 is £2.98 million.

24. There are plans in place to deliver these savings; however, there are significant cost pressures on the adult social care budget and new demand will mean the pressure is ongoing. Social care precept funding helps to manage the risk that some of these savings may not be delivered, as well as helping to deliver services which meet the care needs of the most vulnerable. The Corporate Plan outlines the following priorities for this Committee:

- Implementing strength-based best practice
- Integrating local health and social care
- Needs-based prevention and support
- Improving leisure facilities and physical activity

- Health and Wellbeing

25. The CEIA for 18/19 Budget proposals shows that ASC expect to deliver these savings through 12 Savings proposals, 11 of which are continuing savings. Those EIAs have been previously published and the details are included in the Theme Committee savings spreadsheets. Of these, 10 EIAs are showing positive impact for Your Choice Barnet, Supporting people in the community, Carers Intervention Dementia, Independence of Young people, Moreton Close extra care housing, Assistive Technology, Mental Health Step Down to enable people with mental health conditions to live in the community, support for working age adults, Personal Assistants and older adults Disabilities Facility grant. Changes in 3rd party spend and Better Care Fund are not anticipated to have an equalities impact.

Assets Regeneration and Growth

26. This Committee is showing £2.355m savings from two proposals. Increased Council Tax base as the Borough continues to grow is showing no equalities impact and savings from the council's accommodation strategy which will support the locality strategy and the move of council office accommodation to Colindale with changes in working patterns which are expected to have positive impacts for staff and residents. The Corporate Plan outlines the following priorities for this Committee:

- Regenerating Brent Cross Cricklewood
- Increasing the housing supply, including in Colindale
- Helping people into work
- Investing in key Town Centres and making Barnet the best place in London to be a small business

Children, Education, Libraries and Safeguarding Committee (CELS)

27. The remit of this Committee includes: education services, support to children with disabilities, Looked After Children (LAC), children in need, family and youth support and libraries. 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. The Corporate Plan outlines the following priorities for this Committee:

- Children's Services Improvement Plan Delivering the family-friendly Barnet vision
- Tackling gang activity
- Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally
- Delivering a 21st Century library service

28. The Committee's savings target is £2.692 million for 2018/19. Cost pressures include the Impact of Unaccompanied Asylum Seeking Children and implementation of Children and Social Work Bill April 2017 to improve support for looked after children especially those leaving care.

29. The CELS saving template indicates nine savings proposals of which seven are continuing. There are two new savings proposals for Youth Service redesign and Adoption which will require equalities impact analysis prior to decision making and implementation of any changes. At present Children's are showing no new additional negative impacts because of their savings proposals. They have not produced individual EIAs for their proposals and have considered the EIA for Children's and Young People plan showing minimum positive impact, and the LAC placement published last year and early years EIA both show positive impacts. The Libraries EIA, continues to show minimum negative impact for young people under 16, pregnant women and people with disabilities during unsupervised hours of opening and toilet closure during that time. This will continue to be monitored as the proposals are implemented.

Environment Committee

30. The Committee's remit serves every household and business in Barnet through universal services including waste collection, recycling and waste disposal, parks and green spaces, highways maintenance, traffic management, parking, street cleansing, and environmental health, trading standards, air quality and environmental enforcement. The Corporate Plan outlines the following priorities for this Committee:

- Modernising environmental services
- Developing highways improvements
- Delivering transport improvements
- Investing in parks and open spaces for a greener borough
- Delivering efficient regulatory services

31. The Committee's savings target of £1.915million has already been agreed for 2018/19. The council is looking to increase the use of capital funding to invest in the long-term upkeep of our highways infrastructure and support development of our green spaces and to reduce the revenue expenditure and deliver a more efficient way of managing our long-term assets. Different ways to deliver Street Scene services are under review including how we carry out street cleansing. This will introduce new technology to improve efficiency of street cleansing and reduce the need for our street cleansing neighbourhood services. We have taken action to increase monitoring and enforcement of littering, fly tipping and other offences and by increasing the number of people cleaning neighbourhoods as part of the community payback scheme. Street Scene are developing their proposals through strategic consultation on parks and open spaces, waste and recycling strategies and different ways to deliver our services, each of which will include an Equalities Impact Assessment prior to implementation.

31. Environment are showing 12 proposals and the equalities impact of these are outlined at Appendix One. None of the assessments are currently showing a negative impact but Street Scene service redesign EIA is showing impact not known.

Policy and Resources Committee

The Corporate Plan outlines the following priorities for this Committee:

- Implementing The Way We Work programme
- Continuing to improve Customer Services
- Medium and long term strategic planning

32. This Committee is showing savings of £1.345m from 4 savings proposals. 3 are showing that no Equalities Impact Assessment is required; review of 3rd party spend; adjustments to financial arrangements for borrowing costs; and concessionary fares which will have no impact on service users. The Customer Access strategy is showing a positive equalities impact.

33. The council is implementing The Way We Work programme to develop a flexible and empowered workforce to meet the needs of our customers and improve customer access at locality hubs. To improve our customer services, we are moving to a digital by default approach with the aim that 80% of contact with the council will be through online channels by 2020, whilst retaining support for those who need it.

General Budget Consultation 2018/19

34. The CEIA has taken into account the public consultation of 2018/19 budget proposals which ran from 6 December 2017 to 14 January 2018. The full consultation report together with an Executive summary report is set out at Appendix H to this paper. These show:

- A total of 597 questionnaires have been completed of which:
 - 489 questionnaires were completed by the Citizens' Panel. The Citizens' Panel response was weighted to ensure the achieved sample was representative of the borough's population. More information can be found in the Budget Report at Chart 2: Citizens' Panel Sample profile – key demographics
 - 108 questionnaires were completed by the public. However, due to the low completion rate of the diversity monitoring questions to the public consultation, the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it is of the borough's population. More information can be found in the Budget Report at Chart 1: Public Consultation Sample profile – key demographics

The 2018/19 general budget consultation sought views from Citizen's Panel and public on:

i) The council's proposal to apply a 3% social care precept to Council Tax next year

The majority of Citizens' Panel members (63%) and the public respondents (57%, 61 out of 108 respondents) **support** the proposal to apply a further 3% social care precept in 2018/19.

The most frequently mentioned reasons why respondents **oppose** the proposal to apply a further 3% social care precept increase in 2018/19 was around **affordability**, with living costs going up and wages not increasing; there was also a reference to pensioners not being able to afford this increase. Some respondents indicated they could afford but they were concerned about the burden it would put on **low income families**.

The analysis of the Citizens' Panel shows some differences by demographic sub-groups as follows:

- Respondents aged between 45 – 54, living in the Finchley and Golders Green constituency, of Jewish faith or of white ethnicity are **more likely to support** the proposal to apply a 3% social care precept.
- Residents who are retired, aged 65+ are **more likely to support** and **less likely to oppose** the 3% social care precept.
- Respondents of a non-white (Asian, black or other) ethnicity are **less likely to support** the proposal to apply a 3% social care precept.

ii) **Proposals for closing the remaining budget gap of £6.7 million by 2020**

Citizens' Panel and respondents from the public consultation were asked to indicate support or opposition to the following three proposals for closing the remaining budget gap of £6.7million by 2020 and to rank each proposal in order of their preference:

- The council should exercise its flexibility to raise general Council Tax by up to 1.99% in 2018/19
- The council should reduce the level of investment in infrastructure in 2018/19
- The council should find further savings within the Theme Committees in 2019/20

The consultation was live prior to the Local Government Settlement on 15 December 2017, which enabled councils to increase general Council Tax by up to 2.99%.

Both the Citizens' Panel and respondents from the public consultation gave two options equal support. These were to: 'raising general Council Tax by up to 1.99% in 2018/2019', and 'find further savings within the Theme Committees in 2019/2020'. Just over half of both samples (53%) supported these two options.

However, the Citizens' Panel were less likely to indicate they opposed raising Council Tax (29%) compared to the general public consultation (39%), and conversely the panel were more likely to say they 'neither support or oppose' (16%) compared to the general public (4%).

A further 3 % of the Citizens Panel and the public consultation respondents indicated they 'don't know/not sure'

In terms of 'making further savings within Theme Committees in 2019/2020' around a quarter opposed this option (Citizens' Panel 24%, and the general public consultation 28%). The remainder indicated they 'neither support or oppose (Citizens' Panel 18%, and the general public consultation 14%) or they 'don't know or were not sure' (Citizens' Panel 6%, and the general public consultation 5%).

Both samples were much less supportive of the option 'reducing the level of investment in infrastructure in 2018/19'. The panel was slightly more likely to oppose this option compared to respondents from the general public consultation:

Only 23% of the panel supported this option, with the majority opposing it (61%).

Just slightly more respondents from the public consultation supported this option (34%) compared to the panel. However, their views were more mixed, with only 44% opposing this option and the remainder indicated they were either neutral (13%) or indicated they 'don't know /not sure'.

Analysis of demographic sub-groups on who are more likely to support or oppose raising the general Council Tax by up to 1.99%.

- Respondents who are owner occupiers or have a Jewish faith are **more likely to support** the option of raising the general Council Tax by up to 1.99% in 2018/19.
- Residents from Chipping Barnet constituency, Finchley and Golders Green constituency, aged 45-54, aged 65+, white ethnicity or retired are **more likely to support** and **less likely to oppose** raising general Council Tax by up to 1.99%.
- Residents from Hendon constituency or non-white ethnicity (Asian, black or other) are **less likely to support** and **more likely to oppose** raising general Council Tax by up to 1.99%.
- Male respondents are **less likely to oppose** raising general Council Tax by up to 1.99%.

Analysis of demographic sub-groups on who are more likely to support or oppose finding further savings within the Theme Committees

- Respondents who are female or Asian ethnicity are **more likely to support** and **less likely to oppose** finding further savings within the Theme Committees in 2020.
- Residents who are of Christian faith are **less likely to support** finding further savings within the Theme Committees.

- Respondents who are male, aged 35 -44 or aged 45 -54 are **less likely to support** and **more likely to oppose** finding further savings within the Theme Committees.
- Residents who have a white ethnicity, owner occupiers or no religion are **more likely to oppose** finding further savings within the Theme Committees.
- Resident who are of a non-white ethnicity are **less likely to oppose** finding further savings within the Theme Committees.

Analysis of demographic sub-groups on who are more likely to support or oppose reducing the level of investment in infrastructure

- Respondents from Hendon constituency or rent from a private landlord are **more likely to support** and **less likely to oppose** reducing the level of investment in infrastructure.
- Residents in Chipping Barnet constituency are **less likely to support** and **more likely to oppose** reducing the level of investment in infrastructure.
- Respondents with a white ethnicity are **more likely to oppose** reducing the level of investment in infrastructure.
- Residents from a non-white ethnicity or a Christian faith are **less likely to oppose** reducing the level of investment in infrastructure.

iii) Overall budget and savings for 2018/19

The Citizens' Panel were not asked questions on the overall budget and savings proposals for 2018/19. The consultation findings are therefore from the 108 public consultations only. Due to the low completion rate of the diversity monitoring questions to the public consultation, the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it is of the borough's population.

iv) Theme Committee Savings Proposals 2018/19

The Citizens' Panel were not asked questions on the overall budget and savings proposals for 2018/19. The consultation findings are therefore from the 108 public consultations only. Due to the low completion rate of the diversity monitoring questions to the public consultation, the response cannot be compared to the borough's population in its entirety and it is therefore difficult to say how representative it is of the borough's population.

MTFS Proposals 2019/20

35. For proposed savings planned up to 2019/20 services are required to undertake preliminary analysis of the equalities impacts of their proposals and to review these at the relevant stages of decision making in Theme Committee and Policy and Resources Committee.

Options to balance the MTFS

36. As outlined at paragraphs 33 and 34 above, the Budget consultation included 3 options to bridge the £6.7m gap in MTFs savings required by 2020. The 3 options have been briefly assessed for equality impact and further work will be undertaken once decisions are made and before any option is implemented.

i) Increase in General Council Tax

Although an increase of 1.99% in general council tax will affect every household in the borough it is anticipated that there may be a disproportionate impact on those on low and fixed income.

Each year the council aims to set a fair level of council tax as part of the balance between supporting people who are more frequent users of local services, or who require more targeted support, and local taxpayers more generally.

While the cost of living has gone up year on year since 2010, residents' Council Tax bills did not increase between 2010/11 and 2016/17. Council Tax was frozen, from 2010/11 to 2013/14 and it was cut by 1% in 2014/15 and frozen in 2015/16. In 2016/17 the Council applied a 1.7% social care precept council tax increase to spend exclusively on adult social care, including care for the elderly following national government introduction of the Social Care Precept which allowed councils to increase their council tax by up to 2%.

The 2015/16 budget included a reduction in the level of Council Tax Support to 80%. This was initially assessed as having a minimum negative impact and it has been monitored throughout the implementation of this decision. In 2016, Care for London indicated that in the UK, Council Tax accounted for a larger proportion of income for those less well off. Taking into account increases in the cost of living, the Government decision to freeze most in and out of work benefits for the 4-year period 16/17 to 19/20, and the mitigations to make more widely available discretionary grants and funds in the event of hardship and encouraging people into work, we are satisfied that the any impact of an increase in Council Tax is likely to remain at minimum negative impact for recipients and this will continue to be monitored.

ii) Reductions in Capital Programme

The impact of specific savings from any reductions in capital programme will be considered and brought to the attention of decision makers.

iii) Additional Theme Committee Savings from 2019/20

Any further savings identified by Theme Committees will be assessed and brought to the attention of decision makers once decisions are made and before any option is implemented.

The Bigger Picture

37. As in previous years the CEIA recognises that protected characteristics cannot be viewed in isolation from broader socio-economic trends which can bring additional sources of disadvantage. Latest figures from Joseph Rowntree report, UK Poverty 2017, and Trust for London indicate that:

- Approximately 20 % of UK population, 14 million people, live in poverty in the UK – many of whom have problem debt. This is made up of eight million working-age adults, four million children and 1.9 million pensioners.
- Poverty among children and pensioners has risen in the last few years. 30% of children and 16% of pensioners now live in poverty.
- 30% of people living in a family with a disabled member live in poverty, compared to 19% of those who do not.
- One in eight workers in the UK live in poverty – 3.7 million
- 25% of employed residents in Barnet are low-paid.
- 47% of UK working-age adults on low incomes spend more than a third of their income (including Housing Benefit) on housing costs. More than a third of working-age adults receiving Housing Benefit now have to top it up out of their other income to cover their rent¹.
- Nearly a quarter of adults in the poorest fifth of the population experience depression or anxiety.
- More than one in 10 working-age adults in the poorest two fifths, and around one in six pensioners in the poorest fifth, are socially isolated.
- 70% of people in work are not contributing to a pension.
- A reducing number of the working-age population are buying their own home and this may mean that in future more older people are likely to rent and have higher housing costs in retirement.
- CACI data 2017 shows that 23% of households in Barnet are living in poverty.

38. The CEIA underlines that, as the council takes some difficult decisions about service provision, we identify and take practical steps to mitigate, wherever possible, any negative impacts of specific proposals for our residents including the protected characteristics and other vulnerable groups.

39. The CEIA also takes account of state Pension increase of 3.0% in April 2018 and increases in pension credit which is a useful source of support to older residents. Most other Government benefits have been frozen for 4-year period 16/17 to 19/20 including in and out of work benefit which will impact on those on low income.

40. Benefit reform through Universal Credit was introduced in 2013 to replace 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.

Building a Stronger Britain Together

41. The links between social and economic disadvantage, community resilience and cohesion continue to be tracked and taken into account in the CEIA. Barnet's approach is to address this in an integrated manner to service provision and to strengthen community resilience and cohesion through community participation and engagement. The Casey Review, published in December 2016, highlighted the links between social and economic disadvantage and the protected characteristics, and the need to address these in an integrated manner to strengthen community resilience and cohesion. The council is working with the Home office to secure

funding through Building a Stronger Britain Together, to explore improving community collaboration and cohesion by addressing socio-economic disadvantage which impact particularly on some communities in the UK, including Muslim women and children.

Findings in previous years

42. In previous years the CEIA has shown some negative impacts for protected characteristics on grounds of youth and age, ethnic origin, religion and belief, gender, lone parents, mental health and people with learning disabilities. Last year showed negative impacts for better off older residents, ethnic minorities, and people with mental health issues because of a changed service delivery model. The Libraries project was showing minimum negative impact for young people, pregnant women and people with disabilities due to non supervised hours of opening and access to toilet facilities.

Mitigations

43. The CEIA underlines that, as the council takes some difficult decisions about service provision, we identify and take practical steps to mitigate, wherever possible, any negative impacts of specific proposals for our residents including the protected characteristics and other vulnerable groups since 2013 Barnet's key mitigation to address fairness and reduce any avoidable negative impact on any of the protected characteristics has been to adopt a strategic and inclusive approach based on equal life chances for all to enable everyone to achieve and share the benefits of growth and everyone has the opportunity to be involved in keeping Barnet a great place to live, work, and study. The CEIA acknowledges that the move towards strengths based assessment which promote independence and integrated health social care employment and education services (see JSNA) will lead to the continuing development of different ways to deliver our services in borough services for example, integrated adult health and social care services, education, family services, and different ways of working with a different skill set for front line staff to ensure they have the skills acknowledge understand and respond to the diversity of need.

Key mitigations include:

- An inclusive, evidence based and planned approach to service delivery in the Borough through the Corporate plan and Strategic Equalities Objective. See detail and update at Appendix Three to this report.
- Working with all our Voluntary Charity and Faith communities through Council and VCF Forums, our infrastructure partners and Barnet Multi Faith Forum.
- Promoting the benefits of work and encouraging people to remain and return to work especially longer term unemployed.
- Supporting people into employment is a priority for the council and has resulted in such initiatives as the Welfare Reform Task Force, which has brought together the council's housing officers, Jobcentre staff and health advisers into a single team to work with those impacted by Welfare Reform. This integrated team has engaged with 96% of residents affected by the Benefit Cap and helped over a third of them into work.

- Barnet is also working with the Greater London Authority and other London Boroughs in the West London Alliance to lead on the London devolution deal on skills to develop a strategic vision for skills needed in the capital and to ensure that young people (and other residents from 16) have access to training opportunities.
- The CEIA also takes account of state Pension increase of 3.0% in April 2018 and increases in pension credit which are a useful source of support to older residents.
- Mitigations for any negative impacts from the individual proposals are also outlined in the relevant EIAs.

Summary

44. Each year, as theme committees work more strategically, in an inclusive and holistic manner to deliver Corporate Plan priorities, the CEIA shows more neutral /positive impacts than negative impacts. This is due to the approach outlined in the Corporate Plan including service delivery through locality hubs and teams, a strength based approach to service delivery and the involvement of the rich diversity of Barnet's communities in service design and delivery. The CEIA shows that the savings proposals for 2018/18 have no new negative for the protected characteristics:

- Age
- Disability
- Gender reassignment
- Marriage/civil partnership
- Pregnancy and maternity
- Race and ethnicity
- Religion or belief
- Sex
- Sexual orientation.

However, the following minimum negative impacts have been noted:

- Continuing minimum negative impact from Library services (as outlined at paragraph 29 -minimum negative impact for young people under 16, pregnant women and people with disabilities during unsupervised hours of opening and toilet closure during that time. This will continue to be monitored as the proposals are implemented.
- Broader socio-economic trends indicate a continuing minimum negative impact for disadvantaged groups in low pay, including some of the protected characteristics.
- Government policy has resulted in people on in work and out of work benefits seeing those benefits frozen for four years until 2020.
- The impact of any increase in Council Tax increase is likely to impact disproportionately on those with low income, those in debt and those in receipt of council tax benefit including lone parents.

45. The CEIA underlines that, as the council takes some difficult decisions about service provision, we identify and take practical steps to mitigate, wherever possible, any negative impacts of specific proposals for our residents including the protected

characteristics and other vulnerable groups. The Council is satisfied that this CEIA demonstrates how we have paid due regard to equalities, analysed the individual and cumulative impacts of our proposals, taking account of any negative impact from previous years and making every effort to avoid, minimise and mitigate any negative impacts wherever possible (as outlined in the individual EIAs). However, given the scale of savings the council is obliged to make, change is inevitable.

Looking Forward

46. Barnet is set to continue to be a successful and thriving borough protecting the things that residents love about the borough, such as good schools, our parks and open spaces. There are significant opportunities for residents and businesses, as we grow and retain a strong focus on investment in infrastructure and a responsible approach to regeneration. However, Council budgets will continue to face further reductions, and, with pressure on services continuing to increase due to a growing population and changing demographics, we must address a £40 million budget gap by 2020, when demand for our services will have doubled and our spending power will almost have halved compared to 2010. As Budget proposals are implemented, they will be kept under review and further equalities analysis will be undertaken and individual EIAs updated as proposals develop.

The Future

47. The council will publish this report and bring it to the attention of our Strategic Partners. As we continue to transform and make hard choices, we will ensure that equalities are mainstreamed in to all core business processes and programmes. We will promote equalities and good relations between our different communities to deliver the following outcomes for the Borough:

- Successful Places
- Great Outcomes
- Quality services
- Resilient Communities

Appendix 1 to Cumulative Equalities Impact 2018/19

Summary Table of Equality Impacts of Theme Committee Savings for 2018/19

Theme Committee savings templates giving detail of the proposed approach by Theme Committee for 2018/19 and 2019/20 were submitted to Barnet Council Policy and Resources Committee on 5th December 2018. The templates can be found at pages 107 – 123 of the Business Planning paper at the following link

[https://barnet.moderngov.co.uk/documents/g8739/Public%20reports%20pack%2005th-Dec-](https://barnet.moderngov.co.uk/documents/g8739/Public%20reports%20pack%2005th-Dec-2017%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10)

[2017%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10](https://barnet.moderngov.co.uk/documents/g8739/Public%20reports%20pack%2005th-Dec-2017%2019.00%20Policy%20and%20Resources%20Committee.pdf?T=10). Excerpts from the templates are given below to show preliminary EIA analysis and publication details where full EIAs have been developed to support proposals:

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Adults and Safeguarding	E1 3 rd Party Spend	No EIA required				X
	E3 Transformation of Your Choice Barnet	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. The EIA has been reviewed and the impact remains unchanged. The EIA will be kept under review as proposals develop http://barnet.moderngov.co.uk/documents/s32576/Your%20Choice%20Barnet%20Agreement%20-%20FINAL.pdf	X		X	

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Adults and Safeguarding	I1 Better Care Fund	No EIA required			X	X
	R1 Supporting people in the community	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 & reviewed on a case by case basis. EIA included with last year's CEIA	X		X	
	R2 Carers intervention	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. EIA included with last year's CEIA	X			
	R3 Extra care Moreton Place	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. EIA included with last year's CEIA	X			

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Adults and Safeguarding	R4 Independence of Young people	<p>https://barnet.moderngov.co.uk/documents/s22214/0-25%20Disability%20service.pdf</p> <p>Initial equalities analysis has been undertaken and indicates there is a potential positive impact on service users with disabilities.</p> <p>EIA included with last year's CEIA</p>				
	R5 Assistive technology	<p>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.</p> <p>EIA included with last year's CEIA</p>	X		X	
	R6 Older Adults DFG	EIA included with last year's CEIA	X			
	R7 Personal assistants	<p>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.</p> <p>EIA included with last year's CEIA</p>	X			

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Adults and Safeguarding	R8 support for working age adults	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. EIA included with last year's CEIA	X		X	
	R9 Mental health move to independent accommodation	Impact will be assessed on an individual basis. Should be a positive impact for individuals.	X			
Assets Regeneration and Growth	E1 Accommodation Strategy		X			
	G1 Growth in council tax base	No EIA required				X
Children's, Education and Library Services		No EIA required				
	E1 Contract management	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 be kept under review as the specific proposals develop.				X

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Children's, Education and Library Services	11 SEN placements	No EIA required 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 be kept under review as the specific proposals develop.			X	X
	12 Contributing Care	No EIA required 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 be kept under review as the specific proposals develop.			X	X
	13 School Improvement	No EIA required 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 be kept under review as the specific proposals develop.			X	X

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Children's, Education and Library Services	S2 Early Years	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. There may be an equalities impact related to this proposal and this will be kept under review as the specific proposals develop.			X	
	S3 Libraries	Equality Impact Assessment completed. Strategy agreed in April 16 and now in implementation phase.		X		
	S6 Youth Service	There may be an equalities impact related to this proposal. This will be kept under review as the specific proposals develop.			X	
	S7 Education and Skills Delivery Model	An initial Equalities Impact Assessment formed part of the business case considered by CELS on the 15th September 2014. EIA included with last year's CEIA	X			
	S9 Adoption Regionalisation	There may be an equalities impact related to this proposal. This will be kept under review as the specific proposals develop.			X	

Theme Committee	EIA Title/Description of saving and Savings reference	EIA commentary and Publication Details	Positive Impact	Negative Impact	Neutral/Unknown Impact	EIA not required
Environment	E2 Parking Services	Equalities Impact Assessment has been completed and indicated that the proposal does not impact on service delivery or council staff. This will be kept under review as the proposals develop further and any updated as necessary.			X	
	E3 Alternative Delivery Model	An initial ADM Equalities Impact Assessment for staff and residents has been completed for March 2017 Environment Committee and is available at: https://barnet.moderngov.co.uk/mgChooseDocPack.aspx?ID=8590 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.			X	
	E4 Street Cleansing	The need for an EIA will be kept under review and carried out if required			X	
	G2 Commercial Waste	An Equality Impact Assessment will be completed for those services which affect residents prior to implementation of savings proposal.			X	X
	G3 Demand management enforcement and education	An Equality Impact Assessment will be completed following the gathering of data from the trial. This will have kept under review as the specific proposals develop.			X	

Appendix Two to Cumulative Equalities Impact 2018/19

Valuing Diversity and meeting our legal obligations under Public Sector Equality Duties obligations

A public authority must, in the exercise of its functions, have due regard to the need to: (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. 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. 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. 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. 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. The relevant protected characteristics are: • Age; • Disability; • Gender reassignment; • Pregnancy and maternity; • Race; • Religion or belief; • Sex; and • Sexual orientation.

2. The Cumulative EIA reports the impact of Budget proposals on the nine characteristics protected under the Equality Act 2010 and other groups who may be considered disadvantaged and/or vulnerable. This includes carers, unemployed people, families on low wage, and people with a disability such as a learning disability or a mental health condition, which might mean that our proposals will impact more heavily on them. 3. Decision makers should have due regard to the Public Sector Equality Duty when making their decisions. Equalities duties are on-going duties which should be taken into account before a decision is made. If negative equality impacts resulting from decisions are incurred, then decision makers should consider changing their decisions, after balancing all the factors, including but not limited to equality considerations. It is important that decision makers have regard to the statutory requirements on them and make decisions considering all available material.

Appendix Three to Cumulative Equalities Impact 2018/19

An update on Barnet's Strategic Equality Objective measures

We use the following measures to understand how we are doing against our Strategic Equalities Objective:

- Satisfaction with Barnet remains high and in line with national and London averages - 85% of residents are satisfied with their local area as a place to live. 65% are satisfied with the way things are run in Barnet. (Residents' Perception Survey, Autumn 2017)
- Community cohesion is increasing with 84% of residents agreeing that people from different backgrounds get on well together in the borough. 76% of residents feel there is not a problem or not a very big problem with people not treating each other with respect and consideration. (Residents' Perception Survey, Autumn 2017) 75% Percentage of residents who report feeling they belong to their neighbourhood 75% agree that Barnet is a family friendly borough.
- Overall there have been some health improvements in Barnet - most notably child health outcomes outperform the London average and death amongst those less than 65 years old from cardiovascular disease continues to fall. However, life expectancy is only slightly increasing with a slight decrease in the gap in life expectancy between the richest and the poorest (JSNA and Public Health England, Segment Tool 2015).
- In Barnet, life expectancy at birth in females (85.0 years) is higher than males (81.9) and overall life expectancy for both male and female population in Barnet is higher than the average for England (male =79.4, female =83.1).
- The average household income data for Barnet is £690 pw which is significantly higher than the London rate of £654.60 pw.
- Average incomes in Barnet are increasing at a higher rate than across both London and Great Britain. (+15.6% in Barnet; +6.7% in London; +8.7% in Great Britain (2012 to 2017).
- However, this growth is driven predominantly by more affluent wards, with wage growth in other areas stagnating and even falling in real terms, resulting in higher income inequality between different areas of the borough.
- CACI Pay check 2017 data suggests that in 2017 around 23.0% of Barnet households are living in poverty; lower than the London figure (27.0%) and higher than the Great Britain (21.0%) rate. In comparison to other London Boroughs, Barnet has the eleventh lowest rate of households living below the poverty threshold.
- Although inequalities do exist across Barnet with some of the most deprived areas of the borough (such as Burnt Oak and Colindale) exhibiting much higher rates of household earning below the poverty threshold (42% and 40% respectively), than other areas of the borough (such as Garden Suburb and Finchley Church End, 14% and 18% respectively).
- The proportion of people claiming out of work benefits has remained static and there has been a steady increase in the number of residents claiming Employment Support Allowance (4.1% of all residents) - a sickness related benefit with fewer people claiming JSA which now accounts for 1.0% of residents in Barnet. 5.9% of Barnet residents claim main out of work benefits

in comparison with a London figure of 7.2%. There have been improvements in employment opportunities for young people and only 3.6% are not in employment education and training. This is well below the London figure of 5.3%.

- All data on income and employment has been sourced from the CACI 2017, NOMIS and Local Government NEET figures.

The Council has continued to develop its approach to equalities and meeting the Public Sector Equality Duty in delivering services and the Council's priorities in a proportionate way which relates to the needs of residents and businesses in the borough. The Council:

- Mainstreams equality considerations into policy, strategy and decision making. Equalities Impact Assessments (EIAs) are key to informing activities across the council. With support from the Council's Equalities and Diversity Lead, officers develop robust EIAs and mitigation plans, which take into consideration the results of consultations (where relevant). These EIAs are provided and published for each theme committee, ensuring that committees have access to the analysis before decisions are made. Management agreements with our delivery units have several commitments and reflect the importance of equalities and how the commissioning plans will be achieved. Performance indicators have been set for each delivery unit to measure progress against these commitments and have been published for each delivery unit.

- Identifies Equality Champions Our Lead Member for Equalities is Cllr Richard Cornelius, Chair of Policy and Resources Committee and Leader of the Council. Our Lead Member for Community Cohesion is Cllr Longstaff, Chairman of the Community Leadership Committee. Our Lead Officer for Equalities and Community Cohesion is Stephen Evans Assistant Chief Executive.

- Promotes inclusion in our approach to consultation and community engagement and participation. Guidance on equalities has been incorporated into our consultation and engagement toolkit, to ensure that consultations are accessible and inclusive to different groups. Barnet is building strong community links and partnerships through our Community Participation Strategy and the Communities Together Network (CTN), which aims to foster excellent community relationships and community spirit. CTN is co-facilitated by Barnet Council and CommUNITY Barnet and brings the voluntary, faith and community sector with public sector partners to share information and build an understanding of what really matters to Barnet's communities. CTN is a strategic forum where the Council and other public sector partners can consult and seek input into some of the major decisions which impact on the borough.

In September 2015 Barnet adopted the Covenant on Faith Action which recognises the faith community as an equal and valued community partner to secure good outcomes for Barnet residents and promote community cohesion and the peaceful co-existence of the borough's diverse community and faith

groups. The process was facilitated by the Barnet Multi Faith Forum (BMFF) and enhances the role of BMFF as a local strategic partner, which has led to greater partnership working in areas such as consultation and engagement.

- Uses evidence and data. Barnet uses demographic information to understand differences in our communities, tailor services to need and work with local people and groups to develop community based services which deliver better outcomes. We use evidence to support the delivery of needs led, appropriate and accessible services which reflect the diversity of need at different stages in people's lives. Demographic information about equalities and community cohesion used in this report is the updated JSNA data which is published

- Makes difficult decisions transparently and fairly. Equalities considerations are embedded into the decisions the council makes and fully integrated into our annual business planning process, with support provided by our Equalities Lead. Changes to policies and services are analysed to assess the potential equalities impacts and risks and mitigate them wherever possible. This information is provided to decision makers within an EIA, which provides decision makers with information on the full impact before a decision is made. In addition to producing EIA for individual budget proposals, the Cumulative EIA explores the cumulative impact of Barnet Council's budget proposals on protected groups within the borough. This is provided and published alongside each year's budget proposals.

- Uses our purchasing power to promote equalities Barnet recognises that it can promote equality and diversity through its supply chain.

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London Borough of Barnet

Treasury Management Strategy Statement

Minimum Revenue Provision Policy Statement and Annual Investment Strategy

2018/19

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1 INTRODUCTION

1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate security and liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

CIPFA defines treasury management as:

“The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

1.2 Reporting requirements

The Council is currently required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Prudential and treasury indicators and treasury strategy (this report) - The first and most important report covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters by which investments are to be managed).

A mid-year treasury management report – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision.

An annual treasury report – This provides details of actual prudential and treasury indicators and treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Council. The Performance and Contract Monitoring Committee and Policy and Resources Committee undertake this role.

Capital Strategy

In December 2017, CIPFA issued revised Prudential and Treasury Management Codes. As from 2019-20, all local authorities will be required to prepare an additional report, a Capital Strategy report, which is intended to provide the following: -

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this report is to ensure that all elected members on the full council fully understand the overall strategy, governance procedures and risk appetite entailed by this Strategy.

The Capital Strategy will include capital expenditure, investments and liabilities and treasury management in sufficient detail to allow all members to understand how stewardship, value for money, prudence, sustainability and affordability will be secured.

1.3 Treasury Management Strategy for 2018/19

The strategy for 2018/19 covers two main areas:

Capital issues

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Training was provided to members of the Policy and Resources Committee on 13th February 2018. Further training will be arranged as required. The training needs of treasury management officers are periodically reviewed.

1.5 Treasury management consultants

The Council uses Link Asset Services, Treasury solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

1.6 Purpose

The purpose of this Treasury Management Strategy Statement is to seek approval for:

- Treasury Management Strategy for 2018/19;
- Annual Investment Strategy for 2018/19;
- Prudential Indicators for, 2018/19 to 2020/21;
- MRP statement (see Appendix para 5.1.1).

1.7 Recommendations

The main recommended revisions to the Treasury Management Strategy are:

- External Borrowing will be taken initially using temporary borrowing as long-term (50 year) PWLB rates are forecast to remain at or below 3% until June 2019.

1.8 Changes between 2017-18 and 2018-19 TMSS

The Treasury Management Strategy has been updated as follows:

- The prudential indicators have been updated to reflect the Council's capital programme and future borrowing requirement; and
- The strategy has been updated to reflect the latest forecast for interest rates. Bank rate is expected to remain at 0.5% until March 2019.

1.9 Additional external Borrowing

It is anticipated that external borrowing to finance the 2018-19 and later capital programmes will be required to taken in early to mid 2018.

1.10 Investment Policy and Instruments

The proposed criteria for specified and non-specified investments are shown in section 5.3. Further diversification of financial instruments into more secure / higher yield asset classes will be made in consultation with the Council's investment advisor.

2 THE CAPITAL PRUDENTIAL INDICATORS 2018/19 – 2020/21

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

2.1 Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

Capital expenditure £'000	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Non-HRA	99,485	172,896	348,536	116,121	23,573
HRA	37,826	50,219	80,506	29,804	19,589
Total	137,311	223,115	429,042	145,925	43,162

Other long-term liabilities. The above financing need excludes other long-term liabilities, such as PFI and leasing arrangements, which already include borrowing instruments. [Are there any such new PFI / leasing – what about Cheyne??]

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding need.

Financing of capital expenditure £'000	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Capital receipts	26,435	27,717	89,559	16,581	2,362
Capital grants	29,459	52,523	48,703	50,801	6,990
Capital reserves	20,749	19,126	52,823	19,450	5,307
Revenue	27,769	30,850	38,127	18,427	19,589
Total Financing	104,412	130,216	229,212	105,259	34,248
Net financing need for the year	32,899	92,899	199,830	40,666	8,914

2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge that broadly reduces the indebtedness in line with each assets life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the PFI, PPP lease provider and so the Council is not required to separately borrow for these schemes. The Council currently has £16.0m of such schemes within the CFR.

The Council is asked to approve the CFR projections below:

£'000	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Capital Financing Requirement					
CFR – non housing	234,415	311,028	481,979	510,919	509,446
CFR – housing	201,614	207,501	225,466	226,166	226,166
Total CFR	436,029	518,529	707,445	737,085	735,612
Movement in CFR	24,102	82,500	188,916	29,640	-1,473

Movement in CFR represented by					
Net financing need for the year (above)	32,899	92,899	199,830	40,666	8,914
Less MRP and other financing movements	-8,797	-10,399	-10,914	-11,026	-10,387
Movement in CFR	24,102	82,500	188,916	29,640	-1,473

3 BORROWING

The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet the Council's capital strategy and day-to-day transactional needs. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Current portfolio position

The Council's treasury portfolio position at 31 March 2017, with forward projections are summarised below. The table shows the actual external debt against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£'000	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
External Debt					
Debt at 1 April	304,080	304,080	339,580	518,496	548,136
Expected change in Debt	0	35,500	178,916	29,640	-1,462
Other long-term liabilities (OLTL)	16,407	16,034	15,661	15,288	14,915
Expected change in OLTL	-373	-373	-373	-373	-373
Actual gross debt at 31 March	320,114	355,241	533,784	563,051	561,216
The Capital Financing Requirement	436,029	518,529	707,445	737,085	735,612
Under / (over) borrowing	115,915	163,288	173,661	174,034	174,396

Within the prudential indicators, there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2018/19 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Chief Finance Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3.2 Treasury Indicators: limits to borrowing activity

The operational boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources. The limits below are based on projected CFR with a reduction of £100 million to reflect retained reserves.

Operational boundary £'000	2017/18 Projected Actuals	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Debt	339,580	591,784	621,797	620,697
Other long term liabilities	16,034	15,661	15,288	14,915
Total	355,614	607,445	637,085	635,612

The authorised limit for external debt. A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt that, while not desired, could be afforded in the short term, but may not be sustainable in the longer term.

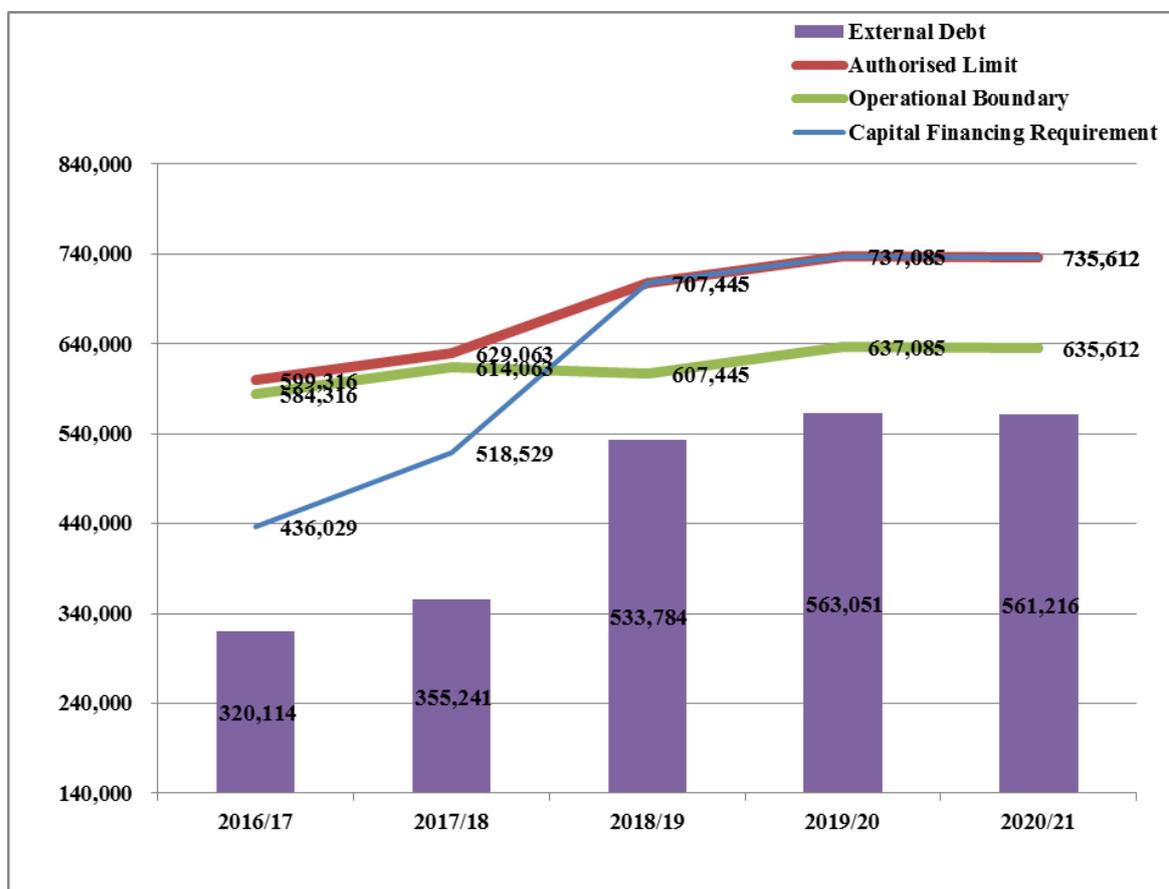
1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised limit £'000	2017/18 Projected Actuals	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Debt	339,580	682,157	712,170	711,070
Other long term liabilities	16,034	25,288	24,915	24,542
Total	355,614	707,445	737,085	735,612

Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently shown below:

HRA Debt Limit £'000	2017/18 Projected Actuals	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
HRA debt cap	240,043	240,043	240,043	240,043
HRA CFR	207,501	225,466	226,166	226,166
HRA headroom	32,542	14,577	13,877	13,877

The graph below illustrates the capital and borrowing position over the TMSS period. The authorised and operational limits reflect an expectation that capital expenditure levels will be below these envisaged in the plans above.



3.3 Prospects for interest rates

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The table in appendix 5.2 provides Link’s central view.

The Monetary Policy Committee (MPC) delivered a 0.25% increase in Bank Rate at its meeting on 2 November. This removed the emergency cut in August 2016 after the EU referendum. The MPC also gave forward guidance that they expected to increase Bank rate only twice more by 0.25% by 2020 to end at 1.00%. The Link Asset Services forecast as above includes increases in Bank Rate of 0.25% in March 2019, March 2020 and December 2020.

The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. It has long been expected, that at some point, there would be a more protracted move from bonds to equities after a historic long-term trend, over about the last 25 years, of falling bond yields. The action of central banks since the financial crash of 2008, in implementing substantial Quantitative Easing, added further impetus to this downward trend in bond yields and rising bond prices. Quantitative Easing has also directly led to a rise in equity values as investors searched for higher returns and took on riskier assets. The sharp rise in bond yields since the US Presidential

election in November 2016 has called into question whether the previous trend may go into reverse, especially now the Fed. has taken the lead in reversing monetary policy by starting, in October 2017, a policy of not fully reinvesting proceeds from bonds that it holds when they mature.

Until 2015, monetary policy was focused on providing stimulus to economic growth but has since started to refocus on countering the threat of rising inflationary pressures as stronger economic growth becomes more firmly established. The Fed. has started raising interest rates and this trend is expected to continue during 2018 and 2019. These increases will make holding US bonds much less attractive and cause their prices to fall, and therefore bond yields to rise. Rising bond yields in the US are likely to exert some upward pressure on bond yields in the UK and other developed economies. However, the degree of that upward pressure is likely to be dampened by how strong or weak the prospects for economic growth and rising inflation are in each country, and on the degree of progress towards the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

From time to time, gilt yields – and therefore PWLB rates - can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis and emerging market developments. Such volatility could occur at any time during the forecast period.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts (and MPC decisions) will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

The overall balance of risks to economic recovery in the UK is probably to the downside, particularly with the current level of uncertainty over the final terms of Brexit.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- The Bank of England takes action too quickly over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- Geopolitical risks, especially North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.
- A resurgence of the Eurozone sovereign debt crisis, possibly Italy, due to its high level of government debt, low rate of economic growth and vulnerable banking system.
- Weak capitalisation of some European banks.
- Unstable governments following elections in Germany, Italy and other EU countries.

- A sharp Chinese downturn and its impact on emerging market countries

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer-term PWLB rates include:

- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflation pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- UK inflation returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.
- The Fed causing a sudden shock in financial markets through misjudging the pace and strength of increases in its Fed. Funds Rate and in the pace and strength of reversal of Quantitative Easing, which then leads to a fundamental reassessment by investors of the relative risks of holding bonds, as opposed to equities. This could lead to a major flight from bonds to equities and a sharp increase in bond yields in the US, which could then spill over into affecting bond yields around the world.

Investment and borrowing rates

- Investment returns are likely to remain low during 2018/19 but to be on a gently rising trend over the next few years.
- Borrowing interest rates increased sharply after the result of the general election in June and then again after the September MPC meeting when financial markets reacted by accelerating their expectations for the timing of Bank Rate increases. Since then, borrowing rates have eased back again somewhat. Apart from that, there has been little general trend in rates during the current financial year. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt;
- There will remain a cost of carry to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference between borrowing costs and investment returns.

3.4 Borrowing strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

A key determinant of the timing of borrowing is certainty over the scale and timing of the capital programme. Without this certainty, there is a reluctance to enter into long-term borrowing.

Against this background and the risks within the economic forecast, caution will be adopted with the 2018/19 treasury operations. The Chief Finance Officer will monitor

interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.*
- *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*

Any decisions will be reported to the Performance and Contract Management Committee at the next available opportunity.

3.5 Policy on borrowing in advance of need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. The above policy permits forward funding of capital expenditure provided that current debt is below CFR (and within approved limits) i.e. reserves and working capital are mitigating borrowing requirements. Any advance funding will not exceed more than 12 months capital expenditure plans.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.6 Debt rescheduling

As short-term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long-term debt to short-term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred) together with the life of assets in the capital programme and the expected cost to refinance short term borrowing in future years.

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

The Council has Lender Option Borrower Option debt of £62.5 million due to mature between 2054 and 2076. These loans carry the right of the lenders to change the interest

rates and of the Council to repay without cost. The current intention is that should a change in interest rate be proposed, that the Council will exercise the option to repay.

All rescheduling will be reported to the Performance and Contract Management Committee at the earliest meeting following its action.

3.7 Sources of New Borrowing

The benchmark for appraising borrowing opportunities will remain the PWLB due to its transparent pricing, flexibility of terms (available maturities, fixed and variable interest rates and repayment profiles), the speed of funding, the absence of complex documentation and the known cost of early repayment. PWLB rates are offered at a fixed margin over Government gilt yields. Other borrowing avenues that may offer advantages over the PWLB are possible. The main advantage is the opportunity for lower interest rates, but others include forward pricing of loans and inflation linked interest rates. Potential lenders include institutions (via bond issues), insurance companies and the Municipal Bond Agency. When considering borrowing alternatives, all factors including price, contractual terms, flexibility etc, will be evaluated.

4 ANNUAL INVESTMENT STRATEGY

4.1 Investment policy

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the CIPFA TM Code"). The Council's investment priorities will be security first, portfolio liquidity second, and then return.

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties that also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to monitor market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment instruments identified for use in the financial year are listed in appendix 5.3 under the 'specified' and 'non-specified' investments categories.

4.2 Creditworthiness policy

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections appendix 5.3; and
- It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Chief Finance Officer will maintain a counterparty list in compliance with the criteria in appendix 5.3 and will revise the criteria and submit them to Council for approval as necessary.

Credit rating information is supplied by Link Asset Services, our treasury advisors, on all active counterparties. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of the longer-term bias outside the central rating view) are considered before dealing. For instance, a

negative rating Watch applying to counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.

A limit of £100 million will be applied to the use of non-specified investments as described in appendix 5.3.

Use of additional information other than credit ratings. Additional requirements under the Code require the Council to supplement credit rating information. Whilst the selection of counterparties relies primarily on the application of credit ratings additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating Watches/Outlooks) will be applied to compare the relative security of differing investment counterparties.

Time and monetary limits applying to investments. The time and monetary limits for institutions on the Council's counterparty list and the proposed criteria for specified and non-specified investments are shown in Appendix 5.3 for approval.

4.3 Country and sector limits

Due care will be taken to consider the country, group and sector exposure of the Council's investments.

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA from Fitch (or equivalent). The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.4. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

In addition:

- no more than £40 million will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies;
- sector limits will be monitored regularly for appropriateness.

4.4 Investment strategy

Investment returns expectations.

Bank Rate is forecast to stay flat at 0.50% until quarter 1 2019 and not to rise above 1.25% by quarter 1 2021. Bank Rate forecasts for financial year ends (March) are:

- 2017/18 0.50%
- 2018/19 0.75%
- 2019/20 1.00%
- 2020/21 1.25%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

2017/18	0.40%
2018/19	0.60%
2019/20	0.90%
2020/21	1.25%

The overall balance of risks to these forecasts is currently skewed to the upside and are dependent on how strong GDP growth turns out, how quickly inflation pressures rise and how quickly the Brexit negotiations move forward positively.

Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit:

Maximum principal sums invested > 364 & 365 days			
£m	2018/19	2019/20	2020/21
Principal sums invested > 364 & 365 days	£25m	£25m	£25m

For its cash flow generated balances, the Council will seek to utilise money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest. The previous year limit for longer maturities was £125 million. With cash balances being reduced, those available will mainly support transactional flows.

4.5 Investment risk benchmarking

The Council will use an investment benchmark to assess the investment performance of its investment portfolio of 7 day LIBID.

4.6 End of year investment report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

4.7 Icelandic bank investments

The Council has no Icelandic bank investments.

5 APPENDICES

1. Prudential and treasury indicators and MRP statement
2. Interest rate forecasts
3. Treasury management practice 1 – credit and counterparty risk management
4. Approved countries for investments
5. Treasury management scheme of delegation
6. The treasury management role of the section 151 officer

5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2018/19 – 2020/21 AND MRP STATEMENT

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

5.1.1 Minimum revenue provision (MRP) policy statement

The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

CLG regulations have been issued which require the full Council to approve an **MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

Regulatory Method / Existing practice

MRP will follow the existing practice outlined in former CLG regulations (option 1);

These options provide for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

Asset life method – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

These options provide for a reduction in the borrowing need over approximately the asset's life.

The Council may consider using an MRP holiday if required to match future cashflow arising from capital schemes.

Repayments included in annual PFI or finance leases are applied as MRP.

HRA

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place).

Loan to Open Door

The Authority is establishing a company that will be provided with loans from the Authority on a commercial basis. The cash advances will be used by the company to fund capital expenditure and should therefore be treated as capital expenditure and a loan to a third party. The Capital Financing Requirement (CFR) will increase by the amount of loans advanced and under the terms of contractual loan agreements are due to be returned in full by 2040, with interest paid. Once funds are returned to the Authority, the returned funds are classed as a capital receipt and are offset against the CFR, which will reduce accordingly. As the funds will be returned in full, there is

no need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application.

The outstanding loan/CFR position will be reviewed on an annual basis and if the likelihood of default increases, a prudent MRP policy will commence.

5.1.2 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework, prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

a. Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream.

%	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Non-HRA	4.20%	5.23%	6.49%	7.81%	7.79%
HRA	11.75%	12.26%	12.73%	13.97%	13.64%

Both ratios, in particular Non-HRA, increase substantially reflecting the scale of the capital programme and the projected falls in Council taxes and general grants.

b. HRA ratios

£	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
HRA debt £'000	199,501	205,388	223,353	224,053	224,053
HRA debt cap	240,043	240,043	240,043	240,043	240,043
HRA revenues £'000	64,095	60,677	60,849	57,906	59,413
Multiple of debt to revenues	3.1	3.4	3.7	3.9	3.8

£	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
HRA debt £'000	199,501	208,963	222,433	223,133	223,133
Number of HRA dwellings	9,847	9,745	9,453	9,177	8,969
Debt per dwelling £	20,260	21,443	23,530	24,314	24,878

5.1.4 Treasury indicators for debt

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

£m	2018/19	2019/20	2020/21
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	30%	30%	30%
30%			
	Current	Lower	Upper
Under 12 months	21%	0%	50%
12 months to 2 years	0%	0%	50%
2 years to 5 years	0%	0%	75%
5 years to 10 years	7%	0%	75%
10 years to 25 years	59%	0%	75%
25 years to 50 years	13%	0%	100%
Maturity structure of variable interest rate borrowing 2018/19			
	Lower	Upper	
Under 12 months	0%	50%	
12 months to 2 years	0%	50%	
2 years to 5 years	0%	75%	
5 years to 10 years	0%	75%	
10 years to 25 years	0%	75%	
25 years to 50 years	0%	100%	

The above table is based on those loans with borrower options (LOBO's) being treated as repayable at the next date the lender can alter the interest rate (and the Council can opt to repay). If these loans were shown as maturing at the contractual maturity date, the proportion maturing within 12 months would be nil and the proportion over 25 years would be 34%

5.2 INTEREST RATE FORECASTS 2017 – 2021

Link Asset Services Interest Rate View														
	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate View	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%
3 Month LIBID	0.40%	0.40%	0.40%	0.40%	0.60%	0.60%	0.60%	0.70%	0.90%	0.90%	1.00%	1.20%	1.20%	1.20%
6 Month LIBID	0.50%	0.50%	0.50%	0.60%	0.80%	0.80%	0.80%	0.90%	1.00%	1.00%	1.10%	1.30%	1.30%	1.40%
12 Month LIBID	0.70%	0.80%	0.80%	0.90%	1.00%	1.00%	1.10%	1.10%	1.30%	1.30%	1.40%	1.50%	1.50%	1.60%
5yr PWLB Rate	1.50%	1.60%	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.10%	2.10%	2.20%	2.30%	2.30%
10yr PWLB Rate	2.10%	2.20%	2.30%	2.40%	2.40%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%
25yr PWLB Rate	2.80%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.50%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%
Bank Rate														
Link Asset Services	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%
Capital Economics	0.50%	0.50%	0.75%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%	-	-	-	-	-
5yr PWLB Rate														
Link Asset Services	1.50%	1.60%	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.10%	2.10%	2.20%	2.30%	2.30%
Capital Economics	1.70%	1.90%	2.30%	2.60%	2.90%	2.90%	2.90%	2.90%	2.90%	-	-	-	-	-
10yr PWLB Rate														
Link Asset Services	2.10%	2.20%	2.30%	2.40%	2.40%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%
Capital Economics	2.30%	2.60%	2.80%	3.10%	3.30%	3.30%	3.30%	3.30%	3.30%	-	-	-	-	-
25yr PWLB Rate														
Link Asset Services	2.80%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.50%	3.50%	3.60%	3.60%
Capital Economics	2.95%	3.15%	3.45%	3.65%	3.90%	3.90%	3.90%	3.90%	3.90%	-	-	-	-	-
50yr PWLB Rate														
Link Asset Services	2.50%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%
Capital Economics	2.80%	3.10%	3.30%	3.60%	3.80%	3.80%	3.80%	3.80%	3.80%	-	-	-	-	-

5.3 TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT OPTION 2

The CLG issued Investment Guidance in 2010, and this forms the structure of the Council's policy below.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopted the Code on 23 March 2003 and will apply its principles to all investment activity. In accordance with the Code, the Director of Finance has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

Annual investment strategy - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

Strategy guidelines – The main strategy guidelines are contained in the body of the treasury strategy statement.

Specified investments – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments that would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority, parish council or community council.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's and / or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society), which is defined as having a minimum Short Term rating of F2 (or the equivalent) as rated by Standard and Poor's, Moody's and / or Fitch rating agencies .

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are a maximum of 365 days (to be classified as specified) and a counterparty limit of £25 million.

The table below provides further details on the counterparties and limits for specified investments.

Instrument	Country/ Domicile	Counterparty	Maximum Counterparty Limits £m
Term Deposits	UK	DMADF, DMO	No limit
Term Deposits/Call Accounts	UK	Other UK Local Authorities	£25 million
Term Deposits/Call Accounts	UK*	Counterparties rated at least A- Long Term)	£25 million
Term Deposits/Call Accounts	Non-UK*	Counterparties rated at least A- Long Term in select countries with a Sovereign Rating of at least AA-	£25 million
CDs and other negotiable instruments		with banks and building societies which meet the specified investment criteria (on advice from TM Adviser)	£25 million
Deposits	UK	Registered Providers (Former RSLs)	£5m per RP
Gilts	UK	DMO	No limit
T-Bills	UK	DMO	No limit
Bonds issued by multilateral development banks		(For example, European Investment Bank/Council of Europe, Inter American Development Bank)	
AAA-rated Money Market Funds	UK/Ireland/	CNAV MMF's	£25 million
	Luxembourg domiciled	VNAV MMF's (where there is greater than 12 month history of a consistent £1 Net Asset Value)	
Other MMF's and CIS	UK/Ireland/	Collective Investment Schemes (pooled funds) which meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	£25 million.
	Luxembourg domiciled		

For Non-UK banks, a maximum exposure of £40 million per country (including any non-specified exposures) will apply to limit the risk of over-exposure to any one country.

Non-specified investments –are any other type of investment (i.e. not defined as specified above) although the counterparties can also have investments that meet the definition of specified. The identification of these other investments and the maximum limits to be applied are set out below.

The Council will have a maximum of £100 million invested in non-specified investments.

The table below details the instruments, maximum maturity and monetary limits for non-specified investments.

Instrument	Maximum maturity	Max £M of portfolio and Credit limit	Capital expenditure?	Example
Term deposits with banks, building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Term deposits with local authorities	10 years	£25m per authority	No	
CDs and other negotiable instruments with banks and building societies which meet the specified investment criteria	10 years	£10m per counterparty	No	
Gilts	10 years	£20 million Credit limit not applicable gilts issued by UK Government	No	
Bonds issued by multilateral development banks	10 years	£20 million Minimum credit rating AA+	No	EIB Bonds, Council of Europe Bonds etc.
Sterling denominated bonds by non-UK sovereign governments	5 years	£20 million Minimum credit rating AA+	No	

Other Non-Specified investments are permitted subject to the undertaking of a credit assessment by the Council's treasury advisor on a case-by-case basis. These are detailed below:

Instrument	Maximum maturity	Max £M of portfolio and Credit limit	Capital expenditure?	Example
Collective Investment Schemes	N/A – these funds do not have a defined maturity date	£25 million	No	Investec Target Return Fund; Elite Charteris Premium Income Fund; LAMIT; M&G Global Dividend Growth Fund
Deposits with registered providers	5 years	£5m per registered provider/£20 million overall	No	Barnet Homes Open Door not within TMS
Corporate and debt instruments issued by corporate bodies purchased from 01/04/12 onwards	5 years	20%	No	
Collective Investment Schemes (pooled funds) which do not meet the definition of collective investment schemes in SI 2004 No 534 or SI 2007 No 573 and subsequent amendments	N/A – these funds do not have a defined maturity date	£10 million	Yes	Way Charteris Gold Portfolio Fund; Aviva Lime Fund
Bank or building societies not meeting specified criteria	3 months	£10m per counterparty	No	Bank or building societies not meeting specified criteria

In the tables above, the minimum credit rating will be the lowest equivalent long-term rating assigned by Fitch, Moody's and Standard and Poor's. Where the credit ratings is the minimum acceptable, the Council will consider rating sentiment and market sentiment e.g. the pricing of credit default swaps.

The monitoring of investment counterparties - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list

immediately by the Chief Financial Officer and if required new counterparties which meet the criteria will be added to the list.

5.4 APPROVED COUNTRIES FOR INVESTMENTS

Below is listed the domicile of the counterparties with which the Council will transact.

AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Finland
- Hong Kong
- U.S.A.

AA

- Abu Dhabi (UAE)
- France
- U.K.

This page is correct as at 15 January 2018.

5.5 TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

(ii) Policy and Resources Committee

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- approving the selection of external service providers and agreeing terms of appointment.

(iii) Performance and Contract Monitoring Committee

- receiving and reviewing regular monitoring reports and acting on recommendations.

(iv) Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

5.6 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

Reserves and balances policy**Background**

Reserves and balances help councils cope with unpredictable financial pressures and plan for their future spending commitments. The level, purpose and planned use of reserves are important considerations for the Chief Finance Officer (CFO) and elected members to consider when developing the medium-term financial strategy and setting annual budgets.

This policy sets out the Council's approach to reserves and balances. The policy has regard to the Local Authority Accounting Panel (LAAP) Bulletin 99 'Local Authority Reserves and Balances' published by the Chartered Institute of Public Finance Accountants (CIPFA) in July 2014.

In reviewing medium-term financial plans and preparing annual budgets, the Council will consider the establishment and maintenance of reserves for both the general fund and the housing revenue account. The nature and level of reserves will be determined formally by the Council, informed by the judgement and advice of the CFO.

Reserves are analysed into two categories: usable and unusable.

Types of usable reserve

The Council will maintain the following usable reserves:

- General reserve (sometimes known as 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;
- Specific reserves: sums set aside to meet known or predicted specific requirements. These reserves may be 'ring fenced' by statute and can only be used for their designated purpose.

Specific reserves will be maintained as follows:

- Reserves used to balance the medium term financial strategy (MTFS): one off monies factored as income in the MTFS to balance the budget;
- Transformation reserve: to fund the transformation programme to change, protect and improve Council services;
- Service development reserve: to enable the Council to respond to the most urgent corporate priorities;
- Infrastructure reserve: to fund infrastructure necessary to enable development across the borough;
- PFI reserve: to manage the profile of grants and payments in respect of PFI projects;
- Schools reserve: balances in respect of delegated school budgets;

- Service reserves: funds set aside for specific purposes in respect of individual Council services; and
- Capital receipts reserve: capital receipts not yet applied to capital expenditure.

The Council can also maintain a number of other reserves that arise out of the interaction between legislation and proper accounting practices.

'Unusable' reserves are not resource-backed and therefore cannot be used, these are:

Revaluation Reserves

- Revaluation Reserve - records unrealised gains in the value of property, plant and equipment.
- Available-for-Sale Financial Instruments Reserve – records unrealised revaluation gains arising from holding available-for-sale investments, plus any unrealised losses that have not arisen from impairment of the assets.

Adjustment Accounts

- Pensions Reserve – reconciles the payments made for the year to various statutory pension schemes in accordance with those schemes' requirements and the net change in the authority's recognised liability.
- Capital Adjustment Account - reconciles the different rates at which assets are depreciated under proper accounting practice and are financed through the capital controls system.
- Financial Instruments Adjustment Account – reconciles the different rates at which gains and losses (such as premiums on the early repayment of debt) are recognised under proper accounting practice and are required by statute to be met from the General Fund.
- Collection Fund Adjustment Account – this is a specific accounting mechanism used to reconcile the differences arising from the recognition of council tax and non-domestic rates income (England) in the Comprehensive Income and Expenditure Statement to those amounts required to be charged by statute to the General Fund. For example, a credit balance on the Account shows that more tax has been collected on behalf of the authority and the precepting bodies (and central government in England for non-domestic rates income) than an authority is permitted to transfer out of the Collection Fund by 31 March.

Other such reserves may be created in future where developments in local authority accounting result in timing differences between the recognition of income and expenditure under proper accounting practice and under statute or regulation.

Principles to assess the adequacy of reserves

The CFO will advise the Council on the adequacy of reserves. In considering the general reserve, the CFO will have regard to the:

- Strategic financial context within which the Council will be operating through the medium-term;
- Overall effectiveness of governance arrangements and the system of internal control;
- Robustness of the financial planning and budget-setting process;

- Effectiveness of the risk management process and the potential impact of risks identified; and
- Effectiveness of the budget monitoring and management process.

Having had regard to these matters, the CFO will advise the Council on the monetary value of the required general reserve.

The Council has considered the Audit Commission's "Striking a Balance" report (December 2012) which outlines the need for elected members to ensure that their council's reserves are appropriate for local circumstances and the risk based considerations to facilitate this. It has also considered the response to this report by CIPFA.

There are a range of safeguards in place that help to prevent the council over-committing itself financially. These include:

- the balanced budget requirement (sections 31A, 42A of the Local Government Finance Act 1992, as amended);
- chief finance officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003) when the authority is considering its budget requirement;
- the legislative requirement for each local authority to make arrangements for the proper administration of their financial affairs and that the chief finance officer / proper officer has responsibility for the administration of those affairs section 151 of the Local Government Act 1972; and
- the requirements of the Prudential Code

These requirements are reinforced by section 114 of the Local Government Finance Act 1988 which requires the Chief Finance Officer to report to all the authority's councillors if there is, or is likely to be, unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year.

Use of reserves

Judgements about, and use of reserves - to what extent they should be used or set aside to meet either specific or unforeseen future liabilities - can only be made locally, they cannot be prescribed nationally. Local decisions should be taken by elected members having regard to clear and full information and advice provided by the CFO.

Uncertainty and risk is increasing but one thing is clear, use of reserves is not a long-term solution for recurring funding.

The use of reserves will be determined by the Policy & Resources Committee and make recommendations to Council informed by the advice of the CFO.

January 2018

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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* ¹	Revenues and Benefits Manager	Quarterly
Housing benefit	Debt Raised Recovered Outstanding and Written Off	DWP* ²	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.	Revenues and Benefits Manager

Type of Debt	Activity	Target	Responsible Officer
		25% of debt recovered in 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 5th and 15th 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

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: newbarnet@barnetcab.org.uk	Hendon Citizens Advice Bureau 40-42 Church End Hendon London NW4 4JT Tel: 0844 826 9336 Web: www.barnetcab.org.uk
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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 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.

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.

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.

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.

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
Strategic risks (19)												
STR004	Future financial pressures and uncertainty	The uncertainty and therefore lack of clarity on impact of changes in the national and regional political landscape, legislative changes and local government funding changes (e.g. lack of new funding for pressures in Adult Social Care and business rates localisation) that affect LBB services could lead to further reduction of the in-year budget resulting in non-achievement of MTFS target, reduction in service quality, resident dissatisfaction, deterioration of services, use of reserves and reputational damage. This could also have an impact on the existing overspend by increasing it.	Chief Executive	Finance	We have some contingency and reserves in place to mitigate the short term impact. We undertake forward planning, regularly updating our budget assumptions and monitoring the Government's fiscal announcements. However, we also maintain flexibility within existing plans to instigate recruitment freezes in non-front line services whilst long term plans are being put into place. We also maintain good contacts with central Government, to remain as informed as possible.	5	4	20	5	2	Tolerate	Same
STR007	Significant safeguarding incident	If Council services and partners do not effectively manage their relevant safeguarding risks, this could lead to a safeguarding incident resulting in potential harm to individuals and/or families, potential legal challenge, resident dissatisfaction, public scrutiny	Chief Executive	Statutory duty	Children: elements of the Practice Improvement Plan have been implemented, including training. We also have a supervision policy and practice standards, and undertake quality assurance activity. We adhere to Pan London safeguarding procedures and processes, and ensure scrutiny and oversight of safeguarding via assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Children's Services Improvement Board Adults: adherence to the London multi-agency safeguarding adults Policy & Procedures. Training programme. Supervision policy and practice standards. Quality assurance programme in place including case audit, supervision audit, performance monitoring. Assurance reports to SCB Assurance, Barnet Safeguarding Adults Board and PQA sub-group; also to Adults committee and HWB annually.	5	3	15	5	3	Treat	Same
STR003	Delivery of transformation programmes	If there are challenges with resource recruitment, changes in market conditions, changes in political decisions, change resistance, poor project management, budgetary management and engagement (staff and residents), this could lead to failure to deliver major transformation programmes, specifically Brent Cross, Mill Hill depot, Colindale office relocation, Adults & Communities ADM, Libraries programme and Social Care Practice Improvement and failure to maintain a balanced budget over the MTFS period resulting in resident dissatisfaction, disruption to services, financial loss, and reputational damage.	Chief Executive	Finance	We have clear leadership in place through our Strategic Directors, and the decision-making process is well understood. Our governance structure is set up to support delivery, with member challenge through Performance and Contract Management Committee and Theme Committees. Our annual finance and business planning processes also support this.	5	3	15	5	2	Treat	Same
STR020 (New)	Lack of fully functioning case management system	If the programme plan to complete the substantial remedial work required to the Mosaic case management system is not agreed and implemented in a timely manner, the lack of a fully functioning case management system will have an impact on key business processes which may become unable to function, and on data and information which may become incomplete or misunderstood. This may lead in turn to a risk of harm to individuals, lack of compliance with statutory duties, financial loss or penalties, legal challenge, and reputational damage.	Assistant Director, Community & Well-being	Compliance	A joint programme board is in place to drive delivery with escalation routes agreed into the Barnet Partnership senior structures. Timescales have been agreed for development of a confirmed programme plan covering the remedial work, and these are being closely monitored by Capita and LBB. Regular reports are being used to confirm that frontline social care business processes are running to expectations and that any issues are quickly identified. Mitigation measures are in place to manage specific risks such as provider failure or bad debt, arising from delays to key business processes such as paying invoices or issuing bills to clients. Assurances have been sought in relation to information governance controls within the programme.	5	3	15	1	1	Treat	New

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
STR021 (New)	Delivery of Ofsted Improvement Plan	The Ofsted Improvement Plan is not delivered across the partnership quickly enough, which could lead to outcomes for children, young people and families not improving at the pace required, resulting in negative monitoring reports and future inspection outcomes.	Strategic Director of Children and Young People	Compliance; Reputational; Staffing and Culture	Delivery of robust action plan to take recommendations forward Monitoring of impact of action plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected Refresh of the Barnet Safeguarding Children's Board functions, membership and work programme Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across Council to support improvement (including support services) Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all level (particularly when moving at pace).	5	3	15	3	2	Treat	New
STR001	Sufficient skilled and experienced resources in the marketplace	If there is a challenging recruitment market that impacts the ability to recruit and retain the right staff with the right skills, and causes a lack of stability of senior management, this could lead to limitations in the competency and capability of the workforce to deliver statutory responsibilities and / or corporate objectives resulting in potential legal challenge, impact on financial targets savings and income, reduced service to residents, reduced residents satisfaction, loss of corporate memory and reputational damage.	Assistant Chief Executive	Compliance	There is a new unified reward package, focused on improving the offer to the market. We are building the Council's reputation externally, and have a tailored recruitment programme in place, as well as a graduate and apprentice programme. Our "The Way We Work" programme includes new offices in Colindale, and we are overall making Barnet a better place to work.	4	3	12	4	2	Treat	Same
STR006	Complexity of partnership working in the Borough	Differences of geographical footprint and governance structures of key strategic partners (e.g. NHS, NLWA) exacerbated by any changes in leadership may lead to conflicting priorities between partner agencies, including in the use of critical local infrastructure, resulting in non achievement of targets, increased risk of safeguarding incidents, resident dissatisfaction, ineffective allocation of resources and reputational damage.	Chief Executive	Statutory Duty	We maintain good relationships with strategic partners, and have aligned our strategic plans where possible. We also hold regular update meetings with these partners, and members and senior officers are represented on key strategic boards.	4	3	12	4	2	Treat	Same
STR011	Impact of change in policies	If there is a change in policies or in priorities across the Council for specific Committees, this would result in increased workload across the council associated with reworking of strategies, impacting on finances and ability to operate within budget	Chief Executive	Business continuity	Decisions are made in accordance with legal advice, and the Council undertakes forward planning at the corporate level. The risk to the budget is controlled by the MTFS and business planning process, and members are fully engaged. A draft budget for 2017/18 is out for public consultation, and has been updated to reflect the Local Government Finance Settlement. Briefings have been sent to all councillors and senior management.	4	3	12	4	3	Tolerate	Same
STR012	Potential Health & Safety incident or negative impact on wellbeing of Barnet employees, Members and members of the public	If health & safety / compliance policies & procedures are not sufficiently developed, tested or adhered to by officers, Members or the Council's contractors, this could lead to an incident resulting in harm to Barnet employees/council members/members of the public, legal challenge and reputational damage	Chief Executive	Health and safety	H&S policies and processes around managing compliance are in place (available on the intranet), and the five civic buildings are being managed effectively. There are plans to identify gaps for other council stock (though these are not yet implemented). Training is undertaken so staff can find the right information, with some advertising on the intranet, and first team messaging to staff. Leaflets are distributed among the workforce. We have a web-based portal for referrals, with HR leading on some of these. There is a "split" service, allowing access to additional H&S advice available as required, but alongside Barnet-based staff with H&S knowledge of local issues carrying out monitoring activities (including H&S audits and inspections) as well as a statutory officer in place. We have systems to collect information on incidents, and undertake regular H&S audits and reports to senior officers and Committees.	4	3	12	4	2	Treat	Same

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
STR008	Successful challenge to the decision-making process	If statutory obligations to consult as are not considered as part of the decision making process by any part of the organisation (retained or commissioned) when they are required to be, this may lead to successful legal challenges to the decision-making process resulting in, judicial review of process, which has implications for officers and Members, and could lead to reputational damage	Chief Executive	Statutory Duty	Corporate advice and guidance on decision-making are in place, with a clearance process. Senior officers and members have oversight of decisions	5	2	10	5	2	Tolerate	Same
STR013	Effective response to internal and external changes (political and economic)	Due to the complex nature of services provided, demographic changes and macroeconomic changes, the Council may be unable to effectively respond in an agile way to internal and external changes (political and economic) resulting in not being able to deliver organisational objectives, financial impact and reputational damage	Chief Executive	Business continuity	The Council undertakes forward planning at the corporate level, as well as business planning. The corporate risk management framework and audit process also control this risk.	5	2	10	5	1	Treat	Same
STR019	Fire health and safety	Failure to sufficiently manage policies and procedures around H&S (including fire) could lead to an incident that results in structural damage to property, litigation/compliance breach; financial loss, personal injury or death.	Director of Resources	Health and safety	H&S policies and processes for managing compliance in respect of the council's estate and homes are in place; H&S audits and inspections are carried out in accordance with policy; and fire risk assessment (FRAs) are undertaken and reported and actioned for all residential housing managed by Barnet Homes and main housing association partners.	5	2	10	5	1	Treat	Increased
STR010	Potential Fraud, bribery or corruption incident	If there are ineffective internal controls, governance arrangements, and neither fit for purpose nor adhered to policies and procedures, this could lead to the Council being unable to prevent an incident of organised or high value fraud, bribery or corruption resulting in loss of revenue, cost to the business (disposal and prosecution), staffing issues and reputational damage	Section 151 Officer	Finance	The Council observes financial regulations, internal controls and standing orders, and contract procedure rules. There is a counter-fraud framework, including a whistleblowing policy. The Council also has an employee code of conduct, which includes a gifts and hospitality policy, and other HR Policies are in place. There is oversight by the Audit Committee, a dedicated fully qualified independent fraud team (CAFT), and an internal audit team. The CAFT have a risk-based joint work plan (with Internal Audit) and also conduct proactive fraud drives and also the Fraud Awareness Programme and advice. CAFT conduct Fraud Risk Assessments and Data Matching initiatives (such as the National Fraud Initiative) in high fraud risk areas. They are able to respond to referrals of fraud and investigate them through to the appropriate outcome. They work closely with HR where internal fraud also raises disciplinary issues and also are the only authorised team to conduct financial investigations on behalf of the council under Proceeds of Crime Act.	3	3	9	3	3	Treat	Same
STR016	Neglecting Corporate Parenting duty	The Council and its partners neglecting to fulfil their duty as Corporate Parents could lead to poorer outcomes for children in care and care leavers across key areas including education, health and placements, resulting in an increased gap between children in 'care/care leavers' and their peers in the shorter term and poorer outcomes in the longer term.	Strategic Director of Children and Young People	Statutory Duty	A joint motion by Councillors to Full Council in November 2015 resulted in a the Barnet Care Leavers Pledge. The Child in Care council has been refreshed and the advocacy service is active across Family Services. A Children's Services improvement plan is being implemented. The Virtual School has invested in a strong structure and resources are targeted to improve outcomes, including through the PEP process. The 'Onwards and Upwards' care-leaving service is located in a town centre, where care leavers can access support and a broad range of multi-agency services. Strategic links have been developed with key partners	3	3	9	3	2	Treat	Same

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
STR002	Capacity for business continuity responsiveness	If there is insufficient resource or capability to deal with crisis, such as those involving critical local infrastructure, and insufficient testing of Business Continuity Plans / incident response plans, the Council may be unable to respond effectively in the event of a crisis resulting in financial loss, disruption to services, resident dissatisfaction and reputational damage	Deputy Chief Executive	Business continuity	The Council has a corporate Business Continuity Strategy and Plan, and we maintain a network of business continuity leads, with quarterly meetings on this subject. We carry out bi-annual desktop tests, including live reporting. Plans are in development to test our arrangements through live scenarios.	4	2	8	4	2	Treat	Reduced
STR009	Contract management and clienting of contracts	If commercial and commissioning roles & responsibilities are not clearly defined or understood then this may lead to ineffective contract management & clienting, resulting in delivery of poor level of service or a financial loss/overspend	Chief Executive	Statutory Duty	We have a contract management framework, with policy and procedures in place for commercial and commissioning activity. The Council's Commercial Team oversee this work, with SROs. We undertake contract monitoring, and members have oversight through the Performance and Contract Monitoring Committee and the Audit Committee. Opportunities for improving this work have been highlighted through the CSG contract review.	4	2	8	3	2	Treat	Same
STR017	Exposure to cyber-security attack	Connecting to untrusted networks (such as the Internet) exposes IT networks to attacks that seek to compromise the confidentiality, integrity and availability of ICT and the information they store and process.	Director of Resources	Business Continuity	Policies and risk management approaches to protect IT networks developed and implemented; and security controls applied, including patch upgrades.	4	2	8	4	1	Treat	Same
STR018	Incident management	Failure to respond effectively to an information security incident (e.g. a cyber-security attack) that disrupts IT networks leading to a loss of access to information assets and disruption to council services.	Director of Resources	Business Continuity	Incident management policies in place to improve resilience, and support business continuity, including regular assessment of information assets.	4	2	8	4	1	Treat	Same
STR014	Implementation of Elections reviews	If the recommendations of the Smith Review into Barnet's election processes & procedures are not implemented, this could lead to an inability to deliver elections in compliance with national legislation and statutory guidance - raising the risk of: a successful challenge of election results, the loss of confidence in the electoral function, and ultimately a court ruling to re-run an election (with subsequent financial consequences and reputational damage)	Chief Executive as the Returning Officer	Statutory Duty	The recommendations of the Heath review were implemented (May/June 2016). The wider electoral services review independent Smith review was completed in November and presented at the November General Functions Committee. In summary, Dr Smith's review found that the Electoral Registration and Elections Services in Barnet has strong and effective professional knowledge and experience and is compliant with both the law and Electoral Commission guidance, but that there are areas in which the services can be challenged to perform at a higher level and achieve beyond compliance. Dr Smith's report proposed 16 recommendations for Barnet's Electoral Registration and Elections services. These recommendations were all accepted by the Council and the Returning Officer and initial responses were presented with further work for full implementation of the review's recommendations within 2017.	3	2	6	3	2	Treat	Reduced

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
High level service risks												
Adults, Communities and Health (6)												
AC002	Failure of care provider	A care provider could suddenly be unable to deliver services, due to: - provider going into administration - failure of regulatory inspection relating to quality of service - care provider chooses not to deliver services - HS&E breach leading to operational disruption to manage the situation, harm to individuals by not having their care and support needs met, unexpected financial consequences, breach of statutory duty,	Head of Integrated Care Quality	Business continuity	For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers. The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. A regular report setting out provider risks and concerns is circulated to the DASS and to the DU's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.	4	4	16	4	3	Treat	Same
AC003	Unacceptable level of quality services provided by care providers	Unacceptable levels of quality of services provided by care provider could lead to additional dedicated Barnet resource needing to be put in place to address the situation, resulting in reduced ability to manage BAU, financial consequences. If the additional resource is not able to address the underperformance of the care provider, this could also lead to harm to individuals, reputational consequences	Head of Integrated Care Quality	Compliance	For contracted services, extensive due diligence is carried out before and during any contract. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers. The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. A regular report setting out provider risks and concerns is circulated to the DASS and to the DU's Leadership team on a monthly basis and discussed through the regular DASS assurance meeting.	4	4	16	3	3	Treat	Same
AC027	Implementation of new IT systems	Implementation of a number of new IT systems within Adults and Communities could lead to the risk that systems are not completely understood, remedial work is required to develop complete and accurate configuration, further training is required and processes are delayed or slowed, leading to risk of harm to individuals, lack of compliance with statutory duties, reduced financial control.	Assistant Director, Community & Wellbeing	Business continuity	The Council works closely with delivery partners including Capita and with the corporate IS function to ensure systems are implemented effectively and meet business needs. The Delivery Unit works closely with programme teams to ensure the scope of work is clear and the highest priority items are identified and completed as quickly as possible. Joint programme boards ensure risks and issues are highlighted and escalated to the senior management structures of both organisations. Use is made of assurance mechanisms including internal and external audit and specialist technical assurance commissioned as and when needed. For Barnet/Capita projects, there is a clear escalation line into the Barnet/Capita Partnership, which is tasked with ensuring issues are resolved rapidly and to the long term benefit of the Partnership.	4	4	16	1	1	Treat	New
AC019	Capacity in the provider market	Market conditions could create shortages in both generalist and specialist service provision (such as specialist accommodation or Personal Assistants) which in turn could drive up placement prices and challenge the Council's ability to meet service users' needs in accordance with its strategic objectives or within the desired budget.	Interim AD JCU	Compliance	The Council has developed commissioning strategies and a five year commissioning plan which is updated each year to ensure the market is kept informed about current and future direction. The Council also works with the market as a whole, making a programme of best practice and improvement initiatives available to the provider sector. The Delivery Unit carries out ongoing contract management and monitoring to ensure it continues to engage with providers, complemented by relationship management work, and monitoring of individuals placed with providers.	4	4	16	2	2	Treat	Increased

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
AC001	Increased overspend in 2017/18 to meet statutory duties	Adults & Communities Delivery Unit could have insufficient resources to meet its statutory duties due to operating in an environment in which there is inherent uncertainty in future demand for services, exacerbated by a potential inability to deliver savings, reduced ability to raise income from clients, the rising cost of care, other in year financial pressures due to unexpected demand, the increasing complexity and cost of care packages, and legislative changes. This could result in harm to individuals, legal challenge, worsening budget overspend, and reputational damage.	Adults and Communities Director	Compliance	The Council's budget management process (MTFS) forecasts demographic growth and pressures over a 3 year period. Budget and performance monitoring and management controls are used throughout the year. Work to reduce addressable spend (such as expenditure on agency staff) is being carried out in year. The Joint Strategic Needs Assessment will identify future demand pressures, and the Council will undertake initiatives focused on reducing and managing future demand in response, including the Adults' New Operating Model/ Alternative Delivery Vehicle which focus on reducing demand for services and finding more creative ways to manage complex need.	5	3	15	3	3	Treat	Same
AC004	Surge in demand from NHS	An unpredictable surge in demand from the NHS in situations where there is limited capacity could lead to the DU being unable to meet this demand within the NHS's required timescales. This could result in financial consequences, operational disruption leading to rushed decisions being made that have unintended negative consequences, potentially for individuals that have been discharged, and increased central government scrutiny.	Assistant Director Adult Social Care	Compliance	System-wide resilience money is available on top of BCF and IBCF funding. These are used across a number of activities whether to create extra capacity, increase assessment capability or support new initiatives such as Discharge to Assess. There are monthly meetings between LBB, CCG and NHS Provider Trusts to discuss & manage pressures in the system, and to deliver actions across the system. These include the A&E Delivery Board & Urgent Care Transformation Programme. There are regular calls throughout the week which focus on management of patients who are delayed in hospital.	3	5	15	3	3	Treat	Same

Children and Young People (3)

FS001	Significant child safeguarding incident	Inappropriate response or poor decision-making around a case leads to a significant children's safeguarding incident, resulting in increased risk of significant harm or death of a child, and reputational damage.	Operational Director, Early Help, Children in Need and Child Protection	Statutory Duty	The Ofsted Action Plan has been developed - building on previous work to strengthen the service. Delivery of the plan is monitored regularly and overseen by a Board. Signs of Safety training is being rolled out as part of the toolkit to implement resilience-based practice across the service and partnership, which supports purposeful practice Supervision and practice standards help to control this risk, as well as quality assurance activity. We provide assurance reports to the lead member, SCB Assurance, Barnet Safeguarding Board, and the Social Work Improvement Board, to ensure scrutiny and oversight. The lead member meets monthly with service leads to provide oversight.	4	4	16	4	3	Treat	Reduced
FS023	Delivery of Ofsted Action Plan	The Ofsted Action Plan is not delivered across the partnership quickly enough, which could lead to outcomes for children, young people and families not improving at the pace required, resulting in negative monitoring reports and future inspection outcomes.	Director of Children's Services	Statutory Duty	Delivery of robust action plan to take recommendations forward. Monitoring of impact of action plan on outputs and outcomes for children, young people and families, and taking action if outcomes don't improve as expected Refresh of the Barnet Safeguarding Children's Board functions, membership and work programme Leadership from the Chief Executive to drive forward action plan, and galvanise resources from across Council to support improvement (including support services) Strong communication/engagement plan at all levels of the partnership and organisation, to keep the focus, energy and momentum at all level (particularly when moving at pace).	5	3	15	3	2	Treat	New
FS019	Relocation of unaccompanied minors	The relocation of unaccompanied minors and increase in UASC could lead to increases in the child in care population, resulting in budgetary pressures	Operational Director - Looked After Children and 0-25	Statutory Duty	Roll-out of Signs of Safety to build resilience in families. Family Group Conferencing service Contingencies in the budget for meeting the target group of UASC	4	4	16	3	2	Tolerate	Increased

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls and mitigations in place	Residual Risk (with controls in place)			Target Risk		Response Option	Direction of Travel (from previous quarter)
						Impact	Likelihood	Risk Score	Impact	Likelihood		
High level joint risks												
Barnet Group (1)												
TBG009	Ensuring availability of funding for meeting best practise in fire safety	Financial risk due to extended H&S checks following Grenfell Tower Fire. There is a risk of escalating costs associated with requirements to ensure the safety of council tenants and leaseholders and meet the Council's wish to exceed the statutory minimum requirements and deliver best practise in relation to fire safety for council dwellings.	Strategic Lead Housing	Financial	HRA Business Plan has been updated and shown to be able to support £17.5m investment agreed by Housing Committee Oct 2017 Barnet Homes have provided costed and prioritised programme of fire safety improvements and housing committee has agreed to fund category 1 works Working with other London authorities to seek additional HRA flexibilities to meet cost of works Housing Committee has agreed to defer some works until outcome of Govt. Review of fire safety regulations expected Spring 2018.	4	4	16	4	3	Treat	New
Customer Support Group (2)												
CSG26	Inadequate Awareness of LBB staff	Inadequate security controls & governance training for LBB staff could lead to loss of sensitive personal information or breach of data protection resulting in contractual & DPA breaches, breaches of PCI compliance obligations, penalties & compensation	Information Security Manager	Information Governance	Training and awareness of all LBB staff in place Regular briefings and reminders PSN compliance in place and Capita group security standards applied to all projects Council Security forum, PEN tests, PCI tests and PSN compliance assessments in place and reviewed annually Audits completed on processes and controls with good compliance reported	5	3	15	2	2	Treat	Same
CSG38	Income target	As a result of staff turnover and service transformation, the service may fail to develop income quick-wins necessary to meet budget income target, resulting in a shortfall in reaching the income budget figure and a failure to offset the forecasted o/s in the managed budgets	Head of Estates	Finance	The new SIP and structure is fundamental to meeting income targets. the new structure will have increased expertise and capacity to enable enhanced income generation for the council. in the short term the Estates Service has the ability to draw on wider Capita resource if required. There is increased senior management resource and focus on these activities. Plan - CSG is reviewing its case priorities to identify resources who will lead on the quick win initiative programme, this will work in conjunction with the investment model.	3	5	15	1	1	Treat	Same

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Appendix N

Corporate Plan - 2018/19 Addendum

Introduction from the Leader of the Council

Barnet is an ambitious council that aspires to deliver excellent modern services to residents at the best possible value to the tax payer. The borough has some of the best schools in the country, over 200 parks and open spaces, and a comprehensive regeneration programme. The council operates on a sound financial footing, despite continued reductions to our budget and an ever-increasing demand for services – particularly care for the elderly. With the highest population of any London borough, this is a great achievement.

Our focus is on reaching the best outcomes for our residents and working with a range of public, private, and voluntary sector organisations to achieve this. We will always support our vulnerable residents and will target our resources at those most in need, whilst ensuring that everyone can benefit from the opportunities that growth and investment will bring to the borough.

As the Leader of the Council, I am optimistic about the future. The council will continue to face up to its responsibilities and support residents to stay independent of statutory services for as long as possible, but we can't do it on our own. The borough's residents and businesses will need to do their bit – helping to keep our streets and parks tidy, recycling more, and looking out for our neighbours – to ensure we are equipped to rise to the challenges of the next few years. We will increase our support for those residents and groups who want to take on a more active role in their community.

I hope this Corporate Plan helps you understand more about how Barnet is approaching the challenges and opportunities of the next year, and how we will measure our success.

Our Purpose

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

- successful places;
- great outcomes;
- quality services; and
- resilient communities.

Our Corporate Priorities

Each of our corporate priorities is owned by one of our theme committees to ensure accountability – more information on what we have been doing to meet these priorities and planned work for the coming year is included in the relevant appendix.

Our top priority across the council is the Children's Services Improvement Plan, following our inadequate Ofsted inspection. Although this priority is owned by the Children, Education, Libraries and Safeguarding Committee (see Appendix C); all of our Theme Committees are fully committed to the delivery of the Children's Services Improvement Plan.

- **Children's Services Improvement Plan:** we are working with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, 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.

Adults and Safeguarding Committee (Appendix A)

- **Implementing strength-based best practice:** our strength-based approach to social care focuses on the adult's life as a whole and includes social factors such as friends, family, employment, interests and hobbies. This offers our residents more control over the way they live their lives, with increased resilience and independence. Our strength-based practice programme has been identified as a model of good practice by the national association of directors of adult social services (ADASS) and in the national social work awards. We are continuing to enhance and embed our use of strength-based practice across frontline teams and are developing a programme that will bring our strength-based practice approach to a wider local audience including providers, health partners and our voluntary and community sector partners. As part of this priority, we are working to expand the care and support options available to residents: building new extra care homes, offering more technology services, increasing employment support, increasing supported living and nursing care and becoming a dementia-friendly borough.
- **Integrating local health and social care:** we are working with Barnet NHS Clinical Commissioning Group to implement Care Closer to Home, a programme of work that will deliver more care and treatment in local community settings. The first local Care Closer to Home network will go live in Burnt Oak in February 2018. Over the next year we will also be enhancing health care support to care homes to avoid unnecessary hospital admissions and support people in the last phase of life. We are implementing the 'Red Bag' Initiative which ensures an agreed set of key documents, personal items and medication accompanies people from care homes to and from hospital in a clearly identifiable red bag to facilitate smooth hospital admission and discharge. We will also focus on increasing the uptake of screening. A programme of work is underway to increase the number of Annual Health Checks completed by GPs. We will also continue to work on the transforming care programme, preventing hospital admissions for people with learning disabilities and complex needs.

Assets, Regeneration and Growth Committee (Appendix B)

- **Regenerating Brent Cross Cricklewood:** this is the council's most substantial growth and regeneration programme. It will transform the area into a new and thriving urban centre and will create 7,500 new homes and up to 27,000 new jobs. There are three essential components:
 - Brent Cross London – the redevelopment and modernisation of Brent Cross shopping centre and the delivery of critical infrastructure on the north of the A406, which is being led by Hammerson and Standard Life Investments
 - Brent Cross South – the council has appointed Argent Related as its joint venture partner to deliver the development to the south of the A406, which includes the creation of the new town centre
 - Thameslink station – led by the council, this includes the building of the new Brent Cross West Thameslink station and new waste and rail freight facilities.
- **Increasing the housing supply, including Colindale:** increasing the supply of housing in the borough is a key priority of the council. As part of the Colindale regeneration over 10,000 new homes will be delivered, and the council is also building new homes on its own surplus sites in partnership with the Barnet Group.
- **Helping people into work:** the Barnet approach sees joint working across Barnet Homes, JobCentre Plus, Cambridge Education, young people's support, and the local providers. Alongside this, we will develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities to achieve the best outcomes and prevent drift and delay. We have active employment schemes available on our regenerations sites to help priority cohorts such as care leavers and those claiming Universal Credit find work.

Children, Education, Libraries and Safeguarding Committee (Appendix C)

- **Delivering the family-friendly Barnet vision:** our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education, we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise, and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the 'resilient families: resilient children' vision, we have strengthened our approach to children with special education needs and disability, and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

Community Leadership Committee (Appendix D)

- **Safer communities:** through the Barnet Safer Communities Partnership (BSCP), Barnet Council works together with the police, probation services, fire service, public health, and other partner agencies to address crime and anti-social behaviour (ASB) issues in Barnet. The aim of the BSCP is that everyone who lives, works, studies in, or visits Barnet will feel safe and be safe. Barnet is one of

London's safest boroughs with a low crime rate. In order to ensure that we continue to address crime and ASB that affects people in Barnet, we are focused on working with residents and businesses to tackle ASB which affects their area (including littering, fly-tipping and illegal encampments); supporting victims of Domestic Violence and Hate Crime so people are confident in reporting incidents and the BSCP intervenes to prevent repeat victimisation; reducing Serious Youth Violence including violence linked to gang activity; and reducing the re-offending and the crime rate in Barnet (and in particular to reduce residential burglary).

- **Tackling issues with domestic violence, mental health, and substance misuse:** the Safer Communities Partnership Board has signed off a new Barnet Violence against Women and Girls (VAWG) Strategy. This emphasises the importance of work to engage with those victims of domestic abuse facing additional barriers that might prevent them from seeking help, including those with complex multiple needs such as mental health and substance misuse. The Community Safety Hub, a co-located space with officers from Community Safety, police, as well as a range of other teams and partnership agencies, has been being implemented to meet the council and partnership demand to manage complex problem solving cases.

Environment Committee (Appendix E)

- **Modernising environmental services:** changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services. This will allow greater synergies across the service. We are reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible.
- **Delivering highways improvements:** we will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over five years), and additional capital investment in road patching and potholes, as well as investing in Transport for London (TfL) Local Implementation Plan projects to improve safety, parking, and local transport. We are also shaping our enforcement approach on 'polluters pay' principle and clamping down on fly tipping and littering.

Housing Committee (Appendix F)

- **Building compliance and fire safety:** keeping residents safe is a top priority for the council. This means ensuring that our buildings always comply with safety standards, and meet best practice where reasonable. The tragic fire at Grenfell Tower in June 2017 focused attention on fire safety in particular, but we must also pay attention to electrical and gas safety, water, asbestos, and other potential hazards.

Policy and Resources Committee (Appendix G)

- **Implementing The Way We Work programme** to empower staff to choose when, where and how they work in order to deliver the best possible services and outcomes for our residents and customers. This includes a move out of our offices in NLBP and Barnet House to

a new, purpose built office in Colindale and a number of hubs and touchdown points across the borough. Through the programme we are modernising and consolidating our office space whilst also having the opportunity to contribute to the regeneration of the Colindale area. The Way We Work programme is an important step in our organisational development to becoming a high performing, agile, learning organisation with a highly engaged workforce who deliver positive outcomes for residents and customers in Barnet.

- **Continuing to improve Customer Services** by developing a customer-focused culture, where customers get a consistently high quality experience, and where we transform the number and quality of digital self-service options so that customers don't have to wait in a queue to get the information and service they need, but can go online 24/7. Our Customer Transformation Programme has been developed to deliver the vision that by 2020 customer access will be simplified, and primarily 'digital by default', offering efficient resolution and services joined-up across the council, partner agencies, and the community sector. We are redesigning our website to be much easier to use, and launching a more modern 'My Account' facility that will offer a wider range of service request options and extra features such as automated emails to give customers updates about the services they have requested. We are also delivering a digital inclusion programme to make sure customers without digital skills or access have the opportunity to acquire them, and that customers who cannot go online can still access the specialist support they need.
- **Medium and long term strategic planning:** our current Corporate Plan and Medium Term Financial Strategy runs to 2020 and it is important for us to continue to plan for and focus on the continued funding and demographic challenges beyond that period, as well as the potential opportunities from new technology etc. It is important to reset our thinking through to 2025 and beyond.

Our Staff Values

Barnet Council has a set of values that guide the way we work with partners and customers. Whether we are commissioning services or delivering them on the front line, our values are at the heart of what we do:

1. **We care** – about Barnet, its people and businesses, and those we work with
2. **We can be trusted** – we are open, honest, act with integrity, and are dependable
3. **We work together** – we actively listen, respond, collaborate and share ideas to achieve the best outcomes with residents, businesses and colleagues
4. **We embrace change and innovation** – we continually ask what we can do better, or differently. We encourage creativity and value ideas. We will celebrate our success and learn from mistakes.
5. **We value diversity** – we value different perspectives, individuality and treat everyone with respect. We will always strive to ensure the organisation embraces the richness of our community.

Barnet Council's financial position 2018-2020

In Barnet, the impact of falling public spending and increasing demand for services has meant the council has needed to save £144million between 2010 and 2017 – 59 per cent of its budget. The savings gap which was identified for 2018 to 2020 was £40.795million.

£17.695million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate £28.556million. After contributing approximately £12.133million to infrastructure works, there is a remaining gap of £6.677million. The savings proposals for the two years are:

2018/19	2019/20	Total
£11.287m	£17.269m	£28.556m

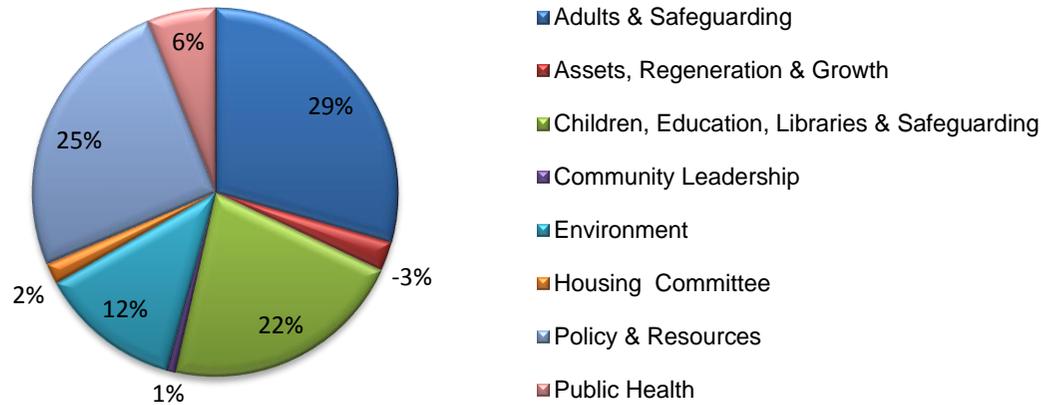
The impact of a decade of constraint on the public finances and increasing demand on services means that, in real terms, by the end of the decade, the council's total spending power will be nearly half what it was at the start.

Due to the increasing demand for our services there will continue to be pressure on the council's budget beyond 2020 and well into the next decade. This means that even without further cuts to government funding, we will need to continue to adapt our approach and deliver differently to make savings and generate income to ensure we are able to provide for the changing needs of our residents.

Medium Term Financial Strategy to 2020

The council has published a Medium Term Financial Strategy (MTFS) to 2020, which sets out how it will meet the financial challenge to the end of the decade. The council's revenue budget at the start of 2018/19 is £276.1million, which is split by the main council Theme Committees as follows:

Barnet Council's Revenue Budget 2018/19: £276.1million



The table below outlines the savings which have been allocated to each of the council's Committees over the next two years.

Theme Committee	2018-19 £000	2019-20 £000	Total £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)
Total	(11,287)	(17,269)	(28,556)

Appendix A: Adults and Safeguarding Committee

Introduction

Adult social care services have a key role to play in improving the lives of Barnet's most vulnerable residents. We work with residents & their families, along with housing, education, and health services, to enable people to stay independent, in control of their lives, and live for longer in their own homes. We do this through best practice social care focused on what people can do and how they can help themselves. We are diversifying Barnet's accommodation offer to help more people to live independently and empower young people with complex disabilities to stay in Barnet, where they grew up. Through transforming our day care provision we are ensuring that people are able to remain active and engaged with access to employment and volunteering. To prevent crises, we are integrating our health and social care services for frail older people, which will reduce demand on hospital services. We are encouraging active and healthy lifestyles and are improving the borough's leisure facilities, parks, and open spaces to support this. Finally, we are making best use of technology and expanding evidence-based prevention and early support to ensure that people can stay independent for as long as possible.

Key successes from 2017/18

Corporate priorities

- **Implementing strength-based best practice**

We implemented a new, best practice model of social work and occupational therapy practice, 'strength based adult social care'. This involves social workers and occupational therapists working differently with residents who have social care needs, to find their preferred way of staying independent using community resources. In 2017/18, this approach was rolled out across the service. We have also opened two Care Space hubs, co-located with the voluntary sector, enabling us to meet service users in the community. This approach is now offered to all new service users.

We have embedded strength based practice in mental health, increasing the capacity of our specialist enablement and recovery service in Mental Health (MH), 'The Network', which provides short-term support to people with MH problems in Barnet, giving them the opportunity to (re)gain skills and confidence to fully participate in their community. The Network aims to keep people in the community, in their own homes and self-reliant. The approach is one of enablement, recovery and staying well.

Our framework agreement with supported living providers gives people access to a range of supported living services that help them to remain independent and reduce the likelihood that people will need to be admitted or re-admitted to residential care or hospital. This includes support for people with low, medium and high level of need; supported living for young people with learning disabilities and/or autism and specialist step-down accommodation-based support for people with people with mental health conditions.

Your Choice Barnet (YCB) provides support including supported living services, day services, respite, enablement and personal assistant services to around 260 adults with disabilities in Barnet. Under the terms of the Council's new contract with YCB, which came into effect in February 2017, YCB has adopted a strength-based approach to help more service users move towards more independent living and participate in the workforce. Since February 2017, YCB has supported 10 individuals into employment and a further 8 people have been supported into volunteering roles.

We have also implemented the new London-wide Multi-Agency Safeguarding procedures. These embed 'Making Safeguarding Personal' into local working across all London boroughs, the Metropolitan Police and the NHS across London. Barnet's adult safeguarding team have worked with the Community Safety Partnership to deliver training, support and a referral programme for General Practices in the borough on responding to domestic violence and abuse.

We continue to build on the successful launch of the Barnet Dementia Action Alliance (DAA) in 2016 by working with our partners to support communities to take practical actions to enable people to live well with dementia and make Barnet a Dementia Friendly Borough. We have been building a specialist extra care scheme to support people with dementia, which we aim to open later in 2018. We are investing in two further extra care schemes, creating over 150 new extra care apartments in the borough. We continue to provide our dementia advisors service and dementia cafes, in partnership with the local voluntary sector. We developed an innovative training and support programme for carers of people with dementia, enabling them to carry on their caring role.

- **Integrating local health and social care**

Barnet's Better Care Fund plan means that local residents with long term conditions can now access multi-disciplinary care in the community through the Integrated Locality Team and the Rapid Response Service. The Barnet Integrated Learning Disability Service (ILDS) continues to support people with learning disabilities and is recognised as a strong performer in the London-wide Transforming Care programme. The team has avoided hospital admissions through close multi-disciplinary working and also by supporting people with complex needs to move to new supported housing. We are working closely with local GPs and the NHS Barnet Clinical Commissioning Group (CCG) to develop a network of 'care closer to home' GP hubs. These will reduce variation in care and improve access to prevention services. We have developed an integrated service for people with dementia with the CCG, joining up access to diagnosis and treatment through the memory service to support and care provided by the Council.

Additional priorities for this Committee

- **Needs-based prevention and support**

The Council's new telecare service launched last year, expanding the assistive technology offer to reach more people and embed the use of innovative technology as part of mainstream care provision. The service has introduced a range of new technologies including:

- Oysta – mobile telecare that can be used outside of the home to support to people to be independent in the community.
- Brain-in-hand – personalised support through a mobile phone app to access employment and education in the community.
- Memrabel – supports people to retain cognitive ability and provides audible reminders for medication and everyday living tasks.
- A mobile device linked to a call centre via 3G sim card with alert button, falls sensor and GPS that provides an immediate services for people discharged from hospital whilst an assessment and installation is arranged in the person's home.

Installations of new devices have performed well, supporting people to live independently for longer and provide greater assurance for family members and carers. By the end of 2017 the service had installed equipment for an additional 689 residents – effectively doubling the size of the service. Over 200 social care and health staff have been trained to make effective referrals for telecare.

Neighbourhood Services have been recommissioned to provide a range of services for older adults:

- Local activities, events, befriending, lunch clubs and health promotion – accessed by 8,566 people in 2016/17.
- Handyperson scheme that carries out simple preventative maintenance measures to enable people to stay in their own homes in safety and comfort – accessed by 900 people in 2016/17.
- Later Life Planning to deliver targeted information and advice to enable older people to plan for later life – accessed by 1,509 people in 2016/17.
- Falls prevention activities – 754 people attended exercise classes including strength, balance and Tai Chi in 2016/17.

These services are delivered throughout Barnet by a range of voluntary sector organisations, led by Age UK Barnet.

The Council has developed its Ageing Well programme into a borough wide local area co-ordination service, which mobilised in 2017. The service connects people to community activities and self-help.

Our early intervention and prevention services for people with learning disabilities and/or autism spectrum conditions help people develop personal independence and resilience through solution-focused support that helps them to develop their own approaches to resolving issues and responding to crisis. Services including problem solving training, 1:1 support planning, employment support, community participation activities and learning and development activities give people the personal skills they need to participate in their local community, be responsible citizens and lead meaningful lives. In 2017/18, around 160 people with learning disabilities or autism spectrum disorders accessed community participation and learning and development activities.

The Council also commissions a number of other prevention and support services from the local community and voluntary sector including information, advice and advocacy services from Barnet Citizens Advice Bureau; mental health advocacy services from Voiceability in Enfield; Community Barnet's Healthwatch service, that helps people access and make choices about health and care services; housing support provided by Genesis Housing Association through Outreach Barnet; stroke support services provided by Central London Community NHS Trust and support for people with visual impairment provided by Middlesex Association for the Blind.

- **Improving leisure facilities and physical activity**

We are investing £41.5 million in the building of two new leisure centres with expanded facilities. Construction of both centres commenced in December 2017. We secured £2million of Sport England Strategic Investment Funding to support these leisure centre developments. The Fit and Active Barnet Framework was launched in March 2017, with the first partnership event being hosted in May, including representation from a cross-section of organisations and stakeholders. The partnership aims to connect and align organisations to co-ordinate and deliver an accessible physical activity pathway, which addresses barriers to participation and improves health and society outcomes We procured a new 10 year leisure management contract to take effect from 1 January 2018, with significant new benefits for Barnet residents, focusing on health outcomes. The SHAPE programme which is specifically delivered for 14 – 25 year olds, engaged with over 1,700 young people in the Burnt Oak and Colindale wards, also supporting young people through training and employment opportunities.

- **Health and Wellbeing**

Public Health led a successful bid to bring the National Diabetes Prevention Programme to Barnet and has funded a Local Commissioned Service in Primary Care to embed brief intervention for lifestyle change. A pre-Diabetic pathway was also developed and has been embedded in GP systems. The Barnet Community Champions programme in GP practices was set up by Public Health. The response from residents in Barnet to GP practices' requests for volunteer support has been exceptional, with volunteers now supporting health promotion and self-care initiatives in five GP surgeries and one care home. Over 60 champions now provide a wide range of activities. Opportunities for integrating health champions into quality improvement processes and to identify and redirect needs that would be better addressed in the community have been identified.

Key activities for 2018/19

Corporate priorities

- **Implementing strength-based best practice**

Our strength-based approach to social care focuses on the adult's life as a whole and includes social factors such as friends, family, employment, interests and hobbies. This offers our residents more control over the way they live their lives, with increased resilience and independence, while building upon their connections with the local community. Our strength-based practice programme has been identified as a model of good practice by the national association of directors of adult social services (ADASS) and in the national social work awards. All relevant staff are trained in strength-based practice and it is present in all aspects of day-to-day practice. We are continuing to enhance and embed our use of strength-based practice across frontline teams, and this is monitored in a number of ways including our weekly resource panel, internal and external audit activity and case file and direct observation work. Customer feedback surveys this year will monitor the impact of strength-based practice on residents. We are developing a programme that will bring our strength-based practice approach to a wider local audience including providers, health partners and our voluntary and community sector

partners, beginning with our Hospital and Care Quality teams in spring 2018. We are building a partnership with Hampshire County Council Adult Services and have begun sharing best practice and critical reflection around strength-based practice. We will build on this partnership through 2018 and also benchmark our progress against another local authority.

As part of this priority, we are working to expand the care and support options available to residents: building new extra care homes, offering more technology services, increasing employment support (to increase the proportion of adults in paid employment), increasing supported living and nursing care and becoming a dementia-friendly borough. For 2018/19 the Council is working to recommission care and support services at two extra care schemes in Barnet – Goodwin Court (52 self-contained flats) and Wood Court (39 self-contained flats). The Council has also been working with Barnet Homes and Your Choice Barnet to build a new extra care scheme at Moreton Close, which will provide 51 additional extra care flats, with a focus on supporting people with dementia. It is anticipated that the new scheme will launch in 2019.

- **Integrating local health and social care**

We are working in partnership with Barnet NHS Clinical Commissioning Group to implement Care Closer to Home, a programme of work that will deliver more care and treatment in local community settings, reducing unnecessary hospital attendances, promoting individual and community health and wellbeing and providing more integrated, coordinated support to those most in need. Local Care Closer to Home networks will bring together GPs, nurses, pharmacists, social care staff, mental health and other professionals and community and voluntary sector groups to support people to look after themselves and stay well. The first local network will go live in Burnt Oak in February 2018. People visiting their GPs will be able to access information and advice about Council services including BOOST (employment and welfare services), exercise referral, prevention services, housing and adult social care support.

Over the next year we will also be enhancing health care support to care homes to avoid unnecessary hospital admissions and support people in the last phase of life.. We are implementing the 'Red Bag' Initiative which ensures an agreed set of key documents, personal items and medication accompanies people from care homes to and from hospital in a clearly identifiable red bag to facilitate smooth hospital admission and discharge. We will also focus on increasing the uptake of screening. A programme of work is underway to increase the number of Annual Health Checks completed by GPs. We will also continue to focus on improving the health of carers by further developing our carers support offer in primary and secondary health care settings; expanding our digital support offer to carers; promoting the support available to carers in pharmacy settings; and delivering training on identification and support of carers and young carers to primary care workers via the CEPN Multi Collaborative Learning Groups. We will continue to work on the transforming care programme, preventing hospital admissions for people with learning disabilities and complex needs. As the transforming care programme is entering its final year the focus will be on ensuring the good progress made is firmly established in our joint processes for example through a new specification for health services for people with learning disabilities.

Additional priorities for this Committee

- **Needs-based prevention and support**

We will help people with learning disabilities and mental health conditions play an active part in their communities. Employment support will be offered to more people who use adult social care through our new employment support framework. This service will take a strength-based approach, developing resilience, building on natural community supports and social networks, developing life skills and supporting people to access community provision and universal services and progress to employment.

We will expand home care, enablement, and supporting living services by bringing more providers into Barnet. Our support service for carers and young carers will continue to provide assessments and advice; training to help support carers in their caring role; and carer support plans that are tailored to individual needs and utilise community resources. Our programme of support for carers of people with dementia will continue to support carers to continue to care for their loved one and maintain their family together. We will continue to support carers to balance work and caring commitments and have commissioned an umbrella membership with the Employers for Carers Scheme – this means that all LBB employees and all SMEs within Barnet (organisations with fewer than 250 staff working for them) can join the scheme. Benefits of the scheme include: accessing member resources on the Employers for Carers website, including relevant legal information, practical case studies and template leaflets/workplace surveys, invitations to Employers for Carers member events; connecting with other employers and benefitting from peer support.

- **Improving leisure facilities and physical activity**

We will continue with the coordination of funding applications, volunteering and training opportunities through the Fit and Active Barnet Partnership. We will also commission and complete an Indoor Sport and Recreation Study which will act as a strategic review and complement to the Barnet Playing Pitch Strategy and Local Plan. We will continue the construction of the two new leisure centres, for a planned opening in 2019. We will ensure the new leisure services provide an enhanced range of services to local residents, with increased use of the facilities and increased physical activity among residents.

- **Health and Wellbeing**

Barnet's Public Health Team will become a standalone service and will lead the development of a social prescribing offer for primary care as part of the Care Closer to Home programme. Health checks and smoking cessation services commissioned via GP surgeries will deliver improved outcomes for residents.

Indicators for 2018/19

Corporate priorities

- Implementing strength-based practice

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	AC/S1 (Annual)	Percentage of people who use adult social care services satisfied with their care and support (survey) ¹	61%	61.3% (G) (reported in Q2)	61.3% (within confidence interval)	Annual – not reported	Annual – not reported	62.1% (within confidence interval)	Top 20% of comparable boroughs, within confidence interval(62.5% in 2016/17)
CPI	AC/S9 LAPS (D19)ASCO F2A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	530	381.9 (G)	500	58.9 (G)	185.0 (R)	490.0 ²	Top 40% of comparable boroughs (365.3 in 16/17)
CPI	AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	16.6	8.50 (G)	15.0	0.0 (G)	1.6 (G)	12.0 ³	Top 30% of comparable boroughs (5.88 in 16/17)
CPI	AC/S15 (ASCOF 4A) (Annual)	Percentage of people who use services who say those services make them feel safe and secure (survey)	80.1% (within confidence interval)	79.6% (G) (reported in Q2)	79.6% (within confidence interval)	Annual – not reported	Annual – not reported	81% (within confidence interval)	Maintain performance
CPI	AC/C17	Percentage of contacts that result in a care package	Monitor	21% (reported in Q1)	Monitor	18.2%	5.2% ⁴	Monitor	Monitor

¹ All indicators based on the Adult Social Care user survey are set using a 'confidence interval' that takes account of the margin of error which may result from surveying a small sample of the population.

² This target will be reviewed in Q2 2018/19 to see if it can be reduced, following data cleansing to support the 2017/18 statutory returns.

³ As with AC/S9, this target will be reviewed in Q2 2018/19 to see if it can be reduced, following data cleansing to support the 2017/18 statutory returns.

⁴ This indicator is subject to data quality issues relating to the Mosaic implementation and is likely to be revised in subsequent quarters.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	AC/S10 (ASCOF 1B) (Annual)	Percentage of people who feel in control of their own lives (survey) ³	69% (within confidence interval)	69% (G) (reported in Q2)	70% (within confidence interval)	Annual – not reported	Annual – not reported	73% (within confidence interval)	Top 25% in England (79.5% in 15/16)

- Integrating local health and social care

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	AC/C12	Number of delayed transfers of care from hospital per 100,000 population (aged 18+) which are attributable to both NHS and Adult Social Care	7.35	9.9 (R)	7.35	9.9 (R)	10.7 (R)	9.0 ⁵	Maintain performance
CPI	AC/C13	Number of delayed transfers of care from hospital, and those which are attributable to adult social care, per 100,000 population	2.5	5.1 (R)	2.5	5.5 (R)	5.5 (R)	2.6 ⁶	Maintain performance

- Needs-based prevention and support

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live-in their own home or with their family	63%	71.6% (G)	65%	70.0% (G)	70% (G)	72.5%	England average (76.2% in 16/17)
CPI	AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	10.8%	10.9% (G)	10.8%	9.9% (G)	10.0% (RA)	10.9%	Top 25% of comparable boroughs (11.3% in 16/17)

⁵ The DTOC targets from 2017/18 onwards use a new ASCOF measure which counts the average number of delayed discharges on each day in the month, per 100,000 population. The 2018/19 DTOC targets (AC/C12 and AC/C13) are now set by NHS England at a national level which may be subject to revision in 2018/19 based on central government requirements and guidance. This indicator relies on data which is collected from NHS providers and published centrally by NHS England. Substantial work has taken place in Q3 2017/18 to review this data, including past submissions, to ensure the submissions have been correct, and this work may ultimately result in a revised outcome.

⁶ As AC/C12 above.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	AC/S5 (ASCOF 1F)	Percentage of adults with mental health needs in paid employment	7.2%	7.6% (G)	7.5%	7.6% (G)	6.9% (G)	7.5%	Top 30% of comparable boroughs (7.65% in 15/16)
CPI	AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	83%	84.2% (G)	83%	83.1% (G)	81.8% (GA)	83%	Top 10% of comparable boroughs (84.1% in 15/16)
SPI	AC/S2 (ASCOF 3D) (Annual)	Service users who find it easy to get information (survey) ²	71.3% (within confidence interval)	69.4% (G) (reported in Q2)	Maintain performance (within confidence interval)	Annual – not reported	Annual – not reported	69.8% (within confidence interval)	Top 35% of comparable boroughs, within confidence interval (73.9% in 16/17)
SPI	AC/S18	Percentage of service users receiving ongoing services with telecare	17%	16.2% (GA)	17%	23.4% (G)	25% (G)	26.5%	30%
CPI	AC/S29	Number of instances of information, advice and guidance provided to carers	3000	3226 (G)	3300	724 (R)	1,256 (R)	3600	3800

• Improving leisure facilities and physical activity

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
SPI	CG/C29	Percentage of the population taking part in sport and physical activity at least twice in the last month (as defined by Active Lives)	New for 2017/18	New for 2017/18	76.7%	Annual – reports in Q2	77.9% (G)	78.5%	79%
SPI	New	Total number of leisure attendances	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	1,163,000	1,481,000

Appendix B: Assets, Regeneration & Growth Committee

Introduction

Housing and employment are essential elements to achieving a good quality of life; we want to ensure that everyone in Barnet has access to a good job, and that people who contribute to the life of the borough are able to live here, in good quality affordable homes, so that the borough remains a place where people and businesses want to live, work and invest. We will support local businesses to thrive, which in turn will create jobs and grow the economy. Through responsible regeneration, we will revitalise communities and improve the quality of life for people living in the areas of greatest need in Barnet, while creating opportunities for residents and businesses across the borough.

Key successes from 2017/18

Corporate priorities

- **Regenerating Brent Cross Cricklewood**

Brent Cross North – Planning Committee approval of the Reserved Matters Application for the works to the shopping centre (Phase 1B North), and commencement of seasonal works (vegetation clearance) to support the development of Brent Cross North. ARG Committee approved the Brent Cross South Business Plan and First Phase Proposal, and Reserved Matters Application for the first plot which contains the replacement units for the Whitefield Estate was submitted.

- **Increasing the housing supply, including in Colindale**

In September 2017, Grahame Park Plot 6 in Colindale was completed, providing 92 units (8 social housing, 39 shared ownership and 45 private rent). The Planning Committee also approved the planning application for Grahame Park plots 10, 11 and 12. As part of the affordable housing delivery programme, work started onsite in summer 2017 at the first sites to be delivered by Opendoor Homes, which will deliver 27 affordable homes for rent. The ARG Committee approved the Outline Business Case for development of an Extra Care scheme at Stag House, Burnt Oak Broadway, which will deliver 50 extra care units for affordable rent. The planning application for this was submitted in December 2017. Approval of the business justification case for the microsites programme phase 1 was also approved at ARG Committee; this programme will deliver affordable and specialist housing on smaller scale infill sites across the borough. Phase 1 will deliver 10 affordable rented homes across four sites, including 8 wheelchair accessible bungalows.

- **Helping people into work**

The 2016 Entrepreneurial Barnet competition was held in December and celebrated new business ideas from students and local entrepreneurs, the winning business 'Student Light' secured a cash prize and mentoring support. The 2017 competition is well underway. A second Pop Up Business School to support business start-ups was run in Brent Cross in November 2017. Our active

employment schemes continue to help people into work, with BOOST Burnt Oak supporting 298 people into work in 2016/17, and BOOST Childs Hill launching in April 2017. In October 2017 these schemes had supported 1448 people into work. We have been promoting apprenticeship opportunities, offering 100 vacancies across the council and partners, for local people on regeneration estates to apply for. To improve employment and skills in the borough, we have been working with partners to develop a traineeship programme for young people who aren't quite ready for an apprenticeship. We have also trialled a model of support for those who are working but are looking for ways to move up the career ladder called Skills Escalator. Public Health continued to invest support that tackles health and employment support side by side. Barnet is working with the West London Alliance to procure a provider of the Health and Work Programme, a national DWP programme that has been devolved to the London sub-regions.

Additional priorities for this Committee

- **Investing in key Town Centres and making Barnet the best place in London to be a small business**

We have invested £20million in high speed broadband was secured through Virgin Broadband's 'Project Lightning'. This has been delivered throughout 2017. We have also invested over £670k in Burnt Oak to create a more welcoming town centre and create a bold identity at the station entrance. Shop keepers have been supported to think through how they can best display their goods and make their business a success. We have developed town centre strategies for Finchley Church End and Golders Green. These strategies consider physical improvements to town centres, business support, events, joint actions for a variety of services and influencing development in the local area. A number of projects in Barnet's town centres successfully reached their target on the Barnet Spacehive Community Fund (crowdfunding platform), including the Barnet Teenage Market, Syrian Kitchen and Love Burnt Oak Community Kitchen.

Key activities for 2018/19

Corporate priorities

- **Regenerating Brent Cross Cricklewood**

Early works (utilities diversion) are due to begin on Brent Cross North from March 2018, and works to the shopping centre and highways will start on site. Infrastructure works are also due to start on site at Brent Cross South. The design of the new Thameslink station will be completed, with constriction of freight and waste facilities commencing, subject to approval of detailed designs by planning committee, and enabling works for the station and sidings are due to commence.

- **Increasing the housing supply, including Colindale**

The first affordable housing developments by Opendoor Homes are due to be completed in October 2018. Throughout 2018/19, 402 homes are due to be completed in Colindale, with 10 starts on site at the Grahame Park Plot. Work to obtain vacant possession of Stag

House will continue and the full business case for the extra care scheme will be submitted to Assets, Regeneration and Growth Committee. Outline business cases and planning applications for an extra care scheme on the Upper and Lower Fosters Estate in Hendon will also be submitted.

- **Helping people into work**

We will continue to offer joined up support to people to find work through active employment schemes are available on our regeneration sites, for priority cohorts such as care leavers and for people claiming Universal Credit. The Barnet approach sees joint working across Barnet Homes, JobCentre Plus, Cambridge Education young people’s support and the local providers. Alongside this, we will develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities.

Additional priorities for this Committee

- **Investing in key Town Centres and making Barnet the best place in London to be a small business**

We will work to distribute business rates relief to those businesses who are eligible as part of our efforts to get the basics right, which includes making sure business are clear about what business support available from the council. We are also developing materials for a business directory and inward investment portal to help attract the brightest and the best to the borough and support them to thrive. This will be supported by the opening of a series of workspaces in our libraries where we will support new start-ups to grow in the borough and make it their longer term home. We will develop town centre strategies for North Finchley and Edgware town centres.

Indicators for 2018/19

Corporate priorities

- **Increasing the housing supply, including Colindale**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2217/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	REGEN KPI01	New Homes Completed ⁷	New for 2017/18	New for 2017/18	2,313	241	282	3,100	3,410

⁷ Re contract indicator – currently targets set to 2017/18 only.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
SPI	CG/C35	Homes started on site through the development pipeline programme ⁸	New for 2017/18	New for 2017/18	Monitor	0	0	Monitor	Monitor
CPI	CG/C25	Income from the estate (cumulative)	£3.37m	£3.72m (G)	£3.76m ⁹	£1.10m (G)	£1.56m (R)	£3.046m ¹⁰	Increase
SPI	CG/C24	Running costs of estate (designated civic buildings only)	£4.47m	£5.7m (GA)	£4.47m	£0.73m (G)	£1.862m (G)	£4.5m ¹¹	£4.18m

• Helping people into work

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	CG/S1 (Quarter)	Unemployment (of people on out of work benefits)	Monitor	4.9% (Jan - Dec 2016)	Monitor	5.0% (Apr 16– Mar 17)	4.9% - (Jul 16 – Jun 17)	Monitor	Monitor

Additional priorities for this Committee

• Investing in key Town Centres and making Barnet the best place in London to be a small business

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	Re/S1 (Annual)	Business survival rate across the borough (number of Barnet businesses surviving for more than 2 years)	4%pts more than comparable boroughs	7.6% (G)	5%pts more than comparable boroughs (in DQ Sheet)	Annual – not reported	Annual – not reported	5%pts more than comparable boroughs (in DQ Sheet)	5%pts more than comparable boroughs

⁸ New indicator – target set as Monitor for 2017/18 whilst baseline identified.

⁹ Published proposed annual target of £3.37m now finalised as £3.76m

¹⁰ Includes Libraries

¹¹ Includes repairs and maintenance and savings target for 2018/19

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	Re/S3 (Annual) Re/SK3	Reduce the number of "Vacant High Street Properties" across the borough	2.5% better than comparable boroughs	5.7% (G)	1.5% better than comparable boroughs	Annual – not reported	Annual – not reported	2.5% better than comparable boroughs	2.5% better than comparable boroughs
CPI	Re/S14 (Annual)	Business satisfaction with the council and area (local survey) ¹²	TBC ¹³	Not reported	Monitor	Annual – not reported	Annual – not reported	Monitor	TBC
CPI	CG/S27	Percentage of council spend (excluding direct debits) with local businesses	Monitor	23%	Monitor	42%	36%	Monitor	Monitor

¹² New methodology for survey to be confirmed. Target set as Monitor for 2017/18 whilst baseline identified.

Appendix C: Children, Education, Libraries & Safeguarding Committee

Introduction

The vision for this Committee, which is set out in the Children and Young People's Plan, is to make Barnet the most family friendly borough in London by 2020 – where children, young people, and their families are safe and healthy, are informed and responsible, and feel listened to. At the core of this is a resilience-based model of practice which involves identifying issues early and supporting families to build their resilience, underpinned by high quality social work. Our safeguarding arrangements for vulnerable children and young people will be effective and robust, with greater interface between services to provide a cohesive approach. We strive for schools in Barnet to remain among the best in the country, with enough early years and school places for all and children achieving the best they can, with attainment and progress of pupils in the top 10% nationally, and the progress of the most disadvantaged and vulnerable pupils accelerated.

Children's Services Improvement Plan

We are committed to the vision of being the most family-friendly borough in London by 2020. At the heart of this journey is the building of resilience in children and their families enabling them to bounce back from adversity. Improving the quality of services to children is a council-wide responsibility and we need to work collectively across the council to drive the improvements we want. 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.

Most children and young people in Barnet excel, but there are a few children and young people who do not. 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.

Our commitment to Barnet's vulnerable children is to deliver services that give children and young people the platform to succeed and thrive. We will work closely together with focus and drive to deliver timely and effective services, achieving good outcomes for children and young people in Barnet. To realise our ambitions for children and young people, we will not compromise:

- on the quality of staff we need to improve the experience of children who need our help
- the rigour applied or,
- on the pace needed to drive the improvements.

We have three core strategic objectives that cut across our plans for children, young people and families and underpin the change needed across the council 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 effective 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, curious and child focused.

Key successes from 2017/18

Corporate priorities

- **Delivering the family-friendly Barnet vision**

A key aspect of delivering our family-friendly vision is the transformation of children’s and adolescents’ mental health services (CAMHS). During the past year we have invested to reduce waiting times for community CAMHS and children and young people on the waiting list, as well as for the specialist Eating Disorder Service.

We have increased the capacity and workforce within the Youth Offending Service and Pupil Referral Unit, and have increased the provision of counselling by Raphael House, a voluntary sector organisation, to include an additional 40-50 young people per annum. We have now developed and rolled out Delivery Plans for our first six pilot resilience schools as part of our Resilient Schools Programme, which covers support for pupils, staff curriculum development, digital resilience and several other key strands developed through research by the Anna Freud Centre. In June 2017, we launched the Kooth online counselling service for 11-25 year olds, with 176 Barnet young people using the service in the first three months; 40% more than the expected performance. Over the past year we have increased capacity in the voluntary sector, with four additional staff being trained in Children and Young People’s Improving Access to Psychological Therapies (IAPT).

Jointly with the children and young people we have developed key aspects of the new mental health and wellbeing service model. We visited 24 schools, held youth events attended by 17 schools, consulted face to face with more than 400 young people and 7000 online. We started our three year journey in partnership with UNICEF to deliver the Child Friendly City or Community Initiative. Our vision is to become a Child Friendly Community by 2020. There is strong commitment from our key stakeholders across the partnership. Family Services have implemented a locality pilot programme to improve service integration and ensure seamless support is provided to families. As part of the ‘resilient families: resilient children’ vision, we have commissioned a new 0-25 service which aims to foster resilience and independence within young people with complex needs. The service aims to reduce the ‘cliff-edge’ of care that young people and their families often report during the transition from children’s services to adults.

Additional priorities for this Committee

- **Tackling gang activity**

We have established a small and multi-professional team to lead in the delivery of support to high risk/high vulnerability adolescents. The new team, REACH, is working with 50 children and young people who vulnerable to exploitation and violence. The multi-agency approach to assessment and care planning has shown some early signs of improved assessment, including risk assessment, quality and care planning; with children, young people and their families benefiting from a co-ordinated wrap-around response to meet their complex needs. The initial results will be tracked by Research in Practice to see whether this early impact has been sustained. This work fits into the wider activity of the service involving Keeping Young People Safe, Targeted Youth Service, work with voluntary sector organisations, Youth Offending Team and the gangs panel.

- **Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally**

95% of Barnet primary schools (83 out of 87) and 96% of secondary schools (21 out of 22) are good or outstanding. All of Barnet's Special Schools, Pupil Referral Units and Nursery Schools with an Ofsted rating have been rated as 'good' or 'outstanding'. All children starting primary or secondary school in September 2017 were offered a school place and since April 2017, 100% of applications for Education, Health and Care plans for children with special educational needs and disabilities have been assessed on time. Through our Capital Investment Programme we have expanded the Oak Lodge Special Academy and St Mary's and St John's all-through school in Hendon. The planning application for a new secondary school, the Ark Pioneer, was granted in October 2017.

- **Delivering a 21st Century library service**

We have implemented a new Library Strategy and completed our buildings programme in all 14 of our libraries. As part of this we have also implemented self-service opening in 10 of our libraries and successfully launched four partnership libraries. In addition to this, our new libraries in Colindale in opened in September 2016 and Finchley Church End opened in September 2017, and in October 2017 we delivered the third annual Barnet Libraries Festival.

Key activities for 2018/19

Corporate priorities

- **Children's Services Improvement Plan**

We are working with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, 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.

- **Delivering the family-friendly Barnet vision**

Our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the 'resilient families: resilient children' vision, we have strengthened our approach to children with special education needs and disability and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

Additional priorities for this Committee

- **Tackling gang activity**

We will continue our partnership with MAC-UK to help practitioners deliver psychologically informed services to children and young people living in complex circumstances, and to recruit young people to engage in peer mentoring alongside our practitioners. We will extend learning from REACH so that practitioners across the children's workforce are able to benefit. We are further developing partnered approaches with voluntary sector providers to deliver targeted prevention activity for boys and girls in the community and in school. The REACH team are currently being evaluated by Research in Practice to assess the impact of the multi-agency approach.

- **Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally**

Working with Cambridge Education we will continue to drive standards in our schools. School Improvement Partnerships are operating across the borough, enabling schools to challenge and support each other, sharing best practice to ensure all schools are good or outstanding. We will continue to focus on improving services that support schools and families to meet the needs of children and young people with special educational needs and/or disabilities and in particular, improving and developing communication and partnership working with parents/carers and young people building their resilience. We will continue to work closely with schools and partners to identify and provide early support for children, young people and their families to successfully transition from early years through into adulthood. Through effective collaboration between schools, children's social care and health we will promote safeguarding of children and young people.

Indicators for 2018/19

Corporate priorities

- Children's Services Improvement Plan**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	New	Overall progress against Children's Services Improvement Plan*	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	TBC	TBC
CPI	New	Findings of Ofsted Monitoring Visits	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	TBC	TBC

* Detailed dataset and progress reported as part of Improvement Plan to CELS Committee

Additional priorities for this Committee

- Ensuring the attainment and progress of children in Barnet schools remains in the top 10% nationally**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	New	Percentage of primary and secondary schools rated as good' or better ¹⁴	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	TBC	100%
CPI	CES/S13-1 (Annual)	Average attainment 8 score	Top 10% in England	56.10 (G)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England for all measures (AY 18/19)

¹⁴ Primary and secondary schools merged into a composite indicator for all schools for 2018/19.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	CES/S13-2 (Annual)	Average Progress 8 score	Top 10% in England	0.33 (G)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England for all measures (AY 18/19)
SPI	Formerly CES/S13-3 (Annual)	Percentage of pupils achieving the threshold in English and mathematics (In 2016, the threshold is grade C GCSE, in 2017 the threshold is grade 5)	Top 10% in England	73.1% (G)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England for all measures (AY 18/19)
CPI	CES/S24 (Annual)	Percentage of primary pupils achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	Improve national ranking (AY 15/16)	59% (Baseline Year)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England (AY 18/19)
SPI	CES/S11-1 (Annual)	Percentage of pupils eligible for free school meals in the past 6 years (FSM6) achieving the 'expected standard' in English Reading, English Writing and Mathematics (combined) at the end of Key Stage 2	Improve national ranking	46% (Baseline Year)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England (AY 18/19)
SPI	CES/S11-2 (Annual)	b) Difference between achievement level of pupils eligible for free school meals in the past 6 years (FSM6) and their peers ('expected standard' in Reading, Writing and Maths combined)	Improve national ranking	15% (G)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England (AY 18/19)
SPI	Replaces CES/S15 (Annual)	Average Attainment 8 score of looked-after children	National average	19.5 (R)	National average (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	National average (AY 17/18)	National average (AY 18/19)
SPI	Replaces CES/S16 (Annual)	Average Progress 8 score of looked-after children	National average	-1.66 (R)	National average (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	National average (AY 17/18)	National average (AY 18/19)

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
SPI	CES/S26 (Annual)	Percentage of pupils with an Education, Health and Care Plan or statement of special educational needs achieving the 'expected standard' in English Reading, English writing and Mathematics at Key Stage 2	Top 10% in England	10% (GA)	Top 10% in England	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England	Top 10% in England
SPI	CES/S27-1 (Annual)	Average attainment 8 score for pupils with an Education, Health and Care Plan or statement of special educational needs	Top 10% in England	23.2 (G)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England (AY 18/19)
SPI	CES/S27-2 (Annual)	Average progress 8 score for pupils with an Education, Health and Care Plan or statement of special educational needs	Top 10% in England	-0.72 (GA)	Top 10% in England (AY 16/17)	Annual - not reported in Q1	Annual - not reported in Q2	Top 10% in England (AY 17/18)	Top 10% in England
CPI	New	30 hours free entitlement early years (3 and 4 year olds) places taken for up by parents/carers that are eligible for a place	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	TBC	TBC

Appendix D: Community Leadership Committee

Introduction

Barnet benefits from having safe, strong and cohesive communities and we want to ensure this continues. This means working with the police so that crime levels in the borough remain low and people feel safe, and that locations that experience persistent crime and anti-social behaviour (ASB) are made safe by working closely with our partners to provide an effective response. Victims of crime and ASB will continue to be well supported and offenders managed effectively by public sector agencies to keep re-offending rates low. Our vision is for our communities to be engaged and more cohesive, with residents and community groups being involved in the design and delivery of services where appropriate, and residents having more options available for the delivery of services and outcomes. Communities will also take responsibility for their local areas, will be independent, resilient, and equipped to respond quickly and appropriately in the event of an emergency.

Key successes from 2017/18

Corporate priorities

- **Safer communities**

We have worked in partnership with the police to expand the Automatic Number Plate Recognition (ANPR) camera coverage across the borough. The cameras are live 24 hours a day; they deter and prevent crime involving vehicles, helping to make Barnet Safer. We have also worked together with local voluntary and community organisations to set up Hate Crime reporting centres across the borough. The centres aim to support victims and witnesses of Hate Crime to report it. Alongside Victim Support we have delivered the “Barnet ASB victim support Project” which supports and advocates for victims and witnesses of anti-social behaviour and keeps them informed of the actions being taken. Over 90% of people supported by this project said they would recommend the service to others.

- **Tackling issues with domestic violence, mental health, and substance misuse**

Work has been undertaken to understand the prevalence of these three issues, their interrelationships and how they are a factor in raising the risk to victims and level of demand on services. As a result of this work, we are aiming to identify improvements to the multi-agency approach of risk identification, management, early intervention and prevention for such cases.

Additional priorities for this Committee

- **Co-ordinating a package of measures to support community activity and resilience**

The council has developed a Community Participation Strategy which outlines a range of activities which aim to ensure that we engage more effectively with communities. For example, the council has launched a crowdfunding platform which has seen 19 community projects listed between July 2017 and September 2017, with six projects being fully funded (five of which did not require a financial contribution from the council). The 'Barnet Together' communications campaign has been delivered to signpost people to volunteering and community participation activities in the borough. The Spring Residents' Perception Survey saw the percentage of residents who volunteer regularly rise from 23% in 2016 to 30% in 2017 (over the period of the campaign). The Barnet Community Directory has been delivered to improve information sharing on our community assets and strengths, with outreach being led by Groundwork London with support from Re's Section 106 outreach workers, GP Health Champions and Adults and Communities' new Local Area Coordinators. A Community Participation and Engagement Network has been established to promote information sharing and partnership working between council officers who engage with community groups as part of their role. This intends to help mainstream the delivery of the VCS Charter and Community Participation Strategy objectives across the council. Finally, ongoing work has been undertaken to promote the take-up of employee volunteering, for example through Volunteers Week, Dementia Friend Training and a new volunteering section on the staff Intranet.

- **Emergency planning, preparedness and response**

'Move to Critical' exercises for Business Continuity leads were delivered, testing protocols during a period of raised UK threat level and associated impact on services. We co-ordinated a volunteer response and provided mutual aid to the Grenfell Tower incident and Charcot Estate evacuation. We also delivered Counter Terrorism awareness training to staff and Members, and delivered the Unexploded Ordnance workshop for multi-agency resilience partners to examine in detail the process of evacuating and sheltering large numbers of people, as well as delivering the Cyber Security Exercise to council business continuity leads in November 2017. We have introduced ideas to Children and Youth Practitioners for the involvement of young people in Emergency Planning awareness projects as part of our duty to warn and inform the public, and have used our position as London Local Authority representative on the London Faith Sector Panel to encourage Borough Resilience partners across London to engage with their local Faith and Community Groups to increase the effectiveness of responding networks.

Key activities for 2018/19

Corporate priorities

- **Safer communities**

In 2018/19 we will introduce the OWL (Online Watch Link) app to Barnet. Residents who sign up will receive the latest crime prevention advice and updates from their Neighbourhood Policing Team and Neighbourhood Watch. OWL will help communities feel safer, reduce crime and keep people informed of what's going on locally. We will work jointly with Barnet Mencap who has been commissioned to employ a 'Hate Crime Co-ordinator' to support delivery of our Hate Crime Awareness action plan. The coordinator will focus on

increasing the awareness of Hate Crime and working to co-ordinate activities that ensure that all people who live, work or study in Barnet feel confident to report Hate Crime if they experience it or see it. Finally, we will increase the joint working and level of coordination between partnership agencies dealing with complex and persistent anti-social behaviour issues. This will include the provision of a co-located space with officers from Community Safety, police, as well as a range of other teams and partnership agencies.

- **Tackling issues with domestic violence, mental health, and substance misuse**

We will implement the new Violence against Women and Girls Barnet Strategy which will focus on preventing violence against women and girls; improving outcomes for victims and their children; holding perpetrators to account and enhancing joint working practices between agencies. The new strategy emphasises the importance of work to engage with those victims of domestic abuse facing additional barriers that might prevent them from seeking help – this includes those with complex multiple needs such as Domestic Violence, mental health and substance misuse. We will be working to improve our understanding of the inter-relationship between Domestic Violence, mental health and substance misuse. As a result of this work we are aiming to identify improvements to the multi-agency approach to risk identification, management, early intervention and prevention in order to reduce the risk and harm caused by domestic abuse.

Additional priorities for this Committee

- **Co-ordinating a package of measures to support community activity and resilience**

Over the next year we will be developing our Barnet Community web page to showcase how residents and businesses can find out how they can get more involved with the community and signpost community and voluntary groups to support available in the borough to help them do what they do best. We will also be developing a training programme to be delivered by council staff to the voluntary sector to bring the council closer to the community, support our voluntary sector to be sustainable, and provide professional development opportunities for staff. To complement this we will be developing a programme of support for the voluntary, community and faith sector to help it to be sustainable, resilient, and a key strategic partner to the council.

- **Emergency planning, preparedness and response**

The council will continue its work through the Barnet Borough Resilience Forum (BBRF), jointly leading partners with London Fire Brigade to plan and prepare for emergencies both strategically and operationally by involving multi agency resilience partners in targeted planning, training and exercising. Working with other responders via the BBRF, create impetus for community resilience to enhance initiatives to improve public understanding of and involvement in emergency planning across the borough. Through targeted warning and informing messages the BBRF are encouraging local communities to become involved in emergency planning, preparedness, resilience and response to local incidents. We will continue to share information with resilience partners to ensure a multi-agency approach to identifying and supporting vulnerable residents during emergency situations with a clear focus on prevention and partnership working.

Indicators for 2018/19

Corporate priorities

- **Safer communities**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	CG/C33	Overall crime rate in Barnet – Total Notifiable Offences ¹⁵	New for 2017/18	New for 2017/18	Sustain reductions	66.9	67.58	Sustain reductions	Sustain reductions
CPI	CG/S4 (RPS - Annual)	Public confidence in police and council in dealing with anti-social behaviour and crime issues that matter in their area	68%	67% (Autumn 2016)	68% (Autumn Only)	Annual – not reported	Annual – not reported	68%	68%
SPI	CG/C27	Number of Racist & Religious Hate Crime	Monitor	717	Monitor	717	667	Monitor	Monitor
SPI	CG/C4	Proven re-offending rate (Ministry of Justice)	Decrease	20.2%	Monitor	19.6%	22.0%	Monitor	Decrease

- **Tackling issues with domestic violence, mental health, and substance misuse**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
SPI	CG/C2	Percentage of repeat cases of Domestic Violence to MARAC	Monitor	12.8%	Monitor	8.3%	14.0%	Monitor	Monitor
SPI	CG/C3	Sanction Detection Rate of 'Domestic Abuse - Violence with Injury' Offences	Increase	32.4%	Monitor	30.4%	28.1%	Monitor	Increase

Additional priorities for this Committee

¹⁵ Targets will be set once the policing plan is issued in spring 2017.

- **Co-ordinating a package of measures to support community activity and resilience**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	CG/S5 (RPS - Annual)	Percentage of residents who report feeling they belong to their neighbourhood	74%	76% (Autumn 2016) (G)	75% (Autumn Only)	Autumn survey – not reported	Autumn survey – not reported	76%	77%
CPI	CG/S9 (RPS - Annual)	Percentage of residents that volunteer at least once a month	29%	23% (Autumn 2016) (RA)	29% (Spring Only)	30% (Spring 2017) (G)	Autumn survey – not reported	33%	35%
CPI	CG/S10 (RPS - Annual)	Percentage of residents who agree that people pull together to help improve their area	53%	52% (Autumn 2016) (G)	54% (Spring Only)	51% (Spring 2017) (G)	Autumn survey – not reported	54%	56%
SPI	CG/C5 (RPS - Annual)	Percentage of residents who agree that people from different backgrounds get on well together in Barnet.	Remain at or above 85%	81% (Autumn 2016) (G)	85% (Autumn Only)	Autumn survey – not reported	Autumn survey – not reported	85%	85%

Appendix E: Environment Committee

Introduction

Barnet is a green and leafy borough with parks and open spaces that are amongst the best in London; this is one of the reasons that people want to live here. In order to meet the needs of our growing population we are minimising waste for disposal and ensuring sustainable collections. Our streets will be safe and clean, day and night to support the prosperity of the borough. We will also ensure that our highways are maintained to a high standard and that our areas of high growth and strategic importance are being progressively upgraded and improved. However, we are also developing a Transport Strategy to support moving people away from car usage to other means of transport which will help us meet the highest standards of air quality.

Key successes from 2017/18

Corporate priorities

- **Modernising environmental services**

Street Scene completed its move to the new purpose-built Oakleigh Depot with no impact on frontline services. We have improved the quality of our service whilst reducing demand on the operation, ensuring that every bin that is put out correctly is collected, reducing complaints and the need to go back out to collect missed bins. We have also improved the customer experience through designing dynamic web forms for the Customer Transformation Programme Phase 1 (missed bins, bulky waste, report a problem, assisted collections and new/replacement bins). The service also carried out extensive business process mapping to identify areas for more efficient service delivery through technology. Barnet Waste Regulations went to go to Full Council on 31 October 2017 for adoption, following which a phased roll out of time banded collections will take place. New recycling collections for commercial waste are being offered to customers.

- **Developing highways improvements**

We are now in the third year of the Network Recovery Plan (NRP); similarly the patching programme. A new dedicated footway service has been launched using the Highways Direct Labour Organisation (DLO) and delivery of the full 2016/17 Local Implementation Planning spend profile has been completed.

Additional priorities for this committee

- **Delivering transport improvements**

We have been working with Transport for London (TfL) on an options report to improve bus travel and bus movements, as well as

providing cycle training free of charge to children, adults and families; in 2016/17 2,999 pupils received Bikeability training in 71 Barnet schools, and 657 adults and 29 families received cycle training. 29 schools were also involved in Bike it Plus to increase the numbers of children cycling to school and Middlesex University delivered a pilot programme to increase levels of cycling to and from campus. In addition, 301 public realm cycle parking stands have been installed at 79 locations.

- **Investing in parks and open spaces for a greener borough**

The Playing Pitch Strategy for Barnet has been agreed and adopted by Sport England, England and Wales Cricket Board, England Hockey, Football Association, Rugby Football Union and the council, and a steering group has been established to oversee and monitor delivery of the strategy. We have also obtained planning consent for the £5million redevelopment of Montrose Recreation Ground/Silkstream Park due to be completed in 2019. Approvals have been obtained for the development of masterplans for Sports Hubs at West Hendon and Barnet Playing Fields, Victoria Park Finchley and the northwest Green Belt sites at Scratchwood, Moat Mount and Barnet Woods. Finally, the council's Tree Strategy has been completed which includes the replacement of street trees, planting additional trees in parks and open spaces in response to the Parks and Open Spaces Strategy and planting trees at key sites to alleviate the effects of atmospheric pollution.

- **Delivering efficient regulatory services**

Trading Standards has achieved three successful prosecutions in relation to street trading/boards, resulting in £1,586 and £600 being awarded to the council from two of the cases. Two joint operations were undertaken with the Licensing team and the police. As part of London Trading Standards week staff carried out visits to retailers selling electrical products to check that items on sale were safe and had adequate safe usage instructions. Safety concerns were raised at eight premises and unsafe items destroyed.

Key activities for 2018/19

Corporate priorities

- **Modernising environmental services**

Over the next year, the changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services resulting in greater synergies across the service. We are also reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible. We are procuring a Data and Works Management System which will enable the service to modernise service delivery and improve customer experience through automation and mobile technology, to be implemented next year.

- **Delivering highways improvements**

We will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over 5 years), and additional capital investment in road patching and potholes, as well as investing in TfL Local Implementation Plan projects to improve safety, parking and local transport.

Additional priorities for this committee

- **Delivering transport improvements**

Over the coming year we plan to deliver £400k of electric vehicle charging infrastructure and introduce a 'floating model' car club to try to reduce car usage and transition to cleaner models of transport. We will also be further developing the Long Term Transport Strategy for the borough, which aims to move people towards greener modes of travel, such as public transport or electric vehicles.

- **Investing in parks and open spaces for a greener borough**

We will be constructing new facilities at Montrose Recreation Ground/Silkstream Park which will provide a new cafeteria and pavilion building, children's play facilities, junior football pitches and a community garden. We will also be completing masterplans for Copthall, West Hendon, Barnet Playing Fields, and North West Green Belt sites to define improvements to those areas, commencing the improvement works to Victoria Park and the Colindale and Rushgrove sites as part of the wider Colindale regeneration area. Finally, we will commence the planning of parks and open spaces provision in the Brent Cross regeneration area.

- **Delivering efficient regulatory services**

The Trading Standards service will continue to investigate serious complaints of unfair trading, fraud, and consumer safety, and we will work to ensure that licensed premises meet the licensing objectives. We will continue to work with neighbouring boroughs to implement project plans under the Mayors Air Quality Fund. We will also investigate public health, noise, nuisance and anti-social behaviour service requests and work with interested parties to resolve problems, and will implement the latest technology to enhance the funeral service, investing in modernisation of cemetery buildings and investigating means to prolong the life of Hendon Cemetery and provide additional burial space locally.

Indicators for 2018/19

Corporate priorities

• Modernising environmental services

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	SS/S6 (RPS - Biannual)	Percentage of residents who are satisfied with street cleaning	58%	51% (Autumn 2016) (RA)	60% (Autumn and Spring)	65% (Spring 2017) (G)	Autumn survey – not reported	61%	62%
CPI	SS/S3 (LAPS D27)	Percentage of household waste sent for reuse, recycling and composting	42%	36.73% (Q3 16/17) (R)	42%	32.70% (Q4 2016/17) (R)	39.30% (Q1 2017/18) (R)	42%	50%
CPI	SS/S4 (RPS - Biannual)	Percentage of residents who are satisfied with refuse and recycling services	80%	75% (Autumn 2016) (GA)	82% (Autumn and Spring)	83% (Spring 2017) (G)	Autumn survey – not reported	84%	85%

• Delivering highways improvements

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
KPI	KPI 2.2 NM	Highways Category 1 Defects Rectification Timescales completed on time (48 hours)	100%	TBC	100%	99.2% (RA)	98.2% (R)	100%	100%
KPI	KPI 2.3 NM	Highways Category 2 Defects Rectification completed on time	100%	TBC	100%	95.6% (April 2017) (R)	Fail ¹⁶ (R)	100%	100%
CPI	CG/S11 (RPS – Biannual)	Percentage of residents who are satisfied with road maintenance	35%	33% (Autumn 2016) (G)	35% (Autumn and Spring)	38% (Spring 2017) (G)	Autumn survey – not reported	39%	London average (41% 14/15)

¹⁶ Re still finalising September 2017 data.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	Re/S19	Satisfaction with NRP repairs (from door knocking surveys)	New for 2017/18	New for 2017/18	TBC	Annual – not reported	Annual – not reported	TBC	TBC
CPI	CG/S12 (RPS - Biannual)	Percentage of residents who are satisfied with pavement maintenance	35%	34% (Autumn 2016) (G)	35% (Autumn and Spring)	36% (Spring 2017) (G)	Autumn survey – not reported	39%	London average (41% 14/15)
SPI	PI/C6 (RPS - Biannual)	Percentage of residents who are satisfied with street lighting	72%	69% (Autumn 2016) (G)	73% (Autumn and Spring)	80% (Spring 2017) (G)	Autumn survey – not reported	74%	76%

Additional priorities for this committee

• **Delivering transport improvements**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	PI/S3 (RPS - Biannual)	Percentage of residents who are satisfied with parking services	30%	24% (Autumn 2016) (R)	30% Autumn and Spring	31% (Spring 2017) (G)	Autumn survey – not reported	32%	London average – 33% in 15/15
New	New	Success of independent adjudicator appeals on PCNs	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	TBC	TBC

• **Investing in parks and open spaces for a greener borough**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	SS/S1 (RPS - Biannual)	Percentage of residents who are satisfied with parks and open spaces	72%	72% (Autumn 2016) (G)	73% (Autumn and Spring)	74% (Spring 2017) (G)	Autumn survey – not reported	74%	75%

- Delivering efficient regulatory services

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
SPI	EH01A	Compliance with Environmental Health Service Standards (Priority 2)	95%	97.0% (G)	95%	96.7% (G)	97.1% (G)	95%	95%
SPI	EH01B	Compliance with Environmental Health Service Standards (Priority 1)	100%	96.0% (R)	100%	100% (G)	100% (G)	100%	100%
SPI	EH02D	Food sampling inspections	100%	143% (G)	100%	130.4% (G)	100% (G)	100%	100%
SPI	CG/C30 (Annual)	Air quality	New for 2017/18	New for 2017/18	TBC	Annual – not reported	Annual – not reported	TBC	TBC

Appendix F: Housing Committee

Introduction

We believe that people who contribute to the life of the Borough should be able to live here, in good quality homes that they can afford. For all residents of the borough, whether they are council tenants, leaseholders, or private renters, we will continue to deliver efficient and effective housing services. We will also ensure that we support our older and disabled residents to continue to enjoy independent lives. Note that although matters relating to housing growth and delivery reports to the Assets, Regeneration and Growth Committee, the Housing Committee will receive information on affordable housing.

Key successes from 2017/18

Corporate priorities

- **Building compliance and fire safety**

Since June 2017 Barnet Homes have removed cladding from three tower blocks on the Granville Road estate in NW2, which had similar cladding panels as those on Grenfell Tower, and have identified a programme of fire safety enhancements in other tower blocks. The housing committee has committed £17.5m for this work. We have also made improvements to the monitoring and recording of health and safety compliance in our non-residential buildings, and are investing in fire safety works at Barnet House. In addition, we are investing in a specific programme to ensure that all recommendations from fire risk assessments undertaken in commercial units beneath council flats are fully implemented.

Additional priorities for this Committee

- **Tackling homelessness**

New mitigations have been put in place, focusing on early intervention, prevention, family mediation and reduction in the use of Temporary Accommodation (TA), delivered positive results. For example, 532 homeless preventions were achieved by the end of Q2 2017/18, against a target of 450. In addition, households in temporary accommodation reduced from 2,757 at the end of March 2017 to 2,675 at the end of Q2 2017/18. The new *Customer Ready* Team is in place to collect documentation ahead of customer interviews, to reduce the administrative burden on front-line officers. 325 households placed directly into private rented accommodation by the end of Q2 2017/18 against a target of 288. The provision of discretionary funds for care leavers has been improved to reduce the risk of homelessness and poor outcomes. To further increase affordable supply, 50 units will be purchased out of London, as part of the

second phase of the acquisitions programme. A total of 20 properties had completed and a further 24 properties were undergoing the conveyancing process, representing a total of £7.15million of the £8million capital budget committed by the end of Q2 2017/18.

- **Driving up the quality of the Private Rented Sector**

Between July 2016 and July 2017 (Year 1 of the Additional HMO Licensing Scheme) the target of 200 applications was exceeded, with 287 applications received and 204 additional HMO licenses issued. As at July 2017 there were 474 licensed HMOs in the borough, which is a 318% increase from the end of March 2016. The sale of the first long term empty property was purchased through Compulsory Purchase powers following extensive legal challenges, and the council's policy for Civil Penalties to be issued under the Housing and Planning Act 2016 was developed and endorsed.

- **Providing suitable housing to support vulnerable people**

The new Extra Care Housing Scheme at Moreton Close is on schedule for completion in 2018/19, and the second tranche of 40 council homes, including four wheelchair accessible homes, has been completed. Barnet Homes operates the Severe Weather Emergency Protocol during the winter months to accommodate rough sleepers during severe weather and also has a joint protocol in place with the council's care leaver's service 'Onwards and Upwards' to ensure that all eligible and relevant care leavers are placed in suitable accommodation when leaving care to fulfil the Council's corporate parenting duties and allow a successful transition to independent living; to ensure that young people have a realistic expectation of what their housing options are when they leave care; and to reduce homelessness through developing young people's skills and having the right support in place to maintain their tenancies.

Key activities for 2018/19

Corporate priorities

- **Building compliance and fire safety**

For 2018/19 the priority will be to implement the enhancements to tower block fire safety, and ensure that our commercial tenants understand their responsibilities in relation to keeping buildings safe.

Additional priorities for this Committee

- **Tackling homelessness**

We will explore the proposal to develop up to 200 units of factory-built temporary accommodation on a site in N11. This proposal is dependent on the viability of the site and the resolution of contamination issues. We will also be installing the Qmatic appointment system to enable Housing Options to better manage demand by moving to an appointment-only service. Finally, Housing Options will be creating new referral pathways with partners to improve housing and support options for key customer cohorts.

- **Driving up the quality of the private rented sector**

The new policy for issuing Civil Penalties under the Housing and Planning Act 2016 will be implemented, and the dataset for HMOs in the borough will be reviewed to inform targeted enforcement action at non-licensed premises. We will also be monitoring compliance by landlords with their licence conditions on a risk basis.

- **Providing suitable housing to support vulnerable people**

In 2018/19 the Extra Care Scheme at Moreton Close will be opened, and progress will be made on the next tranche of 330 homes for affordable rent to be delivered by Open Door Homes, of which at least 10% will be wheelchair accessible. Plans to build an additional two Extra Care housing schemes will be progressed. The Severe Weather Emergency Protocol and the joint protocol with Onwards and Upwards will continue to be implemented.

Indicators for 2018/19

Corporate priorities

- **Building compliance and fire safety**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
KPI	KPI EST 24b	Building Statutory Compliance with Civic Estate (comprising Mill Hill Depot, Hendon Town Hall, Colinghurst, Friary and Barnet House)	Pass	Pass	Pass	Pass (G)	Pass (G)	Pass	Pass
SPI	BH/	Percentage of scheduled fire risk assessment completed (council housing) on time	New for 2017/18	New for 2017/18	100%	New for Q3 2017/18	New for Q3 2017/18	100%	100%
SPI	BH/	Percentage of priority 0 and 1 fire safety actions completed on time	New for 2017/18	New for 2017/18	90%	New for Q3 2017/18	New for Q3 2017/18	90%	90%

Additional priorities for this Committee

- **Tackling homelessness**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	REGEN KPI05	Delivery of affordable housing completions	375	NEW FOR 2017/18	112	68	113	294	TBC
CPI	Re/S17 (Annual)	Percentage of new homes that are affordable (net)	40%	Not reported	40%	Annual – not reported	Annual – not reported	40%	40%
SPI	BH/C4	Average re-let time for routine lettings	HM Benchmarking 1st Quartile 17.5 days)	13.53 days (Q4 16/17) (G)	13 days	14.8 days (G)	12.17 days (G)	12 days	HM Benchmarking 1st Quartile
SPI	BH/C8	Percentage of respondents very or fairly satisfied with repairs and maintenance	95% (96% in Perf Report)	99.2% (Q4 16/17) (G)	96%	99.5% (G)	98.0% (G)	96%	HM Benchmarking 1st Quartile
CPI	BH/S2	Number of homelessness preventions	900	972 (G)	1050	249 (G)	532 (G)	1110	1110
CPI	BH/C4 BH/KPI1	Numbers of households in Temporary Accommodation	2700	2757 (G)	2600	2,692 (G)	2,675 (G)	2600	2600
CPI	BH/KPI 9	Families with Children in Temporary Accommodation ¹⁷	New for 2017/18	New for 2017/18	Monitor	65.1%	64.4%	Monitor	Monitor
SPI	BH/C2 (LY: BH/C6)	Households placed directly into the private sector by Barnet Homes	500	646 (G)	575	149 (G)	325 (G)	625	625
SPI	BH/S1	Numbers in Emergency Temporary Accommodation (ETA)	150	149 (G)	175	149 (G)	174 (G)	200	200
SPI	BH/S4 BH/S3	Current arrears as a percentage of debit	3%	3.04% (G)	2.9%	3.23% (GA)	3.46% (R)	3.1%	Top 25%

¹⁷ New indicator – target set as Monitor for 2017/18 whilst baseline identified

• Driving up the quality of the private rented sector

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
SPI	EH04A	Number of empty properties brought back into residential use	100	120 (G)	100	40	18	100	100
SPI	EH04B	Number of private tenanted properties with Category 1 Hazards reduced to Category 2 Hazards	Not less than 165	396 (G)	165	44	22	165	Category 1 hazards reduced in 165 properties
SPI	EH11 (Annual)	Number of accredited landlords	517 (based on 5% increase on 15/16 outturn)	627 (G)	658 (based on 5% increase on 16/17 outturn)	Annual – not reported	Annual – not reported	TBC at year-end (based on 5% increase on 17/18 outturn)	TBC at year-end (based on 5% increase on the 18/19 outturn)
SPI	EH10 (Annual)	Increasing number of Houses in Multiple Occupation licenced under the mandatory scheme	191	244 (G)	264 (based on EOY 16/17)	Annual – not reported	Annual – not reported	TBC at year-end (Number of licensed premises is increased by 20 annually)	TBC at year-end (Number of licensed premises is increased by 20 annually)

• Providing suitable housing to support vulnerable people

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
SPI	CG/S21	Delivery of 10% affordable homes as wheelchair or accessible units	10%	11.5% (3 of 26 units) (G)	Monitor	0% (0 units)	0% (0 units)	10%	10%

Appendix G: Policy and Resources Committee

Introduction

The Policy and Resources (P&R) Committee is the principal way that strategic policy and plans are discussed and recommend to Full Council. The remit of this Committee includes; approval of the Corporate Plan - our key strategic document setting out how we'll meet the challenges and opportunities to 2020; capital and revenue budget setting and the Medium Term Financial Strategy; and ensuring effective use of resources and value for money. The P&R Committee co-ordinates the budget setting process and brings together savings proposals and priorities for the Theme Committees. It also has a role in ensuring efficient back office services and effective customer services.

Key successes from 2017/18

Corporate priorities

- **Implementing The Way We Work programme**

This programme focuses on preparing the council's workforce for the office move to Colindale, including ensuring staff have the right tools to be able to work from any location across the borough; and delivering the accommodation and travel arrangements that will enable staff to work effectively. A series of staff briefings took place throughout the year to communicate the new arrangements. In addition, all contracts and policies were reviewed to ensure staff were able to change how they work; and training was provided for staff and partners on the different ways of working.

- **Continuing to improve Customer Services** – the council is moving to a digital by default approach, which aims to get the majority of customer contact online. Throughout the year webforms increased whilst telephony, face-to-face and email volumes fell (by at least 10 per cent). Customer Services consistently met the target for responding to emails and webforms within the agreed timeframes. The two indicators supporting the customer access strategy: to increase self-service contacts and to reduce failure demand through right first time contacts performed better than target. Satisfaction with customer service (across all channels excluding web) and satisfaction with the website also performed above target.

Key activities for 2018/19

Corporate priorities

- **Implementing The Way We Work programme** to empower staff to choose when, where and how they work in order to deliver the best possible services and outcomes for our residents and customers. This includes a move out of our offices in NLBP and Barnet House to a new, purpose built office in Colindale and a number of hubs and touchdown points across the borough. Through the programme we are modernising and consolidating our office space whilst also having the opportunity to contribute to the regeneration of the Colindale area. The Way We Work programme is an important step in our organisational development to becoming a high performing, agile, learning organisation with a highly engaged workforce who deliver positive outcomes for residents and customers in Barnet.
- **Continuing to improve Customer Services** by developing a customer-focused culture, where customers get a consistently high quality experience, and where we transform the number and quality of digital self-service options so that customers don't have to wait in a queue to get the information and service they need, but can go online 24/7. Our Customer Transformation Programme has been developed to deliver the vision that by 2020 customer access will be simplified, and primarily 'digital by default', offering efficient resolution and services joined-up across the council, partner agencies and the community sector. We are redesigning our website to be much easier to use, and launching a more modern 'My Account' facility, that will offer a wider range of service request options and extra features such as automated emails to give customers updates about the services they have requested. We are also delivering a digital inclusion programme to make sure customers without digital skills or access have the opportunity to acquire them, and that customers who cannot go online can still access the specialist support they need.
- **Medium and long term strategic planning:** our current Corporate Plan and Medium Term Financial Strategy runs to 2020 and it is important for us to continue to plan for and focus on the continued funding and demographic challenges beyond that period, as well as the potential opportunities from new technology etc. It is important to reset our thinking through to 2025 and beyond.

Indicators for 2018/19

Corporate priorities

- **Continuing to improve Customer Services**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	CG/S24	Overall satisfaction with customer services (excludes web satisfaction) ¹⁸	88%	91% (G)	89%	90% (G)	90% (G)	TBC	90%

¹⁸ CSG contract targets are reviewed on an annual basis. The council will seek to confirm targets by the start of the financial year. 2019/20 targets are subject to change.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	CG/S25	Satisfaction with the council's website	51%	55% (G)	55%	55% (G)	55% (G)	TBC	TBC
CPI	New	Customer cases that are closed within the agreed timescales	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	TBC	TBC

- **Medium and long term financial planning**

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	CG/S22	Council Tax collection	98.5%	98.5%	98.5% (4-year target)	98.4%	98.5%	98.5% (4-year target)	98.5% (4-year target)
CPI	CG/S23	Business rate collection	99.0%	99.1%	99.0% (4-year target)	99.1%	99.9%	99.0% (4-year target)	99.0% (4-year target)
CPI	CG/S14 (RPS - Biannual)	Percentage of residents who are satisfied with the way the council runs things	73%	N/A	74% (Autumn and Spring)	70% (Spring 2017) (G)	Autumn survey – not reported	74%	75%
CPI	CG/S16 (RPS - Biannual)	Percentage of residents who are satisfied with Barnet as a place to live	90%	85% (Autumn 2016) (GA)	90% (Autumn and Spring)	82% (Spring 2017) (R)	Autumn survey – not reported	90%	90%

	<p>Policy and Resources Committee</p> <p>13 February 2017</p>
<p style="text-align: right;">Title</p>	<p>Request referred from Health Overview and Scrutiny Committee following consideration of Member’s Item in the name of Cllr Phil Cohen</p>
<p style="text-align: right;">Report of</p>	<p>Head of Governance</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A – Member’s Item in the name of Cllr Phil Cohen: Health and Wellbeing Impact Assessments</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Kirstin Lambert, Governance Team Leader Email: kirstin.lambert@barnet.gov.uk Tel: 020 8359 2177</p>

Summary

The report informs the Committee of a request from Health Overview and Scrutiny Committee following consideration of an Opposition Member’s Item in the name of Councillor Phil Cohen at its meeting on 4 December 2017. The Motion on ‘Health and Wellbeing Impact Assessments’ is attached at Appendix A. Following consideration of the Member’s Item the Committee noted that the matter was cross-cutting and therefore agreed to request that the Policy and Resources Committee consider whether future reports produced by the Council on policy matters should have section which specifically considers Health and Wellbeing.

Recommendation

1. That the Policy and Resources Committee's instructions are required in relation to this item.

1. WHY THIS REPORT IS NEEDED

1.1 On 4 December 2017 Councillor Phil Cohen submitted a Member's Item to Health Overview and Scrutiny Committee on 'Health and Wellbeing Impact Assessments'.

1.2 During consideration of the Member's Item Councillor Cohen noted that the item suggested that future papers produced by the Council on policy matters should have a section which specifically considered Health and Wellbeing. He noted that a housing policy paper could, for example, also consider wider Health and Wellbeing matters such as GP services and leisure. Councillor Cohen suggested that the Committee could receive a paper on how this could work. The Committee agreed that because the matter was cross cutting, that Policy and Resourced Committee be asked to consider it. The Committee then:

“RESOLVED to ask Policy and Resources Committee to consider the issue contained in the Member's Item as set out above.”

1.3 It is noted that should the Policy and Resources Committee wish to consider the request that future papers produced by the Council on policy matters include a section which specifically considers Health and Wellbeing, this could be provided for by an amendment to the Reports Template, and associated guidance material.

2. REASONS FOR RECOMMENDATION

2.1 No recommendations have been made. The Policy and Resources Committee are therefore requested to give consideration to the request of the Health Overview and Scrutiny Committee and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 As and when issues raised and progressed, they will need to be evaluated

against the Corporate Plan and other relevant policies.

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

5.2.1 None in the context of this report.

5.3 Social Value

5.3.1 Not applicable in the context of this report.

5.4 Legal and Constitutional References

5.4.1 The Council's Constitution, Article 7 - Committees Sub-Committees Area Committees and Forums and the Local Strategic Partnership, sets out the terms of reference of the Policy and Resources Committee including 'If any report appears to come within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.'

5.5 Risk Management

5.5.1 None in the context of this report.

5.6 Equalities and Diversity

5.6.1 None in the context of this report.

5.7 Consultation and Engagement

5.7.1 None in the context of this report.

5.8 Insight

5.8.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1.1 Health Overview and Scrutiny Committee, 4 December 2017, Agenda item 6, <http://barnet.moderngov.co.uk/documents/s43705/Members%20Item%20-%20Councillor%20Cohen.pdf>

6.1.2 Minutes of the Health Overview and Scrutiny Committee, 4 December 2017, <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=179&Mid=9292&Ver=4>

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	<p>Health Overview and Scrutiny Committee</p> <p>4 November 2017</p>
<p style="text-align: right;">Title</p>	<p>Member’s Item – Councillor Cohen: Health and Wellbeing Impact Assessments</p>
<p style="text-align: right;">Report of</p>	<p>Head of Governance</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>None</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Anita Vukomanovic, Governance Team Leader Email: anita.vukomanovic@barnet.gov.uk Tel: 0208 359 7034</p>

Summary
<p>The report informs the Performance and Committee of a Member’s Item and requests instructions from the Committee.</p>

Recommendations
<p>1. That the Health Overview and Scrutiny Committee’s instructions in relation to this Member’s item are requested.</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 Councillor Phil Cohen has requested that a Member's Item be considered on the following matter:

"This Committee agrees to commission a paper on how Health and Wellbeing Impact Assessments can be included in all new policy and strategic developments initiated by Barnet council.

It would mean that for any policy area officers and members would need to consider what the health and wellbeing impact would be if a particular course of action was recommended. At the moment impact assessments cover areas such as resources, social value, equalities and diversity, but not health and wellbeing.

This would be line with an integrated approach which recognises that there are wider determinants of good or poor health and wellbeing covering policy areas such as housing and regeneration, environment, transport, food standards, community safety and leisure.

Other London local authorities have adopted such an approach, as has the Mayor of London. His draft Health Inequalities Strategy called Better Health for all Londoners published on 23 August 2017 says that health and health inequalities need to be addressed systematically across a wide range of public services.

It is also central to the London health devolution agreement announced on 16 November 2017 between the Mayor, Secretary of State for Health Jeremy Hunt, London councils and the NHS. This places importance in joined-up health and social care and recognises how people's quality of life can be affected by differences in people's homes, education, the local environment, jobs, and access to public services."

2. REASONS FOR RECOMMENDATIONS

No recommendations have been made. The Committee are therefore requested to give consideration and provide instruction.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable.

4. POST DECISION IMPLEMENTATION

- 4.1 Post decision implementation will depend on the decision taken by the Committee.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As and when issues raised through a Member's Item are progressed, they will need to be evaluated against the Corporate Plan and other relevant policies.

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

5.2.1 None in the context of this report.

5.3 Social Value

5.3.1 None in the context of this report.

5.4 Legal and Constitutional References

The Council's Constitution (Article 2 – Members of the Council) states that a Member, including appointed substitute Members of a Committee may have one item only on an agenda that he/she serves. Members items must be within the term of reference of the decision making body which will consider the item.

5.4.1 There are no legal references in the context of this report.

5.5 Risk Management

5.5.1 None in the context of this report.

5.6 Equalities and Diversity

5.6.1 Member's Items allow Members of a Committee to bring a wide range of issues to the attention of a Committee in accordance with the Council's Constitution. All of these issues must be considered for their equalities and diversity implications.

5.7 Consultation and Engagement

5.7.1 None in the context of this report.

5.8 Insight

5.8.1 None.

6. BACKGROUND PAPERS

6.1 Email to the Governance Service dated 22 November 2017

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